

CITY OF WINDSOR AGENDA 04/22/2024

City Council Meeting Agenda

Date: Monday, April 22, 2024 **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, lnuit 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

4.1. Adoption of the Windsor City Council minutes of its meeting held March 18, 2024 (SCM 104/2024)

5. NOTICE OF PROCLAMATIONS

Proclamations

"Daffodil Month" - April 2024

"National Dental Hygienists Week" – April 4–10, 2024

"National Volunteer Week" - April 14-20, 2024

"Earth Day" - April 22, 2024

"World Primary Immunodeficiency Week" - April 22-29, 2024

"Polish Heritage Month" - May 2024

"Mental Health Month" - May 2024

"Holocaust Remembrance Day" - May 5, 2024

"International Fibromyalgia Awareness Day" – May 12, 2024

"May Court Club of Windsor celebrates 90 years!" - May 12-18, 2024

Flag Raising Ceremony

"Run for Rocky Day" - April 9, 2024

"Polish Heritage Month" - May 1-5, 2024

Illumination

"National Tourism Week Go Green" - April 15-19, 2024

"National Organ and Tissue Donation Week" – April 22–27, 2024

"Doctor's Day" - May 1, 2024

"Bladder Cancer Awareness Month" - May 3-5, 2024

"Lupus Awareness Day" - May 10, 2024

"International Fibromyalgia Awareness Day" – May 12, 2024

"Polish Heritage Month" - May 13-17, 2024

6. COMMITTEE OF THE WHOLE

- 7. **COMMUNICATIONS INFORMATION PACKAGE** (This includes both Correspondence and Communication Reports)
- 7.1. Correspondence 7.1.1. through 7.1.15. (CMC 6/2024)
- 7.2. 2023 Provincial Offences (POA) Annual Report City Wide (C 44/2024)

8. CONSENT AGENDA

- 8.1. 2024 Municipally Significant Event Status, Wards 3, 5, 9,10 (**C 39/2024**)
- 8.2. Update to Various Finance Policies City Wide (C 32/2024)

- 8.3. 2023 Annual Investment Compliance Report City Wide (C 38/2024)

 CONSENT COMMITTEE REPORTS
- 8.4. Amendment to the Windsor–Essex Child Care and Early Years Services System Plan 2020-2025: Priority Neighbourhoods for CWELCC Directed Growth (SCM 68/2024) & (S 32/2024)
- 8.5. Rent Supplement Program Expiries and Mitigation Update City Wide (SCM 70/2024) & (\$ 31/2024)
- 8.6. 2024 Ministry of Education (MEDU)- Child Care, EarlyON Child and Family Centres and Canada Wide Early Learning and Child Care (CWELCC) Funding Update (SCM 71/2024) & (\$ 28/2024)
- 8.7. Legislated Five Year Review of the 10-year Housing and Homelessness Master Plan, 2024 (SCM 72/2024) & (S 30/2024)
- 8.8. Rezoning Sital Garha 1350 Pelletier Street Z-031/23 ZNG/7158 Ward 2 (SCM 73/2024) & (S 14/2024)
- 8.9. 986 Ouellette Avenue, Masonic Temple, Community Heritage Fund & Downtown Windsor Enhancement Strategy and Community Improvement Plan Grant Extension (Ward 3) (SCM 74/2024) & (S 19/2024)
- 8.10. Verbal Update to Municipal Heritage Register: Strategies in response to Provincial Bill 23 City Wide (SCM 75/2024)
- 8.11. Sandwich Town CIP Application, 3431, 3433, 3435 Bloomfield Road; Agent Vaibhav Desai (Windsor Essex Community Housing Corporation) Ward 2 (SCM 76/2024) & (S 171/2023)
- 8.12. Downtown Community Improvement Plan Applications made by 1000287003 Ontario Inc. for 28, 34, and 36 Chatham Street East, Ward 3 (SCM 77/2024) & (S 23/2024)
- 8.13. Downtown Community Improvement Plan Application made by 58 Chatham Street West Corp. for 46, 52, 58 Chatham Street West, Ward 3 (SCM 78/2024) & (S 25/2024)
- 8.14. Report No. 51 of the International Relations Committee Draft Twin City/Friendship City Policy (SCM 79/2024) & (SCM 25/2024)
- 8.15. Minutes of the International Relations Committee of its meeting held January 17, 2024 (SCM 80/2024) & (SCM 26/2024)
- 8.16. Adoption of the Essex-Windsor Solid Waste Authority (EWSA) Regular Board of its meeting held December 5, 2023 (SCM 86/2024) & (SCM 37/2024)
- 8.17. Community and Corporate Greenhouse Gas Emissions and Energy Monitoring Report 2022 City Wide (SCM 87/2024) & (S 169/2023)

- 8.18. Windsor's 2023 Report On the State of the Environment **(SCM 88/2024) & (S 33/2024)**
- 8.19. Response to CQ 36-2023 Repurposing Lot 16 City Wide (SCM 89/2024) & (S 35/2024)
- 8.20. Zoning By-law Amendment Application for 3842 Woodward Boulevard, Z-030/23 [ZNG-7151], Ward 9 (SCM 91/2024) & (S 18/2024)
- 8.21. Windsor Sign By-law Billboard Review and Amendments City Wide (SCM 92/2024) & (S 116/2023) & (AI 4/2024)
- 8.22. Brownfield Redevelopment Community Improvement Plan (CIP) application submitted by 1000506202 Ontario Inc. for 1567 Ouellette Avenue (Ward 3) (SCM 93/2024) & (S 36/2024)
- 8.23. Sandwich Town CIP Application, 3573 Peter Street; Owner: Sarin Ty and Soknao Tieng (Ward 2) (SCM 94/2024) & (S 34/2024)
- 8.24. Minutes of the Property Standards Committee of its meeting held February 12, 2024 (SCM 95/2024) & (SCM 57/2024)
- 9. REQUEST FOR DEFERRALS, REFERRALS AND/OR WITHDRAWALS
- 10. PRESENTATIONS AND DELEGATIONS
- 11. REGULAR BUSINESS ITEMS (Non-Consent Items)
- 11.1. Little River Pollution Control plant (LRPCP) UV Disinfection Equipment Pre-Purchase Contract Award City Wide (C 31/2024)
- 11.2. Ojibway Trunk Sewer Maintenance Hole Rehabilitation Delayed Commencement City Wide (C 41/2024)
- 11.3. Retention and Employee Experience Framework City Wide (C 43/2024)
- 11.4. Response to CQ 2-2023 Moving the Location of Bright Lights Ward 3 (SCM 299/2023) & (S 133/2023)

 Clerk's Note: Administration providing the attached additional information (Al 5/2024)
- 11.5. Declaration of a Vacant Parcel of Land Municipally Known as 0 Forest Glade Drive Surplus and Authority to Offer Same for Sale Ward 8 (C 35/2024)

- 11.6. Proposed Expropriation of Land for the Prince Road Storm Sewer Project Phase 9B Ward 2 (C 45/2024)
- 11.7. 2023 Year-End Operating Budget Variance Report City Wide (C 40/2024)
- 11.8. Reinvestment of Special WDBL Dividend in WDTC (C 36/2024)

 Clerk's Note: P & C Memo, dated April 5, 2024, submitted to Mayor & members of council only.
- 11.9 Contract Amendment for Net Metering Photovoltaic Rooftop Project at 11 City Facilities City Wide (C 42/2024)

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 of the Special Meeting of Council In-Camera of its meeting held March 18, 2024 (SCM 103/2024)
- 13. BY-LAWS (First and Second Reading)
- 13.1 **By-law 52-2024** A BY-LAW TO FURTHER AMEND BY-LAW NUMBER 8600 CITED AS THE "CITY OF WINDSOR ZONING BY-LAW". Authorized by CR87/2024, dated February 26, 2024.
- 13.2 **By-law 53-2024** A BY-LAW TO ASSUME FOR SUBSEQUENT CLOSURE THE 3.96 METRE NORTH/SOUTH ALLEY LOCATED EAST OF CALIFORNIA AVENUE, NORTH OF QUEBEC STREET, WEST OF ASKIN AVENUE AND SOUTH OF TOTTEN STREET, CITY OF WINDSOR. Authorized by CR 416/2022, dated September 26, 2022.
- 13.3 **By-law 54-2024** A BY-LAW TO CLOSE, STOP UP AND CONVEY THE 3.96 METRE NORTH/SOUTH ALLEY LOCATED EAST OF CALIFORNIA AVENUE, NORTH OF QUEBEC STREET, WEST OF ASKIN AVENUE AND SOUTH OF TOTTEN STREET, CITY OF WINDSOR. Authorized by CR 416/2022, dated September 26, 2022.
- 13.4 **By-law 55-2024** A BY-LAW TO ASSUME FOR SUBSEQUENT CLOSURE THE 3.66 METRE NORTH/SOUTH ALLEY LOCATED NORTH OF MALDEN ROAD, EAST OF BLACKBURN COURT AND WEST OF HURON CHURCH ROAD, CITY OF WINDSOR. Authorized by CR57/2021, dated February 1, 2021.

- 13.5 **By-law 56-2024** A BY-LAW TO CLOSE, STOP UP AND CONVEY THE 3.66 METRE NORTH/SOUTH ALLEY LOCATED NORTH OF MALDEN ROAD, EAST OF BLACKBURN COURT AND WEST OF HURON CHURCH ROAD, CITY OF WINDSOR. Authorized by CR57/2021, dated February 1, 2021.
- 13.6 **By-law 57-2024** A BY-LAW TO REPEAL BY-LAW NUMBER 49-2020, BEING A BY-LAW TO ASSUME FOR SUBSEQUENT CLOSURE THE 3.66 METRE EAST/WEST ALLEY AND THE 4.00 METRE NORTH/SOUTH ALLEY LOCATED SOUTH OF WYANDOTTE STREET EAST, NORTH OF ONTARIO STREET, EAST OF BUCKINGHAM ROAD AND WEST OF FORD BOULEVARD, CITY OF WINDSOR. Authorized by CR320/2022, dated July 25, 2022.
- 13.7 **By-law 58-2024** A BY-LAW TO REPEAL BY-LAW NUMBER 50-2020, BEING A BY-LAW TO CLOSE, STOP UP AND CONVEY CLOSURE THE 3.66 METRE EAST/WEST ALLEY AND THE 4.00 METRE NORTH/SOUTH ALLEY LOCATED SOUTH OF WYANDOTTE STREET EAST, NORTH OF ONTARIO STREET, EAST OF BUCKINGHAM ROAD AND WEST OF FORD BOULEVARD, CITY OF WINDSOR. Authorized by CR320/2022, dated July 25, 2022.
- 13.8 **By-law 59-2024** A BY-LAW TO ASSUME FOR SUBSEQUENT CLOSURE THE 4.0 METRE NORTH/SOUTH ALLEY LOCATED EAST OF BUCKINGHAM ROAD, NORTH OF ONTARIO STREET, WEST OF FORD BOULEVARD AND SOUTH OF WYANDOTTE STREET EAST, CITY OF WINDSOR. Authorized by CR320/2022, dated July 25, 2022.
- 13.9 **By-law 60-2024** A BY-LAW TO CLOSE, STOP UP AND CONVEY THE 4.0 METRE NORTH/SOUTH ALLEY LOCATED EAST OF BUCKINGHAM ROAD, NORTH OF ONTARIO STREET, WEST OF FORD BOULEVARD AND SOUTH OF WYANDOTTE STREET EAST, CITY OF WINDSOR. Authorized by CR320/2022, dated July 25, 2022.
- 13.10 By-law 61-2024 A BY-LAW TO ASSUME FOR SUBSEQUENT CLOSURE THE TWO (2) PORTIONS OF THE 4.27 METRE EAST/WEST ALLEY LOCATED NORTH OF CABANA ROAD WEST, EAST OF ROCKWELL AVENUE, SOUTH OF CARTIER DRIVE AND WEST OF GRANADA AVENUE WEST, CITY OF WINDSOR. Authorized by CR326/2023, dated August 8, 2023.
- 13.11 **By-law 62-2024** A BY-LAW TO CLOSE, STOP UP AND CONVEY THE TWO (2) PORTIONS OF THE 4.27 METRE EAST/WEST ALLEY LOCATED NORTH OF CABANA ROAD WEST, EAST OF ROCKWELL AVENUE, SOUTH OF CARTIER DRIVE AND WEST OF GRANADA AVENUE WEST, CITY OF WINDSOR. Authorized by CR326/2023, dated August 8, 2023.
- 13.12 **By-law 63-2024** A BY-LAW TO ASSUME FOR SUBSEQUENT CLOSURE THE 4.57 METRE EAST/WEST ALLEY NORTH OF WENTWORTH STREET, EAST OF PERTH AVENUE, AND SOUTH OF ARMANDA STREET, CITY OF WINDSOR. Authorized by CR418/2023, dated October 16, 2023.

- 13.13 **By-law 64-2024** A BY-LAW TO CLOSE, STOP UP AND CONVEY THE 4.57 METRE EAST/WEST ALLEY NORTH OF WENTWORTH STREET, EAST OF PERTH AVENUE, AND SOUTH OF ARMANDA STREET, CITY OF WINDSOR. Authorized by CR418/2023, dated October 16, 2023.
- 13.14 **By-law 65-2024** A BY-LAW TO ASSUME FOR SUBSEQUENT CLOSURE THE 3.66 METRE NORTH/SOUTH ALLEY NORTH OF MILLOY STREET, EAST OF FACTORIA ROAD, SOUTH OF ALICE STREET, AND WEST OF ST. LUKE ROAD, CITY OF WINDSOR. Authorized by CR13/2023, dated January 16, 2023.
- 13.15 **By-law 66-2024** A BY-LAW TO CLOSE, STOP UP AND CONVEY THE 3.66 METRE NORTH/SOUTH ALLEY NORTH OF MILLOY STREET, EAST OF FACTORIA ROAD, SOUTH OF ALICE STREET AND WEST OF ST. LUKE ROAD, CITY OF WINDSOR. Authorized by CR13/2023, dated January 16, 2023.
- 13.16 **By-law 67-2024** A BY-LAW TO ASSUME FOR SUBSEQUENT CLOSURE THE 4.26 METRE NORTH/SOUTH ALLEY NORTH OF BEALS STREET, EAST OF CHURCH STREET, SOUTH OF LIBERTY STREET, AND WEST OF DOUGALL AVENUE, CITY OF WINDSOR. Authorized by CR35/2021, dated January 18, 2021.
- 13.17 **By-law 68-2024** A BY-LAW TO CLOSE, STOP UP AND CONVEY THE 4.26 METRE NORTH/SOUTH ALLEY LOCATED NORTH OF BEALS STREET, EAST OF CHURCH STREET, SOUTH OF LIBERTY STREET, AND WEST OF DOUGALL AVENUE, CITY OF WINDSOR. Authorized by CR35/2021, dated January 18, 2021.
- 13.18 **By-law 69-2024** A BY-LAW TO ASSUME FOR SUBSEQUENT CLOSURE THE 4.42 METRE NORTH/SOUTH ALLEY LOCATED NORTH OF TECUMSEH ROAD EAST, EAST OF BERNARD ROAD, SOUTH OF GUY STREET, AND WEST OF FRANCOIS ROAD, CITY OF WINDSOR. Authorized by CR254/2023, dated June 12, 2023.
- 13.19 **By-law 70-2024** A BY-LAW TO CLOSE, STOP UP AND CONVEY THE 4.42 METRE NORTH/SOUTH ALLEY LOCATED NORTH OF TECUMSEH ROAD EAST, EAST OF BERNARD ROAD, SOUTH OF GUY STREET, AND WEST OF FRANCOIS ROAD, CITY OF WINDSOR. Authorized by CR254/2023, dated June 12, 2023.
- 13.20 **By-law 71-2024** A BY-LAW TO FURTHER AMEND BY-LAW NUMBER 8600 CITED AS THE "CITY OF WINDSOR ZONING BY-LAW". Authorized by by-law 19-2024, dated January 29, 2024.
- 13.21 **By-law 72-2024** A BY-LAW TO ESTABLISH LANDS AS A PUBLIC HIGHWAY KNOWN AS LITTLE RIVER BOULEVARD IN THE CITY OF WINDSOR. Authorized by CR76/2011, dated February 28, 2011.
- 13.22 **By-law 73-2024** A BY-LAW TO CONFIRM PROCEEDINGS OF THE COUNCIL OF THE CORPORATION OF THE CITY OF WINDSOR AT ITS MEETING HELD ON THE 22ND DAY OF APRIL, 2024.

14. MOVE BACK INTO FORMAL SESSION

15. NOTICES OF MOTION

16. THIRD AND FINAL READING OF THE BY-LAWS

By-law 52-2024 through 73-2024 inclusive

17. PETITIONS

18. QUESTION PERIOD

- 18.1. Summary of Outstanding Council Questions as of April 10, 2024 (SCM 98/2024)
- 18.2. Outstanding Council Directives as of April 22, 2024 (SCM 97/2024)

19. STATEMENTS BY MEMBERS

20. UPCOMING MEETINGS

Windsor Licensing Commission Tuesday, April 23, 2024 9:30 a.m., 350 City Hall Square West, Room 522b

Environment, Transportation & Public Safety Standing Committee Wednesday, April 24, 2024 4:30 p.m., Council Chambers

Environment, Transportation & Public Safety Standing Committee
Sitting as the Transit Windsor Board of Directors
Wednesday, April 24, 2024
Immediately following the Environment, Transportation & Public Safety Standing
Committee
4:30 p.m., Council Chambers

Property Standards Committee Tuesday, April 30, 2024 10:00 a.m., 350 City Hall Square West, Room 522b Community Services Standing Committee Wednesday, May 1, 2024 9:00 a.m., Council Chambers

Development & Heritage Standing Committee Monday, May 6, 2024 4:30 p.m., Council Chambers

City Council Meeting Monday, May 13, 2024 10:00 a.m., Council Chambers

21. ADJOURNMENT

Item No. 4.1



Committee Matters: SCM 104/2024

Subject: Adoption of the Windsor City Council minutes of its meeting held March 18, 2024



CITY OF WINDSOR MINUTES 03/18/2024

City Council Meeting

Date: Monday, March 18, 2024 Time: 10:00 o'clock a.m.

Members Present:

Mayor

Mayor Drew Dilkens

Councillors

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 9 - Councillor Kieran McKenzie

Ward 10 - Councillor Jim Morrison

Councillor Regrets

Ward 8 – Councillor Gary Kaschak

1. ORDER OF BUSINESS

2. CALL TO ORDER

Following the playing of the Canadian National Anthem and reading of the Land Acknowledgement, the Mayor calls the meeting to order at 10:00 o'clock a.m.

3. DISCLOSURE OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF

None disclosed.

4.1. Adoption of the Windsor City Council minutes of its meeting held February 26, 2024.

Moved by: Councillor Angelo Marignani Seconded by: Councillor Kieran McKenzie

That the minutes of the Meeting of Council held February 26, 2024 **BE ADOPTED** as presented. Carried.

Report Number: SCM 58/2024

5. NOTICE OF PROCLAMATIONS

Proclamations

"Transit Operator and Worker Appreciation Day" - March 18, 2024

"World Tuberculosis (TB) Day" - March 24, 2024

"Happy Akitu Chaldean Babylonian 7324 New Year" - April 1, 2024

"Royal Canadian Air Force Centennial Week" - April 1 - 5, 2024

"Sikh Heritage Month" - April 2024

"Be a Donor Month" - April 2024

Flag Raising Ceremony

"Commonwealth Day" - March 11, 2024

"Happy Akitu Chaldean Babylonian 7324 New Year" - April 1, 2024

"Royal Canadian Air Force 2024 Centennial" – April 2–3, 2024

"Sikh Heritage Month" - April 3-5, 2024

Illumination

"World Down Syndrome Day" - March 21, 2024

"Epilepsy Awareness Month – International Purple Day" – March 26 – 31, 2024

"Happy Akitu Chaldean Babylonian 7324 New Year" - April 1, 2024

"Royal Canadian Air Force 2024 Centennial" – April 2 – 7, 2024

6. COMMITTEE OF THE WHOLE

Moved by: Councillor Mark McKenzie Seconded by: Councillor Jim Morrison

That Council do now rise and move into Committee of the Whole with the Mayor presiding for the purpose of dealing with:

- (a) communication items;
- (b) consent agenda;
- (c) hearing requests for deferrals, referrals and/or withdrawals of any items of business;
- (d) hearing presentations and delegations;
- (e) consideration of business items;
- (f) consideration of Committee reports:
- (g) Report of Special In-Camera Meeting or other Committee as may be held immediately following Council (if scheduled); and
- (h) consideration of by-laws 45-2024 through 51-2024 (inclusive) Carried.

7. COMMUNICATIONS INFORMATION PACKAGE

7.1. Correspondence for Monday, March 18, 2024

Moved by: Councillor Ed Sleiman

Seconded by: Councillor Renaldo Agostino

Decision Number: CR108/2024

That the following Communication Items 7.1.1 through 7.1.6 and Item 7.1.8 as set forth in the Council

Agenda **BE REFERRED** as noted; and that Item 7.1.9 and 7.1.7 be dealt with as follows:

7.1.9 Memo and Reports on Closed Meeting Investigations 2023-01 and 2023-02

Moved by: Councillor Jo-Anne Gignac Seconded by: Councillor Kieran McKenzie

Decision Number: CR109/2024

That Council **RECEIVE** the reports of Aird & Berlis LLP regarding "Report on Closed Meeting Investigation 2023-01" and "Report on Closed Meeting Investigation 2023-02", and that the measures outlined by the City Clerk addressing the recommendations in the subject reports **BE NOTED** and that the City Clerk **CONTINUE** to review and provide the necessary continuous improvements that maximizes information available to the public while not undermining the reason for excluding the public.

Carried.

Minutes City Council

Monday, March 18, 2024

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7.1.7 Administrative Memo Regarding Ontario Energy Board (OEB) & Keeping Ontario Energy Costs Down Act

Moved by: Councillor Fred Francis

Seconded by: Councillor Jo-Anne Gignac

Decision Number: CR110/2024

That the administrative memo of the Commissioner, Economic Development dated March 18, 2024 entitled "Ontario Energy Board (OEB) & *Keeping Ontario Energy Costs Down Act*", the letter from the Ontario Home Builders Association dated February 15, 2024 regarding concerns with the Ontario Energy Board's (OEB) decision on Phase 1 of the Enbridge Gas 2024 rebasing application, the letter from Enbridge dated January 30, 2024 regarding opposition of Ontario Energy Board's decision and the letter from Environmental Defence dated February 12, 2024 regarding their response to Enbridge Gas regarding support of Ontario Energy Board's decision **BE RECEIVED**; and,

That administration **BE DIRECTED** to continue to report back at the appropriate intervals with updates related to this file for Council's information and consideration.

Carried.

| No. | Sender | Subject |
|-------|-----------------------|--|
| 7.1.1 | Ontario Land Tribunal | Notice of Hearing by video conference on March 20, 2024 at 10:00 a.m. regarding OLT-23-001105; Olivia Construction Homes Inc. v. Windsor (City); 1982 Norman Road. |
| | | Senior Legal Counsel Commissioner, Corporate Services City Planner City Solicitor Heritage Planner Commissioner, Economic Development MBA/14604 Note & File |
| 7.1.2 | Ontario Land Tribunal | Notice of Hearing by video conference on April 5, 2024 at 10:00 a.m. regarding OLT-24-000133; 2349136 Ontario Limited v. Windsor (City); 0 St. Etienne. |
| | | Senior Legal Counsel Commissioner, Corporate Services City Planner City Solicitor Commissioner, Economic Development Z2024 Note & File |

| <u> </u> | 0 | Page 3 01 23 |
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| No. | Sender | Subject |
| 7.1.3 | Ontario Land Tribunal | Notice of Case Management Conference (CMC) by video conference on March 22, 2024 at 10:00 a.m. regarding OLT Case No. OLT-23-000967 and OLT Lead Case No. OLT-23-000965; Badour v. Windsor (City); 991 Morand Street (Lots 31 and 32, RP 1579). |
| | | Senior Legal Counsel Commissioner, Corporate Services City Planner City Solicitor Commissioner, Economic Development Z2024 |
| 7.1.4 | Town of LaSalle | Note & File Notice of Public Planning Meeting - Comprehensive Zoning By-law Housekeeping Amendment File Z- 01-2024 |
| 7.1.5 | ENWIN Utilities Ltd | City Solicitor City Planner Commissioner, Corporate Services Commissioner, Economic Development Z2024 Note & File Annual Drinking Water Systems Regulation O. Reg. |
| | | Executive Director, Public Works Operations Commissioner, Infrastructure Services and City Engineer (Interim) Manager, Environmental Quality EI/10108 Note & File |
| 7.1.6 | Essex Region Conservation Authority (ERCA) | BD03/24 Biological Success of the Peche Island Erosion Mitigation and Habitat Restoration Project. Resolution No. 23/24 |

| No. | Sender | Subject |
|-------|--|---|
| | | Commissioner, Community Services Commissioner, Economic Development Commissioner, Infrastructure Services and City Engineer (Interim) Manager, Environmental Quality El2024 |
| 7.4.7 | 0 | Note & File |
| 7.1.7 | Commissioner, Economic Development | Administrative memo regarding the Ontario Energy Board (OEB) & Keeping Ontario Energy Costs Down Act |
| | and | and |
| | Ontario Home Builders Association | Letter regarding concerns with the Ontario Energy Board's (OEB) decision on Phase 1 of the Enbridge Gas 2024 rebasing application (the "Decision"), issued on December 21, 2023. |
| | and | and |
| | Enbridge | Letter regarding opposition of Ontario Energy Board's decision. |
| | and | and |
| | Environmental Defence | Letter in response to Enbridge Gas regarding support of Ontario Energy Board's decision. |
| | | Commissioner, Economic Development Commissioner, Infrastructure Services and City Engineer (Interim) |
| | | Commissioner, Finance and City Treasurer Supervisor, Environmental Sustainability & Climate Change MU2024 |
| 7.4.0 | O'I DI / | Council Direction Requested, otherwise Note & File |
| 7.1.8 | City Planner / Executive Director | Application for Zoning Amendment & Official Plan Amendment, Bouzide Enterprises Ltd., 2144 Huron Church Road, to construct a combined use building. |
| | | ZS/10848 & ZO/10790 Note & File |

City Council

Monday, March 18, 2024

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| No. | Sender | Subject |
|-------|-------------------|---|
| 7.1.9 | City Clerk | Memo regarding Reports on Closed Meeting Investigations 2023-01 and 2023-02 |
| | and | and |
| | Aird & Berlis LLP | Report on Closed Meeting Investigation 2023-01 |
| | | and |
| | | Report on Closed Meeting Investigation 2023-02 |
| | | ACO2024 |
| | | Note & Fil |

Carried.

Report Number: CMC 5/2024

7.2. Your Quick Gateway (Windsor) Inc. (YQG) - 2023 Financial Statements (Q3) - City Wide

Moved by: Councillor Ed Sleiman

Seconded by: Councillor Renaldo Agostino

Decision Number: CR111/2024

That the report of the Deputy Treasurer - Financial Accounting & Corporate Controls dated February 26, 2024 entitled "Your Quick Gateway (Windsor) Inc. (YQG) - 2023 Financial Statements (Q3) - City Wide" **BE RECEIVED** for information.

Carried.

Report Number: C 24/2024 Clerk's File: AF2024

stement of Remuneration and

7.3. Mayor, Councillors and Appointees Statement of Remuneration and Expenses for 2023

Moved by: Councillor Ed Sleiman

Seconded by: Councillor Renaldo Agostino

Decision Number: CR112/2024

That the report of the Financial Analyst dated February 23, 2024 entitled "Mayor, Councillors and Appointees Statement of Remuneration and Expenses for 2023" **BE RECEIVED** for information. Carried.

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Report Number: C 23/2024 Clerk's File: ACO/7090

7.4. 2023 Status Report regarding City's response to Cannabis Retail Store Applications provided to AGCO – City Wide

Moved by: Councillor Ed Sleiman

Seconded by: Councillor Renaldo Agostino

Decision Number: CR113/2024

That the report of the Executive Assistant - Office of the CAO dated March 5, 2024 entitled "2023 Status Report regarding City's response to Cannabis Retail Store Applications provided to AGCO – City Wide" **BE RECEIVED** for information.

Carried.

Report Number: C 13/2024 Clerk's File: GP/13047

7.5. Sewer Master Plan Implementation Update - City Wide

Moved by: Councillor Ed Sleiman

Seconded by: Councillor Renaldo Agostino

Decision Number: CR114/2024

I. That the report of the Storm/Wastewater Engineer dated February 8, 2024 entitled "Sewer Master Plan Implementation Update - City Wide" **BE RECEIVED** for information as an annual update on the advancements made on the Sewer Master Plan Implementation Program.

Carried.

Report Number: C 17/2024 Clerk's File: SW/12983

8. CONSENT AGENDA

8.1. Energy Service Agreement at the Windsor Justice Facility with ENWAVE Windsor Holdings LP - City Wide

Moved by: Councillor Fabio Costante Seconded by: Councillor Fred Francis

Decision Number: CR115/2024

That Council **AMEND** the third paragraph of Resolution CR295/2021 approved on July 5, 2021 by substituting ENWAVE Windsor Holdings Limited Partnership for the Windsor Utilities Commission; and,

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That Council further **AMEND** the third paragraph of Resolution CR295/2021 to change the expiry date to May 5, 2026; and,

That the CAO and the City Clerk **BE AUTHORIZED** to execute the service agreement satisfactory in form to the City Solicitor, in financial content to the City Treasurer and in technical content to the Executive Director of Parks & Facilities.

Carried.

Report Number: C 25/2024 Clerk's File: MU/14147

8.2. Working at Heights Training Program Agreements - City Wide

Moved by: Councillor Fabio Costante Seconded by: Councillor Fred Francis

Decision Number: CR116/2024

That the Chief Administrative Officer and City Clerk **BE AUTHORIZED** to execute any agreements with the Public Sector Health and Safety Association ("PSHSA") relating to the Working at Heights training program, satisfactory in form to the City Solicitor, in technical content to the Executive Director of Human Resources, and in financial content to the City Treasurer, as applicable. Carried.

Report Number: C 26/2024 Clerk's File: GP/12640

8.3. Update of Round 1 of the Arts, Culture and Heritage Fund 2024 – City Wide

Moved by: Councillor Fabio Costante Seconded by: Councillor Fred Francis

Decision Number: CR117/2024

That the report from the Supervisor, Community Programming – Cultural Affairs dated March 1, 2024 entitled "Update of Round 1 of the Arts, Culture and Heritage Fund 2024 – City Wide" **BE RECEIVED**; and further,

That City Administration **BE AUTHORIZED** to proceed directly to City Council with future reports being received for information and pertaining to the Arts, Culture and Heritage Fund (ACHF), in order to remove barriers and reduce processing times for this grant program. Carried.

Report Number: C 27/2024 Clerk's File: AF/14585

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8.4. Exemption to Noise By-law 6716 for Nighttime Construction Work – EC Row Expressway from Banwell Road to Lauzon Parkway – Wards: 7, 8 and 9

Moved by: Councillor Fabio Costante Seconded by: Councillor Fred Francis

Decision Number: CR118/2024

I) That the following exemption requests to the provisions of the Noise By-law 6716 (as amended), **BE GRANTED**:

a. Specific exemption request:

The Public Works Department of the City of Windsor is requesting a noise by-law exemption for the time periods for the operation of construction equipment as dictated by the City of Windsor By-Law No. 6716 in order to allow construction work during night time hours.

b. Scope of Exemption:

The project limits are located in the City of Windsor at EC Row Expressway from Banwell Road to Lauzon Parkway.

c. Duration of Exemption:

This Noise By-Law Exemption is requested for the dates commencing on May 6, 2024 and continuous through August 2, 2024.

Carried.

Report Number: C 22/2024

Clerk's File: AB2024

8.5. Downtown CIP Grant Application - Property Address, Roll Number, and Legal Description Update - 570 Church Street and 576 Church Street

Moved by: Councillor Fabio Costante Seconded by: Councillor Fred Francis

Decision Number: CR119/2024

- I. That CR594/2019 **BE AMENDED** by deleting Recommendation I in its entirety, and inserting the following in its place:
 - "I. That the request made by Otagho Incorporation (Owner) for the proposed development of a portion of 366 Wyandotte Street West identified by tax roll number 040-080-00425-0000, such portion being legally described as: a) Lot 39, Plan 343 Windsor; Part of Lot 38, Plan 343 Windsor as in R1084722; Windsor, being all of PIN 01193-0424; and b) Lot 40, Plan 343, Windsor; Part of Lot 41, Plan 343 Windsor as in R786172; Windsor, being all of PIN 01193-0423, to participate in the Building/Property Improvement Tax Increment Grant Program **BE APPROVED** for 100% of the municipal

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portion of the tax increment resulting from the proposed development for five (5) years, provided the improvements to the existing building at 366 Wyandotte Street West, as shown in Appendices B and D, of Report S87/2019 are completed, in accordance with the Downtown Windsor Enhancement Strategy and Community Improvement Plan;"

Carried.

Report Number: C 30/2024

Clerk's File: SPL/10759

8.6. Global Policy Update - City Wide

Moved by: Councillor Fabio Costante Seconded by: Councillor Fred Francis

Decision Number: CR120/2024

That Council **APPROVE** the updates to the Corporate Policy Library as outlined in Appendices A through J, attached to the report of the Corporate Policy Coordinator dated February 1, 2024 entitled "Global Policy Update".

Carried.

Report Number: C 15/2024

Clerk's File: GM2024

8.8. Pathway to Potential: Windsor-Essex County Poverty Reduction Strategy 2024 – 2028 – City Wide

Moved by: Councillor Fabio Costante Seconded by: Councillor Fred Francis

Decision Number: CR122/2024 CSSC 234

That the report of the Coordinator, Social Planning dated February 16, 2024 entitled "Pathway to Potential: Windsor-Essex County Poverty Reduction Strategy 2024 – 2028 – City Wide" **BE**

RECEIVED; and,

That City Council **APPROVE** the new plan entitled Pathway to Potential: Windsor Essex County Poverty Reduction Strategy 2024-2028, attached as appendix A. Carried.

Report Number: SCM 62/2024 & S 29/2024

Clerk's File: SS/10488

8.9. Zoning By-law Amendment Application for 3445 Church Street, Z-002/24 [ZNG-7165], Ward 1

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Moved by: Councillor Fabio Costante Seconded by: Councillor Fred Francis

Decision Number: CR123/2024 DHSC 591

That Zoning By-law 8600 **BE AMENDED** by changing the zoning for the lands located on the west side of Church Street between Liberty Street and Beals Street West, described as Lots 153 & 154 and Part of Closed Alley, Plan 1305 [PIN No. 01304-0854 LT], from Residential District 1.4 (RD1.4) to Residential District 1.2 (RD1.2), subject to additional regulations:

WEST SIDE OF CHURCH STREET BETWEEN LIBERTY STREET AND BEALS 498. STREET WEST

For the lands comprising of Lots 153 & 154 and Part of Closed Alley, Plan 1305, PIN No. 01304-0854 LT, the following shall apply:

Notwithstanding Section 5.11.5, for a single unit dwelling, the maximum width of a carport or garage forming part of the main building shall not exceed 68.0% of the maximum permitted width of the main building on the lot.

[ZDM 8; ZNG/7165]

Carried.

Report Number: SCM 60/2024 & S 17/2024

Clerk's File: Z/14730

11.2. Capital Variance Report - September 30, 2023 - City Wide

Moved by: Councillor Fabio Costante Seconded by: Councillor Fred Francis

Decision Number: CR125/2024

- 1. That City Council **RECEIVE** for information the 2023 Life-to-Date Capital Variance Report as at September 30, 2023; and,
- 2. Whereas on February 2, 2024, the Capital Budget was deemed approved via Mayoral Decision MD05-2024 and subsequently as a result of the requests outlined in this report that will allow projects to proceed in an efficient and effective manner, that City Council DIRECT the City Treasurer to effect the following transfers and commitments:
 - a. Transfers to and from existing capital projects/reserves as identified within Appendix A Summary of Capital Project Variances; and,
 - b. Additional capital funding requests listed below:
 - i. An allocation of \$40,000 in available Pay-As-You-Go funding, Fund 169, to the Development Charges – Study and Bylaw Update project, 7183004, and a

- return of \$40,000 in Development Charge General funding, Fund 121 from the same project
- ii. A pre-commitment of \$60,000 in 2026 Service Sustainability funding, Fund 221, from the Technology Replacements Emergency Operations Centre project, FRS-001-20, for immediate use
- iii. A transfer of currently available funds of approximately \$507,500, including \$87,500 approved in the 2024 Capital Budget, from the Sanitary Sewer Inflow and Infiltration Program, 7219011, to the Locate and Mitigate Inflow and Infiltration in Existing Neighbourhoods project, 7224004
- iv. Transfers of \$87,500 and \$100,000, respectively, in 2025 and 2026 Sewer Surcharge funding, Fund 153, from the Inflow and Infiltration Program (SMP), ENG-009-21, to the Sewer Master Plan Implementation (SMP) project, ENG-002-19
- v. An allocation of \$113,500 in available Pay-As-You-Go funding, Fund 169, to the Purchase of Fleet Additions and Upgrades project, OPS-022-07
- vi. An allocation of \$800,000 in available Sewer Surcharge Reserve funding, Fund 153, to the Sunset / Wyandotte W / Cul-de-Sac Sewer Rehabilitation project, 7171003
- vii. Commitment of placeholder funding from the Sewer Master Plan Implementation project, ENG-002-19, to the SMP Lauzon Parkway Sewer & Road Rehabilitation project, 7201032, as follows:
 - 1. \$530,000 in 2021 Sewer Surcharge Reserve funding, Fund 153
 - 2. \$3,970,000 in 2022 Sewer Surcharge Reserve funding, Fund 153
 - 3. \$3,970,000 in 2023 Sewer Surcharge Reserve funding, Fund 153
 - 4. \$5,230,000 in 2024 Sewer Surcharge Reserve funding, Fund 153
- viii. Commitment of placeholder funding from the Sewer Master Plan Implementation project, ENG-002-19, to the SMP St. Rose Pump Station project, 7219002, as follows:
 - 1. \$1,270,000 in 2024 Sewer Surcharge Reserve funding, Fund 153
 - 2. \$714,529 in 2025 Sewer Surcharge Reserve funding, Fund 153
- ix. Transfer and pre-commitment of \$5,000,000 of 2028 Sewer Surcharge funding, Fund 153, from the DMAF/SMP Riverside Dr Vista project, 7196000, to the SMP-St Rose Pump Station project, 7219002
- x. Change in \$5,000,000 of 2029 Sewer Surcharge funding in the Sewer Master Plan Implementation project, ENG-002-19 to the DMAF/SMP Riverside Dr Vista project from SMP-St Rose Pump Station project
- xi. Transfer and pre-commitment of \$2,915,471 of 2028 Sewer Surcharge funding, Fund 153, from the Enhanced Flooding Mitigation Program DMAF 1 project, ENG-005-19, to the SMP-St Rose Pump Station project, 7219002
- xii. Transfer of \$2,915,471 of 2030 Sewer Surcharge funding, Fund 153, from the Sewer Master Plan Implementation project, ENG-002-19, to the Enhanced Flooding Mitigation Program DMAF 1 project, ENG-005-19
- xiii. Transfer of \$1,000,000 in Service Sustainability funding, Fund 221, from the 2024 Road Rehab project (7241000) to the 2022 Road Rehab project (7221001).

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xiv. Transfer of \$1,000,000 in Canada Community-Building Fund funding, Fund 153, from the 2022 Road Rehab project (7221001) to the 2024 Road Rehab project (7241000).

Carried.

Report Number: C 167/2023 Clerk's File: AF/14585

11.3. Disaster Mitigation & Adaptation Fund Program - City Wide

Moved by: Councillor Fabio Costante Seconded by: Councillor Fred Francis

Decision Number: CR126/2024

- I. That City Council **RECEIVE** for information this report as an overall status update on Disaster Mitigation & Adaptation Fund 1 & 4 (DMAF Program); and,
- II. That City Council **PRE-APPROVE** and **AWARD** any procurement(s) necessary that are related to the DMAF Program projects provided that the procurement(s) are within approved budget amounts, pursuant to the Purchasing By-Law 93-2012 and amendment thereto, satisfactory in legal content to the City Solicitor, in financial content to the Chief Financial Officer/City Treasurer and in technical content to the City Engineer; and,
- III. That the Purchasing Manager **BE AUTHORIZED** to issue Purchase Orders as may be required to effect the recommendations related to the DMAF Program, subject to all specifications being satisfactory in financial content to the Chief Financial Officer/City Treasurer, and in technical content to the City Engineer; and,
- IV. That the Purchasing Manager **BE AUTHORIZED** to issue Purchase Orders for any amendment(s) as may be required related to the DMAF Program, provided that the amendment(s) are within approved budget amounts, satisfactory in financial content to Chief Financial Officer/City Treasurer, and in technical content to the City Engineer; and,
- V. That the Chief Administrative Officer and City Clerk BE AUTHORIZED to execute any amendment(s) as may be required related to the DMAF Program, provided that the amendment(s) are within approved budget amounts, satisfactory in financial content to Chief Financial Officer/City Treasurer, in legal form to the City Solicitor; and in technical content to the City Engineer; and,
- VI. That Administration **BE AUTHORIZED** to take any other steps as may be required to bring effect to these resolutions related to the DMAF Program, and that the Chief Administrative Officer and City Clerk **BE AUTHORIZED** to execute any required documentation/agreement(s) for that purpose, satisfactory in legal content to the City Solicitor, in financial content to the Chief Financial Officer/City Treasurer and technical content to the City Engineer; and,

- VII. That Administration **BE AUTHORIZED** to issue any change order(s) for any amendment(s) as may be required related to the DMAF Program, provided that the amendment(s) are within approved budget amounts, satisfactory in financial content to Chief Financial Officer/City Treasurer, and in technical content to the City Engineer, and,
- VIII. That with respect to the DMAF 4 Program:
 - a. That City Council **SUPPORT** the incremental capital costs as detailed in the Financial Matters section in an amount estimated to be \$53,800,000, plus financing costs, to effect the capital works required for the completion of the DMAF 4 Large Scale Stream RTB; and.
 - b. That subject to the incremental funding requirements being supported and a commitment to fund those costs being provided, that Administration **BE AUTHORIZED TO ADVISE** Infrastructure Canada (INFC) that discussions with respect to the development of a Contribution Agreement for the award of funding under DMAF 4 can be restarted; and,
 - c. That, if required, the CAO and City Clerk **BE AUTHORIZED** to execute any agreements and or applications which are deemed necessary to commence the capital works for the DMAF 4 Program, satisfactory in form to the City Solicitor, in financial content to the Chief Financial Officer/City Treasurer, and in technical content to the City Engineer.

Carried.

Report Number: C 28/2024 Clerk's File: SW/13822

11.4. Housing Enabling Water Systems Fund Application - Citywide

Moved by: Councillor Fabio Costante Seconded by: Councillor Fred Francis

Decision Number: CR127/2024

- I. That City Council **SUPPORT** an application to the Housing-Enabling Water Systems Fund (HEWSF) for the project identified in this report; and,
- II. That City Council **APPROVE** the signing and submission of the HEWSF application by the Chief Administrative Officer subject to all documentation being satisfactory in form to the City Solicitor, in technical content to the City Engineer, and in financial content to the City Treasurer, or designates; and,
- III. That subject to written confirmation from the grant provider that the City's application has been successful, Administration **REPORT BACK** to Council regarding the proposed financing strategy required to carry out this project and execute the Agreement.

Carried.

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Report Number: C 33/2024 Clerk's File: SW/14743

11.5. 2024 Municipally Significant Event Status, Wards 2,3,4,9

Moved by: Councillor Fabio Costante Seconded by: Councillor Fred Francis

Decision Number: CR128/2024 CSSC 236

That the request from; Northern Heat Rib Series; Rotary Club of Windsor (1918); Poutine Feast Ontario Inc.; Windsor-Essex Pride Fest; SOTC Productions; Zalent Creatives; and Hotel-Dieu Grace Healthcare Foundation for approval of designation as 'municipally significant' for the purpose of applying for their Special Occasions Permit – Public Event **BE APPROVED** by City Council subject to the terms and conditions of the Special Event Agreement with the City; and further,

That City Council **APPROVE** the following proposed significant event dates for 2024: Thursday May 23, 2024 through Sunday May 26, 2024

 Windsor Rib Fest (Riverfront Festival Plaza and Riverfront Civic Terrace) hosted by Northern Heat Rib Series

Friday May 31, 2024 through Sunday June 2, 2024

Art in the Park (Willistead Park) hosted by Rotary Club of Windsor (1918)

Thursday June 6, 2024 through Sunday June 9, 2024

• Poutine Feast (Riverfront Festival Plaza and Riverfront Civic Terrace) hosted by Poutine Feast Ontario Inc.

Saturday June 8, 2024

The Pier (Assumption Park- Pier) hosted by SOTC Productions

Saturday July 27, 2024 or Saturday August 24, 2024

- The Hangar (Canadian Aviation Museum) hosted by SOTC Productions
- This event takes place on private property that does not hold a liquor license
- The event will only take place on one of the dates, not both

Friday August 9, 2024 through Sunday August 11, 2024

Pride Fest (Lanspeary Park and Outdoor Rink) hosted by Windsor-Essex Pride Fest

Friday August 16, 2024 through Sunday August 18, 2024

Windsor International Diaspora African Festival (Lanspeary Park) hosted by Zalent Creatives

Saturday September 14, 2024

• Survivor Challenge (Malden Park) hosted by Hotel-Dieu Grace Healthcare Foundation Carried.

Report Number: SCM 69/2024 & S 26/2024

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Clerk's File: SR2024

9. REQUEST FOR DEFERRALS, REFERRALS AND/OR WITHDRAWALS

None requested.

10. PRESENTATIONS AND DELEGATIONS

11.1. Stormwater Financing Project Update - City Wide

Elizabeth Treadway, Senior Vice President Water Resources, WSP, David Bulova, Senior Stormwater Planner, WSP, Peter Simcisko, Managing Partner, WSP and Nadya Mrochkovskaia, Environmental Planner

Elizabeth Treadway, Senior Vice President Water Resources, WSP, David Bulova, Senior Stormwater Planner, WSP, Peter Simcisko, Managing Partner, WSP and Nadya Mrochkovskaia, Environmental Planner appear before Council regarding the administrative report entitled "Stormwater Financing Project Update - City Wide" and are available for questions.

Moved by: Councillor Fred Francis

Seconded by: Councillor Jo-Anne Gignac

Decision Number: CR124/2024

That City Council **RECEIVE FOR INFORMATION** the Stormwater Financing Project Update report; and further,

That City Council **APPROVE** the Stormwater Financing Credit Policy Manual attached in Appendix A; and further,

Whereas the 2024 Operating Budget was approved on February 2, 2024 via Mayor Decision MD05-2024 and subsequently it has been determined that two regular full-time positions within the Engineering Department staff complement are required to be in place by the Fall 2024 as follows:

- a. Supervisor of Right-of-Way Programs;
- b. Programs Coordinator; and further,

That City Council **SUPPORT** the addition of the two noted positions and **DIRECT** the City Treasurer to fund the salaries and other related staffing costs for the above two positions estimated at \$71,000 for 2024 and \$238,000 annually thereafter to be fully funded from the Stormwater Financing Operating Fund.

Carried.

Report Number: C 29/2024 Clerk's File: SW/13199

8.7. Temporary Exhibition Look Again! Outside! Extension and Expansion - City Wide

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Jennifer Matotek, Executive Director, Art Windsor-Essex (Art Gallery of Windsor)

Jennifer Matotek, Executive Director and Alex Baker, Chair Art Windsor-Essex (Art Gallery of Windsor) appear before City Council regarding the administrative report entitled "Temporary Exhibition Look Again! Outside! Extension and Expansion" and thank City Council for their support for the extension of the temporary program and provide details of the art work, key locations and the benefit it has brought to the community thus far.

Terry Kennedy, area resident

Terry Kennedy, area resident appears before Council and expresses concern regarding the administrative report entitled "Temporary Exhibition Look Again! Outside! Extension and Expansion" and suggests that the savings can be spent elsewhere in the City.

Moved by: Councillor Mark McKenzie Seconded by: Councillor Angelo Marignani

Decision Number: CR121/2024 CSSC 233

That the request from the Art Gallery of Windsor (AGW, currently operating as Art Windsor-Essex AWE) to extend the *Look Again! Outside!* temporary exhibition of up to thirty-one (31) reproduction paintings in frames in the spring of 2024 for a period of up to ONE YEAR **BE APPROVED**; and further,

That the request from the AGW to relocate two (2) of these reproduction paintings in frames currently displayed in various locations in Sandwich Town to Paterson Park until the end of 2024 **BE APPROVED**; and further,

That the City Solicitor, or designate **BE AUTHORIZED** to prepare a Consent to Enter Agreement for the Art Gallery of Windsor to allow its employees, agents and contractors (collectively "**AGW**") to enter Paterson Park (the "**Consent Lands**") for the purpose of installing and maintaining the reproduction paintings (the "**Works**") to be relocated to the Consent Lands approved as to form and content by the City Solicitor, and in content by the Executive Director, Recreation and Culture, and the Executive Director, Parks and Facilities including the following terms:

- (i) The term of the agreement shall be for a period of up to one (1) year, commencing in the spring of 2024;
- (ii) The cost for the Consent to Enter Agreement will be granted for nominal consideration of \$1.00:
- (iii) AGW will be responsible for ensuring there is no damage to the Consent Lands and, upon termination of the Consent to Enter Agreement, any disturbance of the Consent Lands resulting from AGW's carrying out of its Works will be restored by AGW at its own cost to the satisfaction of the Executive Director, Parks and Facilities;
- (iv) AGW will be required to provide the City with indemnification and require proof of insurance with the following minimal coverage, satisfactory to the City: \$5,000,000 Commercial General

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Liability coverage, with "The Corporation of the City of Windsor" listed as an additional insured and cross-liability coverage and 30 days' notice of cancellation. The coverage must not exclude the Consent Lands and must specifically acknowledge the Consent Lands are included on the proof of insurance. The City reserves the right to amend, restate and/or supplement the above requirements as determined by the City's Risk and Insurance Department from time to time.

That Administration **BE AUTHORIZED** to work with AGW to determine an appropriate area for the relocation of two (2) other existing framed reproduction paintings to new Sandwich Town locations until the end of 2024; and further,

That City Council **AUTHORIZE** the waiver of fees of up to \$8,525.00 for the permit to extend the total thirty-one (31) temporary art displays, as well as the refundable indemnity fee; and further,

That the Chief Administrative Officer and City Clerk **BE AUTHORIZED** to sign an agreement with the AGW for the installation of the artworks in the City Right-of-Way, including the Consent Lands, for a period of up to ONE YEAR beginning in the spring of 2024, approved as to form and content by the City Solicitor, or designate and in technical content by the Manager of Right-of-Way, in financial content to the City Treasurer, and in content by the Executive Director, Recreation and Culture, and the Executive Director, Parks and Facilities.

Carried.

Report Number: SCM 59/2024 & S 27/2024

Clerk's File: SR/13926

11. REGULAR BUSINESS ITEMS

None.

12. CONSIDERATION OF COMMITTEE REPORTS

12.2. Report of the Special meeting of Council – In-camera of its meeting held Monday, February 26, 2024

Moved by: Councillor Kieran McKenzie Seconded by: Councillor Mark McKenzie

Decision Number: CR107/2024

That the report of the Special In-Camera meeting held February 26, 2024 **BE ADOPTED** as

presented. Carried.

Report Number: SCM 65/2024

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13. BY-LAWS (First and Second Reading)

Moved by: Councillor Jim Morrison Seconded by: Councillor Ed Sleiman

That the following By-laws No. 45-2024 through 51-2024 (inclusive) be introduced and read a first and second time:

45-2024 A BY-LAW TO ASSUME FOR SUBSEQUENT CLOSURE THE 4.57 METRE NORTH/SOUTH ALLEY AND THE 6.10 METRE EAST/WEST ALLEY LOCATED NORTH OF UNIVERSITY STREET EAST, WEST OF PARENT AVENUE AND SOUTH OF CHATHAM STREET EAST, CITY OF WINDSOR. Authorized by CR225/2023 dated May 29, 2023.

46-2024 A BY-LAW TO CLOSE, STOP UP AND CONVEY THE 4.57 METRE NORTH/SOUTH ALLEY AND THE 6.10 METRE EAST/WEST ALLEY LOCATED NORTH OF UNIVERSITY STREET EAST, WEST OF PARENT AVENUE AND SOUTH OF CHATHAM STREET EAST, CITY OF WINDSOR. Authorized by CR225/2023 dated May 29, 2023.

47-2024 A BY-LAW TO PROVIDE FOR THE ABANDONMENT OF THE ENTIRE GRAVEL ROAD DRAIN. Authorized by CR19/2024 dated January 15, 2024.

48-2024 A BY-LAW TO FURTHER AMEND BY-LAW NUMBER 8600 CITED AS THE "CITY OF WINDSOR ZONING BY-LAW". Authorized by Section 5.4 in Zoning By-law 8600.

49-2024 A BY-LAW TO ADOPT AMENDMENT NO. 169 TO THE OFFICIAL PLAN OF THE CITY OF WINDSOR. Authorized by CR88/2024 dated February 26, 2024.

50-2024 A BY-LAW TO FURTHER AMEND BY-LAW NUMBER 8600 CITED AS THE "CITY OF WINDSOR ZONING BY-LAW". Authorized by CR88/2024 dated February 26, 2024.

51-2024 A BY-LAW TO CONFIRM PROCEEDINGS OF THE COUNCIL OF THE CORPORATION OF THE CITY OF WINDSOR AT ITS MEETING HELD ON THE 18TH DAY OF MARCH, 2024. Carried.

14. MOVE BACK INTO FORMAL SESSION

Moved by: Councillor Renaldo Agostino Seconded by: Councillor Fabio Costante

That the Committee of the Whole does now rise and report to Council respecting the business items considered by the Committee:

- 1) Communication Items (as amended)
- 2) Consent Agenda (as amended)
- 3) Items Deferred Items Referred
- 4) Consideration of the Balance of Business Items (as amended)

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- 5) Committee Reports as presented
- 6) By-laws given first and second readings as presented Carried.

15. NOTICES OF MOTION

Councillor Kieran McKenzie gives notice that he intends to introduce a motion for consideration at the April 22, 2024 meeting of Council regarding expression of interest related to city properties.

16. THIRD AND FINAL READING OF THE BY-LAWS

Moved by: Councillor Fred Francis

Seconded by: Councillor Jo-Anne Gignac

That the By-laws No. 45-2024 through 51-2024 having been read a first and second time be now read a third time and finally passed and that the Mayor and Clerk **BE AUTHORIZED** to sign and seal the same notwithstanding any contrary provision of the Council.

Carried

17. PETITIONS

None presented.

18. QUESTION PERIOD

Moved by: Councillor Fred Francis

Seconded by: Councillor Kieran McKenzie

Decision Number: CR138/2024

That the survey period related to the proposed development at the Roseland Clubhouse and Parking

Lot **BE EXTENDED** until March 31, 2024.

Carried.

Clerk's File: ACO2024

18.1 CQ 14-2024

Moved by: Councillor Mark McKenzie Seconded by: Councillor Jim Morrison

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Decision Number: CR129/2024

That the following Council Question by Councillor Angelo Marignani **BE APPROVED**, and that Administration **BE DIRECTED** to proceed with the necessary actions to respond to the Council Question in the form of a written report, consistent with Council's instructions, and in accordance with Section 17.1 of the Procedure By-law 98-2011:

CQ 14-2024:

Assigned to: Commissioner, Human & Health Services

Asks that Administration write a letter to the Provincial and Federal government advocating for greater funds to organizations that help women and children who suffer from IPV and gender-based violence so that we can take a proactive approach to this epidemic.

Carried.

Clerk's File: ACOQ2024 & GP2024

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18.2 CQ 15-2024

Moved by: Councillor Mark McKenzie Seconded by: Councillor Jim Morrison

Decision Number: CR130/2024

That the following Council Question by Councillor Fred Francis **BE APPROVED**, and that Administration **BE DIRECTED** to proceed with the necessary actions to respond to the Council Question in the form of a written report, consistent with Council's instructions, and in accordance with Section 17.1 of the Procedure By-law 98-2011:

CQ 15-2024:

Assigned to: Commissioner, Infrastructure Services and City Engineer

Asks that Administration provide a status report regarding the access soil/earth project from 2021. This is important as it can save some money when we take projects to tender.

Carried.

Clerk's File: ACOQ2024 & El2024

18.3 CQ 16-2024

Moved by: Councillor Mark McKenzie Seconded by: Councillor Jim Morrison

Decision Number: CR131/2024

That the following Council Question by Councillor Jo-Anne Gignac **BE APPROVED**, and that Administration **BE DIRECTED** to proceed with the necessary actions to respond to the Council Question in the form of a written report, consistent with Council's instructions, and in accordance with Section 17.1 of the Procedure By-law 98-2011:

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CQ 16-2024:

Assigned to: Commissioner, Community Services

Asks that Administration provide a report on the feasibility of adding indoor pickle ball courts to our facilities where space allows, utilizing the space as much as possible.

Carried.

Clerk's File: ACOQ2024 & SR2024

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18.4 CQ 17-2024

Moved by: Councillor Mark McKenzie Seconded by: Councillor Jim Morrison

Decision Number: CR132/2024

That the following Council Question by Councillor Jo-Anne Gignac **BE APPROVED**, and that Administration **BE DIRECTED** to proceed with the necessary actions to respond to the Council Question in the form of a written report, consistent with Council's instructions, and in accordance with Section 17.1 of the Procedure By-law 98-2011:

CQ 17-2024:

Assigned to: Commissioner, Economic Development

Asks that Administration prepare a report on feasibility of a residential "outdoor lighting by-law", similar to those in Muskoka, Tecumseh and Lakeshore.

Carried.

Clerk's File: ACOQ2024 & AB2024

18.5 CQ 18-2024

Moved by: Councillor Mark McKenzie Seconded by: Councillor Jim Morrison

Decision Number: CR133/2024

That the following Council Question by Councillor Jo-Anne Gignac **BE APPROVED**, and that Administration **BE DIRECTED** to proceed with the necessary actions to respond to the Council Question in the form of a written report, consistent with Council's instructions, and in accordance with Section 17.1 of the Procedure By-law 98-2011:

CQ 18-2024:

Assigned to: Commissioner, Infrastructure Services and City Engineer

Asks that Administration provide an update on the Little River flood control plan progress and how we are monitoring encroachments along the berm and waterway.

Carried.

Clerk's File: ACOQ2024 & SPL2024

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18.6 CQ 19-2024

Moved by: Councillor Mark McKenzie Seconded by: Councillor Jim Morrison

Decision Number: CR134/2024

That the following Council Question by Councillor Renaldo Agostino **BE APPROVED**, and that Administration **BE DIRECTED** to proceed with the necessary actions to respond to the Council Question in the form of a written report, consistent with Council's instructions, and in accordance with Section 17.1 of the Procedure By-law 98-2011:

CQ 19-2024:

Assigned to: Commissioner, Human & Health Services

Asks that Administration report back to City Council on the current status of the warming bus initiative, including current statistics and also explore the feasibility of expanding this to a full year service, including all costs and resources required.

Carried.

Clerk's File: ACOQ2024 & MT2024

18.7 CQ 20-2024

Moved by: Councillor Mark McKenzie Seconded by: Councillor Jim Morrison

Decision Number: CR135/2024

That the following Council Question by Councillor Renaldo Agostino **BE APPROVED**, and that Administration **BE DIRECTED** to proceed with the necessary actions to respond to the Council Question in the form of a written report, consistent with Council's instructions, and in accordance with Section 17.1 of the Procedure By-law 98-2011:

CQ 20-2024:

Assigned to: Commissioner, Infrastructure Services and City Engineer

Asks that Administration report back to City Council on the feasibility of expanding the current bulk item pick-up program to include commercial businesses in BIAs rather than just residential, do we have the capacity to do this.

Carried.

Clerk's File: ACOQ2024 & SW2024

18.8 CQ 21-2024

Moved by: Councillor Mark McKenzie Seconded by: Councillor Jim Morrison

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Decision Number: CR136/2024

That the following Council Question by Councillor Fabio Costante **BE APPROVED**, and that Administration **BE DIRECTED** to proceed with the necessary actions to respond to the Council Question in the form of a written report, consistent with Council's instructions, and in accordance with Section 17.1 of the Procedure By-law 98-2011:

CQ 21-2024:

Assigned to: Commissioner, Corporate Services

Asks that Administration report back on the Short-Term Rental License By-law, what is working and what is not, especially from an enforcement perspective. Further, report back on potential strategies, taking into account what other municipalities are doing, in addition to advocacy proposals to upper level government.

Carried.

Clerk's File: ACOQ2024 & ACL2024

18.9 CQ 22-2024

Moved by: Councillor Mark McKenzie Seconded by: Councillor Jim Morrison

Decision Number: CR139/2024

That the following Council Question by Councillor Kieran McKenzie **BE APPROVED**, and that Administration **BE DIRECTED** to proceed with the necessary actions to respond to the Council Question in the form of a written report, consistent with Council's instructions, and in accordance with Section 17.1 of the Procedure By-law 98-2011:

CQ 22-2024:

Assigned to: Commissioner, Infrastructure Services and City Engineer

Asks that Administration report back to Council with a list of Local Improvement Plans previously approved prior to the policy change enabling the City to initiate LIPs in areas that would serve to further City objectives and provide cost estimates for the previously approved projects for Council consideration in upcoming 2025 budget.

Carried.

Clerk's File: ACOQ2024 & SL2024

18.10 CQ 23-2024

Moved by: Councillor Mark McKenzie Seconded by: Councillor Jim Morrison

Decision Number: CR140/2024

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City Council

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That the following Council Question by Councillor Kieran McKenzie **BE APPROVED**, and that Administration **BE DIRECTED** to proceed with the necessary actions to respond to the Council Question in the form of a written report, consistent with Council's instructions, and in accordance with Section 17.1 of the Procedure By-law 98-2011:

CQ 23-2024:

Assigned to: Commissioner, Infrastructure Services and City Engineer

Asks that Administration report back to Council on the feasibility, financial and service level implications of adding snow removal services on residential roads for Transit Windsor School Bus Extra routes.

Carried.

Clerk's File: ACOQ2024 & SW2024

Moved by: Councillor Jo-Anne Gignac Seconded by: Coucnillor Mark McKenzie

Decision Number: CR137/2024

That the April 8, 2024 scheduled meeting of City Council BE CANCELLED; and,

That the next scheduled meeting of City Council **TAKE PLACE** on April 22, 2024 at 10:00 o'clock a.m. Carried.

Clerk's File: ACO2024

21. ADJOURNMENT

Moved by: Councillor Ed Sleiman

Seconded by: Councillor Renaldo Agostino

That this Council meeting stand adjourned until the next regular meeting of Council or at the call of the Mayor.

Carried.

Accordingly, the meeting is adjourned at 11:16 o'clock p.m.

| Mayor | City Clerk |
|-------|------------|

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Adopted by Council at its meeting held March 18, 2024 (CR107/2024)

SV/bm

SPECIAL MEETING OF COUNCIL – IN CAMERA February 26, 2024

Meeting called to order at: 11:56 a.m.

Members in Attendance:

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

Members Absent:

Councillor Fred Francis

Also in attendance:

Ray Mensour, Acting Chief Administrative Officer
Andrew Daher, Commissioner, Human and Health Services
Mark Winterton, Acting Commissioner of Infrastructure Services/City
Janice Guthrie, Commissioner of Finance/City Treasurer
Dana Paladino, Acting Commissioner of Corporate Services
Matt Johnson, Acting Commissioner Economic Development
Steve Vlachodimos, City Clerk
Wira Vendrasco, Acting City Solicitor
Abe Taqtaq, Mayor's Chief of Staff (arrives at 12:04 p.m.)
Stacey Mcguire, Executive Director Engineering (Item 3)

Verbal Motion is presented by Councillor Angelo Marignani, 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 – sale of land, Section 239(2)(c) |
| 2 | Property matter – lease, Section 239(2)(c) |
| 3 | Property matter – economic development opportunity, Section 239(2)(c)(k) |
| 4 | Personal matter – labour relations/negotiations, Section 239(2)(d) |

Motion Carried.

Declarations of Pecuniary Interest:

None declared.

Discussion on the items of business.

Verbal Motion is presented by Councillor Mark McKenzie, seconded by Councillor Fabio Costante, to move back into public session.

Motion Carried.

Moved by Councillor Gary Kaschak, seconded by Councillor Renaldo Agostino,

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THAT the Clerk BE DIRECTED to transmit the recommendation(s) contained in the report(s) discussed at the In-Camera Council Meeting held February 26, 2024 directly to Council for consideration at the next Regular Meeting.

- 1. That the recommendation contained in the in-camera report from the Coordinator of Real Estate Services, Manager of Real Estate Services, Acting City Solicitor, Acting Commissioner of Corporate Services and Commissioner of Finance/City Treasurer respecting a property matter sale of land **BE APPROVED**.
- 2. That the recommendation contained in the in-camera report from the Lease Administrator, Manager of Real Estate Services, Acting City Solicitor, Acting Commissioner of Corporate Services, Executive Director of Employment and Social Services, Commissioner of Human and Health Services and Commissioner of Finance/City Treasurer respecting a property matter – lease **BE APPROVED**.
- 3. That the recommendation contained in the in-camera report from the Senior Economic Development Officer, Executive Director of Economic Development, Commissioner of Economic Development, Acting City Solicitor, Acting Commissioner of Infrastructure Services and Commissioner of Finance/City Treasurer respecting a property matter – economic development opportunity BE APPROVED and that Administration FURTHER PROCEED in accordance with the verbal instructions of Council.
- 4. That the confidential report from the Financial Planning Administrator Windsor Fire & Rescue, Fire Chief, Executive Director of Human Resources, Commissioner of Community Services, Acting Commissioner of Corporate Services and Commissioner of Finance/City Treasurer respecting a personal matter – labour relations/negotiations **BE RECEIVED**.

Motion Carried.

Moved by Councillor Kieran McKenzie, seconded by Councillor Jim Morrison, That the special meeting of council held February 26, 2024 BE ADJOURNED.

(Time: 12:25 p.m.) **Motion Carried.**



Correspondence Report: CMC 6/2024

ATTACHMENTS Subject: Correspondence for Monday, April 22, 2024

| No. | Sender | Subject |
|-------|--|---|
| 7.1.1 | Ontario Superior Court of Justice | Windsor Housing Providers Inc. v Windsor (City); Re: application to quash Residential Licensing By- law 14-2023; Justice K. A. Gorman, Reasons for Judgement. |
| | | Commissioner, Corporate Services City Solicitor SB/12952 Note & File |
| 7.1.2 | Director, Resources Planning and Development Policy Branch | Notice of Regulation Proposal regarding Minister's Permit and Review powers under the <i>Conservation Authorities Act</i> . Environment Registry of Ontario Posting # 019-8320. |
| | Ministry of Natural Resources and Forestry | Commissioner, Economic Development Commissioner, Community Services City Planner City Solicitor GP2024 Note & File |
| 7.1.3 | Windsor Utilities Commission | Windsor Utilities Commission 2023 Annual Report Commissioner, Finance & City Treasurer Commissioner, Infrastructure Services & City Engineer MU2024 Note & File |
| 7.1.4 | Windsor Police Service | 2023 Windsor Police Service Annual Report SP2024 Note & File |
| 7.1.5 | Lisa Gretzky, MPP Windsor West | Letter requesting support of Bill 173: Intimate Partner Violence Epidemic Act |
| | | Commissioner, Corporate Services Commissioner, Human & Health Services GP2024 Note & File |

| No. | Sender | Subject |
|-------|---|---|
| 7.1.6 | Town of Lasalle | Notice of the Passing of Zoning By-Law no 8870 – Amendments that are housekeeping in nature. |
| | | Commissioner, Economic Development City Planner City Solicitor Z2024 Note & File |
| 7.1.7 | Dillon Consulting and Manager Environmental Quality | Notice of Intention to Apply Non-Potable Groundwater Site Condition Standards Record of Site Condition – 1247 Riverside Drive East, Windsor ON – Dillon Consulting Limited, File # 23-6209 Commissioner, Infrastructure Services Manager, Environmental Quality El/11165 Note & File |
| 7.1.8 | Dillon Consulting and Manager Environmental Quality | Notice of Intention to Apply Non-Potable Groundwater Site Condition Standards Record of Site Condition – 240 Albert Road, Windsor ON – Dillon Consulting Limited, File # 23-6010 Commissioner, Infrastructure Services & City Engineer Manager, Environmental Quality El/11165 Note & File |
| 7.1.9 | Architectural Conservancy Ontario | Letter to Amend Subsection 27(16) of the <i>Ontario</i> Heritage Act to request support of an extension of the deadline in the Act for five years, to January 1, 2030. Commissioner, Economic Development |
| | | City Planner City Solicitor Heritage Planner GP2024 Council Direction Requested, Otherwise Note & File |

| No. | Sender | Subject |
|--------|--|---|
| 7.1.10 | Commissioner, Infrastructure Services & City Engineer | City of Windsor Feedback Regarding ERO-019-7891 |
| | and | and |
| | Executive Director, Municipal Engineers Association | Ministry of the Environment, Conservation & Parks (MCEP) Announcement of new Regulation to Replace Municipal Class EA. |
| | | Commissioner, Infrastructure Services & City Engineer Executive Director, Engineering City Planner GM2024 Note & File |
| 7.1.11 | City Planner/Executive Director | Application for Zoning Amendment & Official Plan Amendment, Giovanni Caboto Club, 835 Tecumseh Rd E, 2148 Marentette Ave, 2175 Parent Ave, to permit one medium profile residential building up to 6 storeys with 54 dwelling units and to add a Special Policy Area that will allow for an increase in maximum building height from four (4) storeys to no more than six (6) storeys for a development within a Mixed-Use Corridor land use designation. |
| | | Z/14754 & Z/14755 Note & File |
| 7.1.12 | City Planner/Executive Director | Application for Zoning Amendment & Official Plan Amendment, 2743331 Ontario Inc., 0, 666, 676, 684 & 696 Chatham Street West, to permit the proposed residential use and off-site ancillary parking lot to establish site-specific performance standards and to permit a stand-alone 16-storey residential building. Z/14760 & Z/14762 Note & File |

| No. | Sender | Subject |
|--------|---------------------------------------|---|
| 7.1.13 | City Planner/Executive Director | Application for Zoning Amendment, Kushal & Krupa Dighe, 3589 Victoria Blvd, to permit a single unit residential dwelling. |
| | | Z/14758 Note & File |
| 7.1.14 | City Planner/Executive Director | Application for Draft Plan of Subdivision/ Condominium, Seiko Homes Inc. 705 & 755 Grand Marais Rd E., application to approve a Plan of Condominium for an 80-unit residential development consisting of two 4-storey multiple dwellings Z/14759 Note & File |
| 7.1.15 | Committee of Adjustment | Applications to be heard by the Committee of Adjustment/Consent Authority, Thursday, April 25, 2024. Z2024 Note & File |

CITATION: Windsor Housing Providers Inc. v. The City of Windsor, 2024, ONSC 1781

COURT FILE NO.: CV-23-32091 **DATE: 20240325**

ONTARIO

SUPERIOR COURT OF JUSTICE

| BETWEEN: | |
|--------------------------------|--------------------------------------|
| WINDSOR HOUSING PROVIDERS INC. |) |
| Applicant | Steven Pickard, for the Applicant |
| – and – |)) |
| WINDSOR (CITY) | Sharon Strosberg, for the Respondent |
| Respondent | |
| | |
| | HEARD: December 7, 2023 |

K.A. GORMAN

NATURE OF THE APPLICATION

- [1] The Applicant brings this application to quash Residential Licensing By-law 14-2023 ("RRL"), pursuant to s. 273(1) of the Municipal Act, 2001 on the grounds that it was enacted in bad faith, and illegally.
- [2] The applicant alleges that the regime is unlawful on several grounds including arbitrary discrimination, and that it violates the Charter of Rights and Freedoms, the Constitutional Act, the Municipal Freedom of Information and Protection Act, the Residential Tenancies Act and the Human Rights Code.
- [3] The respondent submits that the bylaw was passed in good faith for its legitimate stated purpose The respondent submits that the application is brought solely to protect the applicants' collective economic interests and to allow for their rental housing operation without regulatory oversight.

OVERVIEW

[4] On February 13, 2023, the City of Windsor passed a bylaw to regulate landlords in Wards 1 and 2 through a licensing regime. Wards 1 and 2 were selected as a precursor to the By-law being rolled out city-wide.

- [5] The city of Windsor is comprised of 10 municipal electoral wards numbered 1 to 10. Ward 1 is the home of St. Clair College. Ward 2 is the home of the University of Windsor.
- [6] Windsor Housing Providers Inc. ("WHP") is a not-for-profit corporation, incorporated on April 13, 2023, to represent housing providers (landlords) in the city of Windsor and their interest in the rental housing market. Borys Sozanski is the President of WHP and is a housing provider in the City of Windsor.
- [7] The bylaw is entitled "a bylaw to establish a licensing program for the regulation of residential rental housing in the city of Windsor". The stated purpose of the bylaw is:
 - AND WHEREAS the Council for The Corporation of the City of Windsor considers it necessary and desirable for the public to regulate the renting of residential premises for the purpose of protecting the health and safety of the persons residing in residential rental premises by ensuring that certain regulations are met, that the required essentials such as plumbing, heating and water are provided, for ensuring that the residential rental premises do not create a nuisance to the surrounding properties and neighbourhood and to protect the residential amenity, character and stability of residential areas.
- [8] The Respondent submits that the RRL is meant to provide a framework of licensing that will ensure that residential landlords provide dwellings that are licenced and inspected and in compliance with property standards, the *Building Code Act*, and the *Fire Code*.
- [9] The requirement for compliance with the bylaw came into force June 1, 2023.

ISSUES AND ANALYSIS

Was the RRL passed in "bad faith"?

- [10] While not specifically plead in the Application, the applicant submits that the bylaw should be quashed on the basis of bad faith because:
 - a. The true purpose of the bylaw is to regulate student housing and/or housing in the vicinity of the University of Windsor and St. Clair College;
 - b. The municipality falsely purports the bylaw to be a "two-year pilot" but there is no time limit in the bylaw;
 - c. The bylaw only regulates Wards 1 and 2 and does not apply to any other Wards;
 - d. The bylaw unfairly disregards the economic interests of landlords and tenants;
 - e. There is a requirement that licensees the resident of Windsor Essex and if not, they require a "local contact";

- f. Licensees must not have a criminal record for designated over fences;
- g. Licensees must carry insurance;
- h. Licences are required for anyone who collects a fee or handles payment in respect of a rental property or anyone who is involved in marketing rental properties; and
- i. There is a broad discretion granted to the municipality in granting licences and enforcing the bylaw.
- [11] The applicant submits that the true purpose of the by-law is to regulate the student housing in Wards 1 and 2 in favour of the city's more permanent residents.
- [12] The city had previously enacted bylaws to regulate a variety of real estate-based business activities, including bed and breakfasts, guesthouses, lodging houses and short-term rentals. Residential rentals fell outside of each of these bylaws and were not subject to a system of licensing until the RRL was enacted.
- [13] During Question Period at a Windsor City Council meeting on May 6, 2019, Ward 2 Councillor Constante asked:
 - [...] that administration report back a comprehensive affordable housing strategy that includes, but is not limited to, the following:
 - What, if any, legislative options city Council has two require the University and College to provide safe and affordable student housing to their increasing student population;
 - Options for developing a university, college and city of Windsor education strategy for students to learn their rights with respect to property standards and their rights as tenants in Ontario;
 - Options for a residential rental licence that includes a pilot in Ward 2 with the intent of being rolled out citywide if successful after a definite period of time to be decided by counsel;
 - Review our lodging home bylaw and ways to improve it to capture more rental properties in our community and allow for better opportunities to enforce property standards.

The intent of this counsel question is to provide incentives for safe and affordable housing in a concentrated manner that does not intrude on residential neighbourhoods, particularly those surrounding Ward 2.

[14] The motion proposed by Councillor Constante's question was carried.

- On August 24, 2020, in response to counsellor Councillor Costante's question Council Report C137/2020 was tabled. The report recounted previous licensing proposals. After review, Council directed that the Administration pursue education and outreach initiatives rather than enact a new bylaw. The preference was to increase enforcement of existing complaint-based bylaws to ensure that properties were maintained through building, by law enforcement and fire inspection to bring properties into compliance.
- [16] On March 8, 2021, Council received a report from the Deputy Chief Building Official dated September 30, 2020. The report detailed the response to the increased enforcement activities requested by Council. After considering the information contained in the report, and after hearing from concerned residents¹ council directed Administration to draft a residential rental licensing bylaw as a pilot project in Wards 1 and 2.
- [17] Resolution CR 171/2-22 was passed on April 25, 2022. The RRL was drafted as a two-year pilot study in Wards 1 and 2. Its purpose is indicated as:

The primary goal of licensing residential rentals in Windsor is to protect resident safety by ensuring rental housing units comply with safety regulations and applicable laws. The licensing framework described in this report will allow the city to preserve Windsor's existing rental housing stock by proactively addressing substandard housing conditions. If successful, the pilot study's results will indicate improved rental housing conditions in wards one and two and fewer actionable complaints received regarding rental housing properties.

- [18] By-law 14-2023 was passed on February 13, 2023.
- [19] On May 29, 2023, Council passed a number of housekeeping amendments to the by-law, including an amendment to ensure that landlords could market their rental properties online.
- [20] The burden of proving bad faith falls on the Applicant: *Payne v. Windsor (City)*, 2011 ONSC 5123. The court recited the relevant principles at para 12:

At this juncture it would be useful to enumerate some of the principles surrounding the issue of good versus bad faith, which is the central objection of the applicants:

- i) Pursuant to s. 272 of the *Municipal Act*, when a by-law is passed in good faith a court is prohibited from quashing it on the ground of unreasonableness provided that the council act in good faith. However the unreasonableness of the by-law may be considered in evidence in an attempt to establish a lack of good faith when it was passed; (see *Howard v. Toronto (City)*, [1928] 1 D.L.R. 952 (Ont. C.A.)).
- ii) Section 273(1) of the *Municipal Act* provides the basis upon which anyone can request that the Superior Court quash a by-law, in whole or in part, for illegality.

-

¹ Including Mr. Sozanski.

- iii) A municipal council is entitled to considerable deference, absent clear evidence that it was acting in excess of its powers. This principle was first enunciated by McLachlin J. in her dissenting opinion in *Shell Canada Products Ltd. v. Vancouver (City)*, [1994] 1 S.C.R. 231 (S.C.C.). In the subsequent case of *Nanaimo (City) v. Rascal Trucking Ltd.*, [2000] 1 S.C.R. 342 (S.C.C.), at paragraphs 35-37, that view formed the majority opinion, with the result that this is now the current state of the law.
- iv) To re-cap the deference test, approved by the Supreme Court in *Rascal Trucking*, me courts must respect the mandate of elected municipal bodies and exercise caution to avoid substituting their views regarding what is best for the citizens who are governed by those municipal councils. Unless there is clear evidence that a municipality was acting in excess of its powers, the courts should not interfere.
- v) The notion of a wide municipal discretion relating to the regulatory powers of the municipality was also confirmed in *Toronto Livery Assn. v. Toronto (City)* (2009), 58 M.P.L.R. (4th) 11 (Ont. C.A.), at paragraph 47, where the court held that so long as the measures chosen are not arbitrary and are rationally connected to a legitimate municipal objective the court is precluded from second-guessing a city council on what regulatory measures are in the public interest of that city.
- vi) Councils can be proactive and are therefore not limited to react only in response to complaints from constituents. In appropriate cases, council members may adopt proposed amendments by tapping into their personal knowledge, such as their familiarity with their municipality: see *Langille v. Toronto (City)* [2007 CarswellOnt 2822 (Ont. S.C.J.)], 2007 CanLII (ON S.C.) 15245, at paragraph 50. Furthermore, for a by-law to be set aside on the basis of bad faith, it must be proven that a majority of the council members acted in bad faith, which is a very onerous test: see *Langille*, at paragraph 38.
- vii) Where a municipal council is engaged in policy making (as it was here with respect to the initiation and implementation of the Olde Sandwich Towne studies and by-laws) as opposed to acting in an adjudicative function, a less strict standard of fairness is required: (see *McLaren v. Castlegar (City)* (2011), 16 B.C.L.R. (5th) 261 (B.C. C.A.)).
- viii) The onus of establishing bad faith rests on the person attacking the by-law: see *Grosvenor v. East Luther Grand Valley (Township)* (2007), 84 O.R. (3d) 346 (Ont. C.A.). There, the court held that the obligation to act in good faith continues to be an essential characteristic of the valid exercise of a by-law and it remains a central component of its validity where the by-law is passed in conformity with the municipality's power. A by-law that is properly passed is presumed to have been passed in good faith.
- ix) A municipal council's power must be exercised on a bona fide basis and a bylaw may be quashed if, when it was passed, the council was not using its power in good faith and in the public interest. This fact is a matter to be determined by the

judgment of the municipal council. Furthermore, it is not a valid objection to a bylaw to say that it operates to the special benefit of some private individual if at the same time it is in the public interest.

- x) Bad faith by a municipality connotes a lack of candour, frankness and impartiality and that includes the notion of arbitrary or unfair conduct: (see *Equity Waste Management of Canada Corp. v. Halton Hills (Town)* (1997), 35 O.R. (3d) 321 (Ont. C.A.), at p. 340).
- xi) Due consideration must always be given to the principle that a by-law is presumed to be valid and anyone attacking it bears the burden of proving the contrary. The notion of bad faith is not to suggest any wrongdoing or personal advantage on the part of members of council but rather, in the factual context of the case, it must be established that the municipal council acted unreasonably and arbitrarily without the degree of fairness, openness and impartiality required of a municipal government. The issues of bad faith and discrimination are questions which must be determined on the totality of the facts and the circumstances of each case: (see *H.G. Winton Ltd. v. North York (Borough)* (1978), 20 O.R. (2d) 737 (Ont. Div. Ct.), at p. 746).
- xii) Where the bona fide intent that is necessary for council's decision is absent and the by-law in question is passed not for a city, concern but rather, as a political measure intended to appease certain rate payers, it will be quashed: (see 839891 Ontario Inc. v. St. Catharines (City) (1992), 10 M.P.L.R. (2d) 1 (Ont. Gen. Div.)).
- xiii) A court should only intervene on the basis of bad faith and that will only be found if there is an absence of frankness and impartiality, which are the usual indicia of good faith (see: *Pedwell v. Pelham (Town)* (2003), 37 M.P.L.R. (3d) 161 (Ont. C.A.)).
- [21] What is mean by "bad faith"? As Robins, J. stated in H.G. Winton Ltd. v. North York (Borough) (1978) 1978 CarswellOnt 491 at para. 477:

To say that Council acted in what is characterized in law as "bad faith" is not to imply or suggest any wrongdoing or personal advantage on the part of any of its members: *Re Hamilton Powder Co. and Township of Gloucester* (1909), 13 O.W.R. 661. But it is to say, in the factual situation of this case, that Council acted unreasonably and arbitrarily and without the degree of fairness, openness, and impartiality required of a municipal government.

[22] The relevant sections of the Municipal Act, 2001, S.O. 2001, c. 25 ("the Act") are:

8(1) Scope of powers

The powers of a municipality under this or any other Act shall be interpreted broadly so as to confer broad authority on the municipality to enable the

municipality to govern its affairs as it considers appropriate and to enhance the municipality's ability to respond to municipal issues.

10(1) Broad authority, single-tier municipalities

A single-tier municipality may provide any service or thing that the municipality considers necessary or desirable for the public.

10(2) By-laws

A single-tier municipality may pass by-laws respecting the following matters:

- 1. Governance structure of the municipality and its local boards.
- 2. Accountability and transparency of the municipality and its operations and of its local boards and their operations.
- 3. Financial management of the municipality and its local boards.
- 4. Public assets of the municipality acquired for the purpose of exercising its authority under this or any other Act.
- 5. Economic, social and environmental well-being of the municipality, including respecting climate change.
- 6. Health, safety and well-being of persons.
- 7. Services and things that the municipality is authorized to provide under subsection (1).
- 8. Protection of persons and property, including consumer protection.
- 9. Animals.
- 10. Structures, including fences and signs.
- 11. Business licensing.

151(1) Powers re licences

Without limiting sections 9, 10 and 11, a municipality may provide for a system of licences with respect to a business and may,

- a) prohibit the carrying on or engaging in the business without a licence;
- b) refuse to grant a licence or to revoke or suspend a licence;
- c) impose conditions as a requirement of obtaining, continuing to hold or renewing a licence;
- d) impose special conditions on a business in a class that have not been imposed on all of the businesses in that class in order to obtain, continue to hold or renew a licence;
- e) impose conditions, including special conditions, as a requirement of continuing to hold a licence at any time during the term of the licence; and
- f) licence, regulate or govern real and personal property used for the business and the persons carrying it on or engaged in it.
- g) [Repealed 2017, c. 10, Sched. 1, s. 12(1).]

- [23] Accordingly, the *Act* permits the City of Windsor to provide for a system of licences with respect to businesses and differentiate its licensing requirements between different types of businesses. Specifically, s. 151(1)(f) of the Act allows a municipality to "licence, regulate or govern real and personal property used for the business and the persons carrying it on or engaged in it."
- [24] WHP alleges that the RRL was passed for an improper purpose, namely, the regulation of post-secondary student housing. There is simply no evidence of that. The evidence put forward by the municipality shows the opposite.
- [25] There can be no suggestion that Council acted arbitrarily or without fairness, openness, and impartiality.
- There was no rush to judgment or rush to the implementation of the by-law. It was first addressed in May 2019 and not passed until February 2023. The city website kept the public abreast of developments. Indeed, at the March 8, 2021, Council meeting 17 members of the public were heard from and expressed their views and opinions including both Mr. Sozanski and Mr. Pickard.
- [27] Indeed, even after its passing, in response to some criticisms of the RRL, Council corrected them in an amendment on May 29, 2023.
- [28] There is no evidence that the by-law was enacted in bad faith.

Should the RRL be quashed for illegality?

[29] Section 14 of the Act provides:

14(1) Conflict between by-law and statutes, etc.

A by-law is without effect to the extent of any conflict with,

- (a) a provincial or federal Act or a regulation made under such an Act; or
- (b) an instrument of a legislative nature, including an order, licence, or approval, made or issued under a provincial or federal Act or regulation.
- [30] The test to be applied in determining whether a conflict exists was articulated by the court in *Rothmans, Benson & Hedges Inc. v. Saskatchewan 2005 SCC 13*:
 - (1) Is it impossible to comply simultaneously with the by-law and with the federal or provincial legislation; and

(2) Does the by-law frustrate the purpose of Parliament or the Legislature in enacting those laws?

If the answer to both questions is "no," then the by-law is effective.

- [31] The Applicant alleges that the following provisions of the RRL are illegal for being ultra vires and/or a violation of various legislation:
 - a. Rights of entry to any property without a warrant or reasonable probable grounds to determine if the By-law is being complied with;
 - b. The requirements of tenants to obtain a licence to be able to sublet;
 - c. Licences can b denied on the basis of who or where the Owner is, or in the case of a corporation, who the Shareholders are and where the Corporation is;
 - d. The By-law restricts the marketing of rental units and requires anyone who markets or advertises a property for rent to also have a licence;
 - e. The By-law targets student populations and/or specific areas around the University of Windsor and St. Clair College;
 - f. The collection of personal information beyond name, title, and contact; and
 - g. Licences are denied to people who have been convicted of certain offences.
- [32] In approaching statutory interpretation, guidance is had from the court in *Brantford (City) Public Utilities Commission v. Brantford (City), (1998) 36 O.R. (3d) 419* at para. 27:
 - [...] it is important to bear in mind a fundamental principle of statutory construction that courts should attempt to avoid finding a conflict between two pieces of legislation [...].

<u>Ultra Vires Issue A: Rights of entry to property</u>

- [33] Section 9.8 and 9.9 of the By-law reads:
 - 9.8 Officers, and any person acting under their direction, may, at any reasonable time or at any time when there are reasonable grounds to believe that a contravention of this bylaw is occurring or alleged to be occurring and subject to applicable law, enter onto any property to determine if the provisions of this bylaw are being complied with.
 - 9.9 Officers are authorized, for the purposes of an inspection to determine and enforce compliance with the bylaw, to:

- (a) direct an owner or operator to provide a tenant with notice in accordance with the *Residential Tenancies Act*, 2006 to allow entry into the unit to carry out an inspection;
- (b) enter, at any reasonable time, onto any property, other than an occupied dwelling unit unless authorized by the occupier of such dwelling unit or under the authority of a warrant issued by a court of competent jurisdiction;

• • •

- (e) require information from any person concerning the alleged offence or inspection.
- [34] The applicant submits that the "entry, search and seizure provisions" of the By-law are in contravention of section 8 of the *Charter of Rights and Freedoms* ("the Charter").
- [35] Section 8 of the *Charter* guarantees that, "everyone has the right to be secure against unreasonable search or seizure.
- [36] A careful reading of s. 9.8 and 9.9 of the By-law indicates that officers may enter onto the property at any reasonable time. However, they cannot enter the actual dwelling unit unless authorized by either the occupant or under the auspices of a judicially issued warrant. The RRL authorizes officers to enter property for the purposes of inspection, and not search and seizure.
- [37] In Belgoma Transportation Ltd. v. Ontario (Director of Employment Standards) 1985 CarswellOnt. 1583 (OCA) the court held that as the legislation in question did not authorize "search and seizure", but rather "inspection", there was no violation of s. 8 of the Charter.
- [38] I conclude that Sections 9.8 and 9.9 of the By-law do not contravene s. 8 of the *Charter*.

Ultra Vires Issue B: Subletting

- [39] Section 4 of the By-law reads:
 - 4.1 No person shall do any of the following except in accordance with a Licence issued under this by-law:
 - (a) Operate a Rental Housing Unit;
 - (b) Permit a person to operate a Rental Housing Unit.

..

4.2 No person shall do any of the following, other than at a location for which a Licence has been issued under this by-law:

- (a) Operate a Rental Housing Unit;
- (b) Permit a person to operate a Rental Housing Unit;
- (c) Collect Rent, or permit Rent to be collected, for a Rental Housing Unit.
- [40] The applicant submits that the aforementioned sections of the by-law conflict with s. 97 of the *Residential Tenancies Act*, 2006, SO 2006, c. 17 sec 97 ("the RTA"):

97(1) Subletting rental unit

A tenant may sublet a rental unit to another person with the consent of the landlord.

97(2) Same

A landlord shall not arbitrarily or unreasonably withhold consent to the sublet of a rental unit to a potential subtenant.

- [41] The applicant submits that s. 97 of the RTA provides the right of subletting with the consent of the landlord, where the by-law would require tenants seeking to sub-let to obtain a licence to do so.
- [42] The applicant submits that requiring tenants to obtain a licence to sub-let would make subletting inaccessible given that s. 2 of the RRL requires proof of inspection, proof of insurance, etc. to obtain a licence.
- [43] The relevant definitions for this consideration are as follows:
 - "Operate", "Operated" or "Operating" means to rent out, rent out, provide, offer to rent out or provide, or cause to be marketed, the offer or rental, whether directly or indirectly, including, without limitation, via the Internet or other electronic platform, of a rental housing unit and shall include a person collecting a fee or handling payments in respect of a Rental Housing Unit;
 - "Operator" means any person who operates, maintains, or is otherwise responsible for managing or addressing issues in relation to a Rental Housing Unit but is not an Owner;
 - "Tenant" includes a person who pays rent or provide services in lieu of paying rent in return for the right to occupy a Rental Housing Unit and includes the persons air, assigns (including subtenants) and personal representatives.
- [44] In Law Society (British Columbia) v. Mangat, [2001] 3 S.C.R. 113 (S.C.C.), the court discussed the issue of conflict at para. 69:

There will be a conflict in operation where the application of the provincial law will displace the legislative purpose of Parliament. The test is stated at p.191

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[of *Multiple Access*]: "one enactment says 'yes' and the other says 'no'; 'the same citizens are being told to do inconsistent things'; compliance with one is defiance of the other".

[45] And as the court stated in *Croplife Canada v. Toronto (City) 2005 CarswellOnt 1877 at para. 74*:

Finally, the by-law will not be effective, if it expressly contradicts any other law, whether federal or provincial, or if it frustrates the purpose of those laws.

- [46] As Madam Justice Leitch stated in *London Property Management Association v. City of London 2011 ONSC 4710*, the Residential Tenancies Act governs the relationship between landlords and tenants, where licensing by-laws regulate the rights of the landlord in relation to the municipality.
- [47] The definitions of "Operate" and "Operator" do not refer to subleases or subtenants. There is nothing in the RRL that requires a <u>tenant</u> to obtain a licence.
- [48] While I appreciate that the evidence of the City Clerk and Licence Commissioner, Mr. Steven Vlachodimos² was that a tenant seeking to sublet would require a licence, that simply cannot be the case, on a reading of the RRL. A licence is required by an "Operator". There can be no suggestion that a "Tenant" is an "Operator" as defined in the by-law.
- [49] The legislature has not precluded other acts from dealing with residential complexes.
- [50] There is no conflict between the *Residential Tenancies Act* which purpose is:

1(1) Purposes of Act

The purposes of this Act are to provide protection for residential tenants from unlawful rent increases and unlawful evictions, to establish a framework for the regulation of residential rents, to balance the rights and responsibilities of residential landlords and tenants and to provide for the adjudication of disputes and for other processes to informally resolve disputes.

and the stated purpose of the RRL:

[...] to provide protection for residential tenants from unlawful rent increases and unlawful evictions, to establish a framework for the regulation of residential rents, to balance the rights and responsibilities of residential landlords and tenants and to provide for the adjudication of disputes and for other processes to informally resolve disputes.

² Transcript Q 591-597

Page: 13

[51] Accordingly, the RRL is not ultra vires regarding the issue of subletting.

Ultra Vires Issue C: Residency

- [52] The applicant submits that the bylaw contains an arbitrary necessity for applicants to have a contact or agent within the city of Windsor or Essex County. It submits that this condition is contrary to both the *Municipal Act* and section 6 of the *Charter*. The applicant submits that licences can be denied on the basis of where the owner resides, or in the case of a corporation, who the shareholders are and where the corporation is located.
- [53] Section 6 of the *Charter* states:

6(1) Mobility of citizens

Every citizen of Canada has the right to enter, remain in and leave Canada.

6(2) Rights to move and gain livelihood

Every citizen of Canada and every person who has the status of a permanent resident of Canada has the right

- (a) to move to and take up residence in any province; and
- (b) to pursue the gaining of a livelihood in any province.

6(3) Limitation

The rights specified in subsection (2) are subject to

- (a) any laws or practices of general application in force in a province other than those that discriminate among persons primarily on the basis of province of present or previous residence: and
- (b) any laws providing for reasonable residency requirements as a qualification for the receipt of publicly provided social services.
- [54] Section 2.1 of the RRL states that: every application to obtain or renew a residential rental licence shall include: [I] if none of the owners reside in the city of Windsor, or if the owner is a corporation, the name and contact information of a local contact.
- [55] Local contact is defined as:

[...] an individual person, whether an owner or an operator, who is responsible for the care and control of the rental housing unit and who resides within the city of Windsor.³

City Council Agenda - Monday, April 22, 2024 Page 57 of 1323

³ In May 2023 the residence requirement was extended to include the County of Essex.

[56] The Applicant submits that the RRL is in direct contravention of s. 153 of the *Municipal Act*:

153(1) Limitation re location of business

Despite <u>sections 9, 10, 11</u> and <u>151</u>, a municipality shall not, except as otherwise provided, refuse to grant a licence for a business under this Act by reason only of the location of the business.

- [57] The by-law permits anyone to apply for a licence, regardless of where they live.
- [58] It appears that the applicant has misapprehended the "local contact" requirement. The purpose of a local contact is consistent with the fundamental purpose of the RRL which is to ensure the health and safety of residential tenants. The purpose of the "local contact" is to have someone close by who could respond in an urgent situation to access the property.
- The applicant further submits that the by-law is ultra vires the authority of the Municipal Act in that it gives the Commissioner an overreaching power to determine who receives a licence, based on arbitrary ground. In this regard, the applicant directs the court to s. 151(4) of the Act:

151(4) Exercise of power

The exercise of a power under clause (1), (b), (d) or (e) is in the discretion of the municipality, and the municipality shall exercise its discretion,

- (a) upon such grounds as are set out by by-law; or
- (b) upon the grounds that the conduct of any person, including the officers, directors, employees or agents of a corporation, affords reasonable cause to believe that the person will not carry on or engage in the business in accordance with the law or with honesty and integrity.
- [60] The applicant contrasts this section with s. 5.18 of the RRL:

At the hearing, the Windsor licensing commission may suspend, revoke, and refused to issue or impose conditions on any licence under this bylaw:

- (h) if the conduct or <u>character</u> of the applicant or licensee affords reasonable grounds to believe that the applicant or licence will not carry on or engage in the business in accordance with the law or with honesty and integrity;
- (k) issuing the licence is not in the public interest.
- [61] The applicant submits that city Council has illegally added the provision, namely the word "character".

- [62] I find no merit in this submission. While s. 151(4)(b) of the *Municipal Act* does not mention "character" subsection a provides that municipal discretion shall be exercised "upon such grounds as are set out in the bylaw". I agree with the submission of the respondent that "character" is simply an additional standard provided under the RRL and accordingly a valid consideration for the Commissioner.
- [63] The by-law references shareholders in several section where a corporation is applying for a licence. The applicant submits that s. 151(4)(b) of the *Municipal Act* only lists officers, directors, employees, or agents of a corporation as those whom a municipality may exercise discretion against. Accordingly, the applicant submits that the RRL is ultra vires.
- [64] I cannot accede to this submission. Section 151(4)(b) states:

151(4) Exercise of power

The exercise of a power under clause (1), (b), (d) or (e) is in the discretion of the municipality, and the municipality shall exercise its discretion,

- (a) upon such grounds as are set out by by-law; or
- (c) upon the grounds that the conduct of any person, <u>including</u> the officers, directors, employees or agents of a corporation, affords reasonable cause to believe that the person will not carry on or engage in the business in accordance with the law or with honesty and integrity.
- [65] Clearly the legislature did not intend to exclude shareholders. In my view, the provision was drafted in the broadest of terms.
- [66] The residency requirement contained in the by-law is not ultra vires.

Ultra Vires Issue D: Marketing Restrictions

- [67] The applicant submits that the by-law violates the freedom of expression as guaranteed by s. 2 of the *Charter*. The RRL as enacted restricted the location of marketing rental units.
- [68] In May 2023, the relevant provisions of the RRL which restricted the marketing of rental housing units to the location of the licence was amended. There is no longer a restriction with respect to where, or how a property can be marketed.
- [69] Accordingly, there is no *Charter* violation.

Ultra Vires Issue E: Ontario Human Rights Code and s. 15 of the Charter

- [70] The applicant submits that the RRL violates the Human Rights Code ("the Code") and section 15 of the Charter by discriminating on the basis of age.
- [71] Section 6.1 of the RRL provides that any person seeking to obtain or renew a Rental Housing Unit Licence must be at least eighteen (18) years of age. The applicant submits that this is in violation of s. 4(1) of the Ontario Human Rights Code which guarantees:

Every sixteen- or seventeen-year-old person who has withdrawn from parental control has a right to equal treatment with respect to occupant pendency of a contracting for accommodation without discrimination because the person is less than 18 years old.

- [72] The applicant also submits that persons who reside within Wards 1 and 2 are being discriminated against because of their age and student status. Wards 1 and 2 house St. Clair College and the University of Windsor.
- [73] The RRL was drafted as a two-year pilot study which requires city administration to report back to city Council on its results. Resolution CR171/2-22 was passed on April 25, 2022, and provided:

That Council APPROVE the proposed residential rental licensing framework described in this report; and

That Council APPROVE the draft bylaw, to be brought into effect upon the final implementation of the approved framework; and further,

That administration REPORT BACK TO COUNCIL on the results of the two-year pilot study within Wards 1 and 2.

- [74] Section 2 of the Code provides:
 - 2. (1) Accommodation- Every person has a right to equal treatment with respect to the occupancy of accommodation, without discrimination because of race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, sex, sexual orientation, age, marital status, family status, disability or the receipt of public assistance.
- [75] Section 15 of the Charter states:
 - (1) Every individual is equal before and under the law and has the right to the equal protection and equal benefit of the law without discrimination and, in particular, without discrimination based on race, national or ethnic origin, colour, religion, sex, age or mental or physical disability.

[76]

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[77] In Ontario (Director, Disability Support Program) v. Tranchemontagne (2006), 102 O.R. (3d) 97 at para 86, the Ontario Court of Appeal set out the applicable test to determine discrimination for the purposes of the Code:

The term "discrimination" is not defined in either s. 1 of the Code or s. 15 of the *Charter*. In the *Charter* context, the Supreme Court of Canada confirmed in *Kapp* at para. 17, that the test to be applied for determining whether discrimination exists is the two-step test set out in *Andrews*:

- 1. Does the law create a distinction based on an enumerated or analogous ground?
- 2. Does the distinction create a disadvantage by perpetuating prejudice or stereotyping?
- [78] The court held that a similar inquiry is appropriate in considering whether there has been a violation of s. 15 of the Charter.
- [79] There is no evidence before this court as to the ages of the renters within Wards 1 and 2. While many renters within those wards may indeed be students, students run the spectrum in terms of age.
- [80] At paras. 90-91 of *Tranchemontagne (supra)* the court stated:

In the human rights context, in most instances, it will be evident that a *prima* facie case of discrimination has been established based solely on the claimant's evidence showing a distinction based on a prohibited ground that creates a disadvantage (in the sense of withholding a benefit available to others or imposing a burden not imposed on others). An inference of stereotyping or of perpetuating disadvantage or prejudice will generally arise based on that evidence alone.

However, in other instances a more nuanced inquiry may be necessary to properly assess whether a distinction based on an enumerated ground that creates a disadvantage actually engages the right to equal treatment under the Code in a substantive sense.

[81] It is evident that "students" are not listed in the accommodation section of the Code. I adopt the reasoning of the court in *London Property Management (supra)* at para. 71:

A review of the jurisprudence, literature and international human rights conventions and agreements reveals that "race" is not an ambiguous term, but rather is consistently referred to in the context of inheritable, physical attributes. Student status is not an inheritable, physical attribute, but rather is a transient, non-physical state. Accordingly, a group of students may not properly be included in the definition of the word "race" for the purposes of making a complaint on a prohibited

ground of discrimination under the Act. Furthermore, student status is not analogous to any ground of discrimination proscribed in subsection 3(1) of the Act.

- [82] There is no evidence showing a distinction based on a prohibited ground that creates a disadvantage.
- [83] Additionally, the RRL does not prohibit persons under the age of 18 years old from seeking accommodation. The RRL requires an applicant for a license to be the age of majority. In Ontario, a minor is considered to be a person under a disability and as such, cannot enter into a contract.
- [84] The RRL does not conflict with either the Code of s. 15 of the Charter.

Ultra Vires Issue F: Collection of Personal Information

[85] Section 28 of the Municipal Freedom of Information and Protection of Privacy Act, RSO 1990, c. 56 states:

28(2) Collection of personal information

No person shall collect personal information on behalf of an institution unless the collection is expressly authorized by statute, used for the purposes of law enforcement or necessary to the proper administration of a lawfully authorized activity.

- [86] The RRL requires that a corporate licence applicant provide:
 - [...] (ii) the name and contact information of each director, officer and Shire holder who holds more than 30% of the issued shares in the corporation; and (iii) a corporate profile report dated no more than thirty (30) days from the date of application submission

. . .

- (g) proof of insurance;
- (h) a completed police record check every owner and applicant, if different from the owner, issued by an Ontario police service [...];

. . .

- (ii) if the owner or applicant is a corporation a completed police records check for each director, officer, or shareholder who holds more than 30% of the issued shares in a corporation;
- (i) If none of the owners reside in the city of Windsor, or if the owner is a corporation, the name and contact information of a local contact;

...

- (m) any other information required to be provided under this bylaw or as may be requested by the Commissioner.
- [87] The applicant submits that the information requested under the RRL directly conflicts with the exemptions allowed under MFIPPA and that the municipality has provided no evidence as to why the requested information is "necessary to the proper administration" of the by-law.
- [88] Section 2.1 of the MFIPPA states:

2(2.1) Business identity information, etc.

Personal information does not include the name, title, contact information or designation of an individual that identifies the individual in a business, professional or official capacity.

[89] As the court held in *London Property Management (supra)* at para. 92:

In my view, landlords who lease Rental Units are engaged in business whether or not the landlord is an individual leasing a Rental Unit in his own home or a corporate landlord leasing units in a large apartment building. Both landlords are operating a business. As a result, I am satisfied that the Licensing By-law does not conflict with the provisions of the *MFIPPA* which protects personal information because the information requested comes within the exclusion set out in <u>s. 2(2.1) of MFIPPA</u>. It is contact information that identifies the individual in a business capacity.

[90] The information requested by the RRL is not in conflict with the MFIPPA.

Ultra Vires Issue G: Denial of Licences due to Criminal Record

[91] Section 5.4 of the RRL states:

Despite section 5.2, a license shall not be issued or renewed, and the license commissioner shall refer the matter to the Windsor licensing commission where:

- (b) any of the applicants, within the previous five years from the date of application or renewal have been convicted of any of the following under the criminal code of Canada:
 - (i) homicide or manslaughter;
 - (ii) sexual offences;
- (iii) Assault offences;

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- (iv) Confinement offences;
- (v) Robbery or extortion offences;
- (vi) Break and enter offences;
- (vii) Fraud or forgery offences; or,
- (viii) A statutory or regulatory offence in any way related to the ownership or management of residential rental properties.
- [92] Section 91 of the Constitution Act gives the federal government sole jurisdiction over the criminal law.
- [93] Further, the applicant submits that s. 11 of the Charter guarantees a person that, "[...] if finally found guilty and punished for the offence, not to be tried or punished for it again".
- [94] The applicant submits that the RRL seeks "to punish those who have committed an offence under the Criminal Code, which is an illegal exercise of power by a Municipality".
- [95] I cannot accede to this submission. The purpose of s. 5.4 of the RRL is in line with the overall purpose of the by-law: the safety of residential tenants.
- [96] Section 5.4 of the RRL does not encroach on federal jurisdiction, nor does it create "punishment". The section merely places limits on the eligibility of certain applicants.

CONCLUSION and ORDERS

- [97] I have concluded that the RRL was passed in good faith.
- [98] I have applied the test to determine whether a conflict exists as articulated by the court in *Rothmans, Benson & Hedges Inc. v. Saskatchewan 2005 SCC 13*:
 - (1) Is it impossible to comply simultaneously with the by-law and with the federal or provincial legislation; and
 - (2) Does the by-law frustrate the purpose of Parliament or the Legislature in enacting those laws?
- [99] In each instance, I have determined that the answer to both questions is "no". Accordingly, the RRL is effective.
- [100] The application is dismissed.
- [101] The respondent is entitled to its costs. If the parties are unable to come to an agreement as to quantum, I will receive brief (no more than 5 pages) submissions within 30 days.

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Kelly a. Howan

Justice K.A. Gorman

Released: March 25, 2023

CITATION: Windsor Housing Providers Inc. v. The City of Windsor, 2024, ONSC 1781

COURT FILE NO.: CV-23-32091

DATE: 20240325

ONTARIO

SUPERIOR COURT OF JUSTICE

BETWEEN:

WINDSOR HOUSING PROVIDERS INC.

Applicant

- and -

WINDSOR (CITY)

Respondent

REASONS FOR JUDGMENT

Justice K.A. Gorman

Released: March 25, 2023

Subject:

FW: Proposed regulation regarding Minister's Permit and Review powers under the Conservation Authorities Act

From: ca.office (MNRF)

Sent: Friday, April 5, 2024 4:10 PM

Subject: Proposed regulation regarding Minister's Permit and Review powers under the Conservation Authorities Act

* This email is being sent on behalf of Jennifer Keyes, Director, Resources Planning and Development Policy Branch *

Good afternoon:

I am writing to you today to notify you of a regulation proposal that is available for public comment on the Environment Registry of Ontario at posting #019-8320.

Sections of the *Conservation Authorities Act* coming into effect on April 1, 2024 include provisions enabling the Minister of Natural Resources and Forestry (the Minister) to i) issue an order to prevent a conservation authority from issuing a permit and decide on a permit application in the place of the conservation authority, and ii) to review a conservation authority permit decision at the request of an applicant.

This proposed regulation would set out the limited circumstances under which the Minister may use these powers as circumstances where the proposed development activity or other activity pertains to specified matters of provincial interest. Additionally, it proposes a transparent process for individuals to request the use of these powers and sets out the information that would be submitted to the Minister as part of such a request.

If you have any questions, please reach out to the Ministry of Natural Resources and Forestry at ca.office@ontario.ca.

Sincerely,

Director, Resources Planning and Development Policy Branch Ministry of Natural Resources and Forestry



Taking pride in strengthening Ontario, its places and its people

Please Note: As part of providing <u>accessible customer service</u>, please let me know if you have any accommodation needs or require communication supports or alternate formats.



Windsor Utilities Commission RANNUAL REPORT

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Success by the **NUMBERS**

Windsor's water system has been a source of safe and reliable potable water for over 160 years.

2023 Fast Facts











*ML = Volume in megalitres (ML)

1 ML = 1,000,000 L

Windsor Utilities COMMISSIONERS



Kieran McKenzie

(Chair)
Councillor,
City of Windsor, Ward 9
BA



Egidio Sovran

(Vice-Chair)
Owner, E L Sovran Professional Corp.
Associate Grant Thornton
MBA, CPA, CA



Onorio Colucci

Retired CAO, City of Windsor CPA (appointed April 2023)



Gary Kaschak

Councillor, City of Windsor, Ward 8



J. Douglas Lawson

Counsel, Willis Business Law O.Ont. KC, LLD



Jim Morrison

Councillor, City of Windsor, Ward 10 PFP



Ed Sleiman

Councillor, City of Windsor, Ward 5



Mario Sonego

Retired City Engineer,
City of Windsor
President, Sonego Management Inc.
P.Eng

ENWIN Utilities Ltd.* SENIOR MANAGEMENT





Garry Rossi
President and CEO
P.Eng



VP Water Operations MBA, P.Eng, BASc



Director,
People, Safety and Culture
(Chief People Officer,
appointed January, 2024)
LLM, BA



VP Hydro Operations P.Eng



VP Corporate Services and Chief Financial Officer CPA, CA, MBA



VP Customer Care and Corporate Operations LLM, BA, CSCMP



VP Business Development
MBA, CEM

*Windsor Utilities Commission maintains a contract of service with ENWIN Utilities Ltd. to operate and maintain the WUC owned water system that serves customers in Windsor, Tecumseh, and LaSalle.

Commissioner **ATTENDANCE**

Windsor Utilities Commission

| Commissioners | Attend | Held | % |
|-----------------|--------|------|------|
| Kieran McKenzie | 5 | 5 | 100% |
| Egidio Sovran | 4 | 5 | 80% |
| Onorio Colucci | 2 | 3 | 67% |
| Gary Kaschak | 5 | 5 | 100% |
| Doug Lawson | 5 | 5 | 100% |
| Jim Morrison | 5 | 5 | 100% |
| Ed Sleiman | 5 | 5 | 100% |
| Mario Sonego | 4 | 5 | 80% |

Message from the

CHAIR OF THE BOARD AND VICE PRESIDENT OF WATER OPERATIONS

On behalf of the Windsor Utilities Commission (WUC), we are pleased to present our 2023 annual report to our customers, colleagues, and any parties interested in our operations.

We commenced 2023 by thanking ENWIN President and CEO Garry Rossi and WCU Chair Mayor Drew Dilkens for their years of service as Vice-President Water Operations and WUC Chair, respectively. Their dedication and mentorship were instrumental in providing our community with safe, clean, and reliable drinking water for many years. We are privileged to carry forward their legacy as the new leadership of WUC, and we express our heartfelt gratitude for the solid foundation they have laid.

The water operations team is committed to providing and maintaining the highest quality and professionalism in its products and services to our customers. It does this partly by ensuring continued compliance with the Ontario Ministry of the Environment, Conservation and Parks (MECP) Drinking Water Licensing program. We are proud to announce that as a result of the team's continued dedication, WUC has achieved a remarkable 100% inspection rating from the annual MECP audit for the 12th consecutive year.

As part of our commitment to maintaining a resilient water system, we made a number of advancements in our contingency planning efforts. This included our continued collaboration with the Union Water Supply System in designing a joint reservoir and backup connection which helped reduce the risk of water supply shortages in the event of a source water or water treatment plant emergency. This particular advancement was critical in strengthening both significant water systems in Windsor-Essex County.

We continue to invest in our water production assets to maintain reliability and optimize operational efficiency. We are proud to announce the completion of our eighth and final filter rehabilitation and upgrade at our Albert H. Weeks Water Treatment Plant (WTP) in 2023. This multi-year project will allow WUC to continue producing exceptional-quality water, optimizing treatment processes, and reducing energy costs.

In 2023, we developed our new five-year Master Plan and six-year Financial Plan, which defined our solution for meeting future demand in the City. In addition, 2023 saw the preparation for WUC's water licence renewal in 2024.

With the anticipation of Windsor's economic expansion at nearly twice the national rate, we are excited for the future of our community. As we see significant projects like the NextStar Energy facility and the Gordie Howe International Bridge nearing completion, we are confident that WUC will meet our area's growing demands. As part of our planning process, WUC initiated the design of the Central Corridor Feeder Main project in 2023, which was a key component of our Master Plan that involved the installation of a 1,200 mm diameter feedermain. This infrastructure is crucial to meet the future water demands of southern Windsor, Tecumseh, and LaSalle. With construction set to begin in 2024 and completion expected in 2027, we are confident in our ability to ensure a reliable water supply for our growing community.

Another significant accomplishment in 2023 was the announcement of the new Corporate Strategic Plan. Outlining WUC's new Mission, Vision and Values, the Strategic Plan sets the goals and initiatives for WUC as it prepares for our community's future.

A prominent component of the Strategic Plan is focused on enhancing WUC's value to its customers and partners. In 2024, our efforts are to support this goal through a Customer Education Campaign that will communicate WUC's message of value, reliability, and growth as WUC evolves to meet our customers' clean water needs.

As we look toward the future, we are confident in WUC's ability to continue its commitment to excellence, providing our customers with reliable and cost-effective water solutions that are essential to life.

Kieran McKenzie, Chair

Windsor Utilities Commission

Robert Spagnuolo, **VP Water Operations** ENWIN Utilities Ltd.

Ruf Sont

Mission, Vision & VALUES

Strategic Goals and Initiatives



Continue to partner with a people driven learning organization.

Encourage our ENWIN service provider to drive organizational excellence and learning through attracting, retaining, developing, and engaging passionate and diverse people.



Drive a safe, secure, and resilient water supply.

Ensure a safe, secure, and resilient water supply for customers through sound physical and cyber infrastructure management and regional partnerships and investments in source water protection.



Grow WUC's value to customers and partners.

Demonstrate exceptional value to our customers and partners through a relentless focus on operational excellence and fostering a platform for clean water solutions and talent development.

Mission

Vision

We deliver to our customers the reliable and costeffective water solutions that are essential to life. Connecting communities through safe and sustainable water solutions.

Our Values



Agility

We are agile in responding to, and anticipating, our customers' and communities' water solutions needs.



Stewardship

We are responsible stewards of the sustainability and affordability of the vital resources that our customers and communities rely on for their quality of life.



Trust

We build trusted, long-term relationships with each other, our customers, and our communities through collaboration, engagement and volunteerism.



Excellence

We encourage and challenge ourselves to model and deliver excellence in our operations and every experience we share with each other, our customers, and our communities.



Purposeful

We are purpose-driven in our pursuit of innovation, growth, and exceptional results by seeking out and integrating diverse perspectives, experiences, and backgrounds.

WUC OPERATIONS

In 2023, WUC produced 35,845 million litres of potable water for residential, industrial, commercial and institutional customers within the City of Windsor, Town of LaSalle, and the Town of Tecumseh.

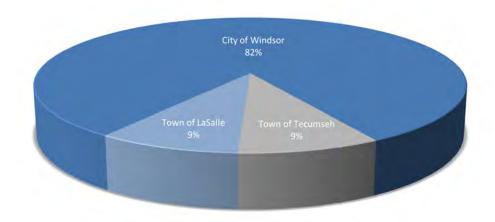
The summary contained in Table 5 – Treated Water Volume (page 25) provides a detailed breakdown of the monthly production rates. The volume of water transferred to the Town of LaSalle and the Town of Tecumseh is also provided.

Under the Municipal Drinking Water Licence (MDWL) and Ontario Regulation 170/03 (O. Reg. 170/03), there are a number of Schedules that outline the requirements for compliance with the Safe Drinking Water Act (SDWA). This report highlights O. Reg. 170/03 Schedule requirements and applicable statements of compliance or non-compliance.

Table 1: Volume in Megalitres (ML)

| Town of LaSalle | 3,258 | 9.09% |
|------------------|--------|--------|
| Town of Tecumseh | 3,280 | 9.15% |
| City of Windsor | 29,307 | 81.76% |

Chart 1: 2023 Total Treated Water Delivered by Municipality



Treatment **EQUIPMENT**

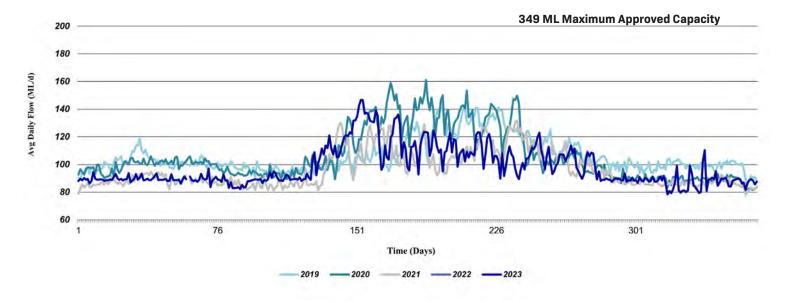
O. Reg. 170/03, Schedule 1 dictates that the owner of a drinking water system shall ensure that approved water treatment equipment, as specified in the Drinking Water Works Permit (DWWP), is provided and it is in operation whenever water is being supplied for potable use.

Further, the regulation requires that the equipment be operated in a manner that achieves its design capabilities and that only certified operators carry out operation of the system.

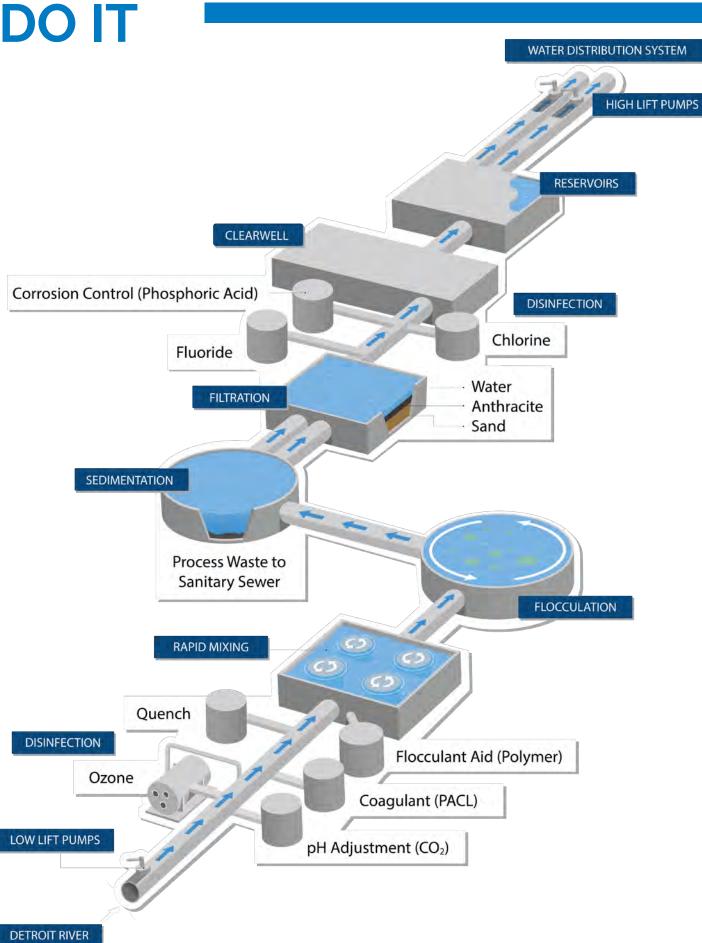
In the calendar year 2023, WUC complied fully with Schedule 1 of the regulation.

Chart 2: 2019 - 2023 Volume of Approved Capacity (below) depicts WUC's average daily water flow for the 2019 - 2023 calendar years. A daily maximum of 349 ML is the approved treatment capacity of WUC's treatment plants. As illustrated in the chart, WUC is operating well within the approved limits of the MDWL.

Chart 2: 2019 - 2023 Volume of Approved Capacity



How We DO IT



Operational Checks, SAMPLING & TESTING



O. Reg. 170/03, Schedule 6 outlines:

- The frequency of sampling and testing requirements;
- The requirement for chlorine residual testing to be carried out at the time microbiological samples are collected;
- · The location at which samples are to be collected;
- The form of sampling to be undertaken and the requirements for continuous monitoring equipment; and
- Clarification of how samples are to be handled and recorded, and the need for an appropriately accredited laboratory to carry out the sample analysis.

In the calendar year 2023, WUC complied fully with this section of the regulation.

OPERATIONAL CHECKS

O. Reg. 170/03, Schedule 7 specifies the requirements for continuous monitoring of equipment for free chlorine residual and turbidity, and the required location for this equipment. The regulation dictates the requirement for regular collection and analysis of samples by an appropriately certified individual. Chart 3: Operational Trends (below) summarizes the results for the parameters mentioned above.

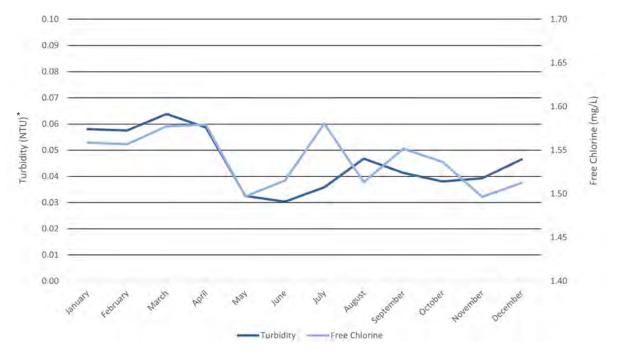
In the calendar year 2023, WUC complied fully with this section of the regulation.

MICROBIOLOGICAL SAMPLING AND TESTING

O. Reg. 170/03, Schedule 10 provides the requirements for sampling and testing of microbiological parameters.

Schedule 10 states that for large municipal systems serving a population of more than 100,000 people, the required monthly frequency of sampling is 100 distribution samples, plus one additional sample for every 10,000 people served, with at least three samples taken weekly.

Chart 3: Operational Trends



*NTU = Nephelometric Turbidity Unit

Each of these samples are to be tested for Escherichia Coli and Total Coliform, with a requirement that at least 25 per cent of the samples be tested for general bacteria population, expressed as colony counts on a heterotrophic plate count. Windsor's required sampling frequency is 130 samples monthly. In 2023, 1,883 samples were collected and analyzed - an average of 157 samples per month. Approximately 54 per cent of the distribution samples were also analyzed for heterotrophic plate count. In addition, each sample was tested for free chlorine residual at the time the sample was taken.

Schedule 10 states that a treated water sample must be taken at least once per week and tested for Escherichia Coli and Total Coliform. Windsor's treated water samples were generally collected and tested on average five days per week.

Furthermore, it states that a raw water sample must be taken at least once per week, before any treatment is applied to the water, and that the sample be tested for Escherichia Coli and Total Coliform. Samples were collected and tested on average five days per week.

Chart 4: 2023 Microbiological Sample Count (below) indicates the number of samples taken on a monthly basis.

CHEMICAL SAMPLING AND TESTING

O. Reg. 170/03, Schedule 13 provides the requirements for sample collection and testing for a variety of chemical parameters in drinking water. O. Reg 169/03 outlines the Maximum Acceptable Concentration (MAC) for each parameter required to be tested under O. Reg 170/03. The testing requirements are outlined in the following sections, along with the status of Windsor's sampling program.

INORGANICS

If the water source is surface water, one sample must be collected and tested every 12 months for every parameter set out in O. Reg. 170/03 Schedule 23 (see page 15 for Table 3 - Inorganics, Lead, Fluoride, Nitrates, and Sodium Sample Results).

In 2023, ENWIN, on behalf of WUC, collected and tested samples for every parameter set out in Schedule 23 on a quarterly basis.

ORGANICS

If the water source is surface water, one sample must be collected and tested every 12 months for every parameter set out in O. Reg. 170/03 Schedule 24 (see page 18 for Table 4 - Organics, THMs and HAAs Sample Results).

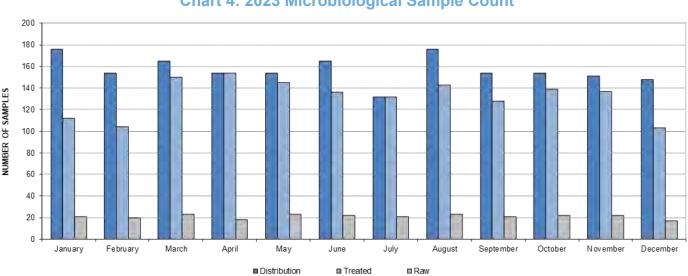


Chart 4: 2023 Microbiological Sample Count

In 2023, ENWIN, on behalf of WUC, collected samples and tested for every parameter set out in Schedule 24 on a quarterly basis.

TRIHALOMETHANES (THMs) AND HALOACETIC ACIDS (HAAs)

For any system that provides chlorination, one distribution sample must be collected and tested for trihalomethanes every three months (see page 18 for Table 4 - Organics, THMs and HAAs Sample Results).

In 2023, ENWIN, on behalf of WUC, collected samples and tested for trihalomethanes on a quarterly basis.

BROMATES

For any system that provides ozonation as a primary disinfection method, one treated water sample must be collected monthly from each Water Treatment Plant (see page 15 for Table 2 - Bromate Sample Results).

In 2023, ENWIN, on behalf of WUC collected samples and tested for Bromates on a monthly basis.

LEAD

One sample must be collected and tested every 12 months for Lead (see page 15 for Table 3 - Inorganics, Lead, Fluoride, Nitrates, and Sodium Sample Results).

In 2023, ENWIN, on behalf of WUC, collected samples and tested for lead in a treated water sample and a distribution sample on a quarterly basis.

NITRATES AND NITRITES

The owner of a drinking water system (WUC) and the operating authority for the system (ENWIN) must ensure that at least one water sample is taken every three months and tested for nitrates and nitrites (see page 15 for Table 3 - Inorganics, Lead, Fluoride, Nitrates, and Sodium Sample Results).

In 2023, ENWIN, on behalf of WUC, collected samples and tested for nitrates and nitrites on a quarterly basis.

SODIUM

O. Reg. 170/03, Schedule 13 stipulates that at least one water sample is taken every 60 months and tested for sodium (see page 15 for Table 3 - Inorganics, Lead, Fluoride, Nitrates, and Sodium Sample Results).

ENWIN, on behalf of WUC, collects and tests for sodium on an annual basis.

Table 2 - Bromate Sample Results

| Date of legal instrument issued | Parameter | MAC or IMAC | Date Sampled | Running Annual Average Result | Unit of Measure |
|---------------------------------|------------------------|-------------|-----------------------|----------------------------------|-----------------|
| MDWL 025-101 | Bromate - Treated | 0.01 | 1-Jan-23 to 31-Dec-23 | 0.004 | mg/L |
| MDWL 025-101 | Bromate - Distribution | 0.01 | 1-Jan-23 to 31-Dec-23 | 0.004 | mg/L |

Table 3 - Inorganics, Lead, Fluoride, Nitrates and Sodium Results

| Parameter | MAC or IMAC | Sample Date | Result Value | Unit of Measure | In Compliance |
|-----------|-------------|-------------|--|-----------------|---------------|
| Antimony | 0.006 | 4-Oct-23 | 0.0001 | mg/L | YES |
| Arsenic | 0.01 | 4-Oct-23 | 0.0003 | mg/L | YES |
| Barium | 1 | 4-Oct-23 | 0.0163 | mg/L | YES |
| Boron | 5 | 4-Oct-23 | 0.016 | mg/L | YES |
| Cadmium | 0.005 | 4-Oct-23 | 0.000005 <mdl< td=""><td>mg/L</td><td>YES</td></mdl<> | mg/L | YES |
| Chromium | 0.05 | 4-Oct-23 | 0.0005 <mdl< td=""><td>mg/L</td><td>YES</td></mdl<> | mg/L | YES |
| Lead | 0.01 | 4-Oct-23 | 0.0005 <mdl< td=""><td>mg/L</td><td>YES</td></mdl<> | mg/L | YES |
| Mercury | 0.001 | 4-Oct-23 | 0.0000001 <mdl< td=""><td>mg/L</td><td>YES</td></mdl<> | mg/L | YES |
| Selenium | 0.05 | 4-Oct-23 | 0.0001 | mg/L | YES |
| Sodium | 20 | 4-Oct-23 | 6.71 | mg/L | YES |
| Uranium | 0.02 | 4-Oct-23 | 0.00004 | mg/L | YES |
| Fluoride | 1.5 | 4-Oct-23 | 0.57 | mg/L | YES |
| Nitrite | 1 | 4-Oct-23 | 0.010 <mdl< td=""><td>mg/L</td><td>YES</td></mdl<> | mg/L | YES |
| Nitrate | 10 | 4-Oct-23 | 0.24 | mg/L | YES |

SAMPLING & TESTING: LEAD

The MDWL requires 60 samples annually to monitor corrosion control effectiveness. Sample locations include residential, non-residential and distribution systems. Each of these samples are to be tested for lead.

A total of 149 lead sample locations were collected and tested in 2023: 83 residential and non-residential samples and 66 samples in distribution. Of the 149 lead sample locations tested, one sample location exceeded the 10 micrograms per litre (μ g/L).

Lead samples were collected from the kitchen tap as prescribed in O. Reg. 170/03. It remains optional to collect samples from an outside tap, as per our MDWL

In the calendar year 2023, WUC complied fully with the requirements of the MDWL.

REPORTING ADVERSE TEST RESULTS

O. Reg. 170/03 Schedule 16, outlines the adverse test result reporting requirements. If a sample collected and tested indicates an adverse test result, the owner of a drinking water system must report the result to the Medical Officer of Health (MOH) and the Spills Action Centre (SAC) of the Ministry of Environment, Conservation and Parks (MECP). If an observation other than an adverse test result indicates that a drinking water system is directing water that may not be adequately disinfected to users of the water system, the observation must be reported to the MOH and the SAC.

If a report is required under this section, a verbal report must be provided to the MOH by speaking directly to a person at the Windsor Essex County Health Unit (WECHU) or the designated on-call representative. In addition, a verbal report must be provided to the Ministry by contacting the SAC.

The verbal report of an adverse test result must be verified by written notice within 24 hours to the MOH and the SAC. This specifies the nature of the adverse test result, actions or observations taken and what corrective action is being taken.

Within seven days of the adverse test result resolution, a follow up written notice is to be provided.

In 2023, there were three adverse incidents requiring notification of the MOH and the SAC. Details are as follows:

- 1 NTU Filter effluent Turbidity for 18 minutes;
- Total Coliform result of 1 CFU/100mL Treated Water
- Total Coliform result of 1 CFU/100mL at Sample Station at the Water Treatment Plant

CFU/100mL = colony forming units per 100 mililitres

Notifications were made to the MOH and the SAC.

Chart 5: Adverse Water Quality Incidents (see page 17) presents the number of adverse test results from 2012-2023.

CORRECTIVE ACTION

O. Reg. 170/03, Schedule 17 outlines required corrective action to be followed with the determination of an adverse test result requiring notification. In all cases, the required corrective action was followed, as directed by the MOH.

SUMMARY REPORT FOR MUNICIPALITIES

O.Reg. 170/03 Schedule 22 requires that, no later than March 31st of each year, a summary report must be prepared for the preceding calendar year and submitted to members of municipal council and members of a municipal services board, if one exists. The submission of this report fulfills the Schedule 22 requirement of the regulation.

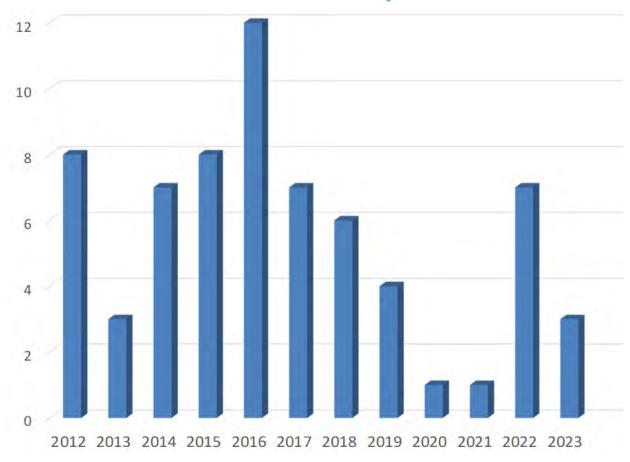


Chart 5: Adverse Water Quality Incidents

The following summarizing tables and charts are attached for review, included in Appendix A:

- Table 5 2023 Treated Water Volume (page 25)
- Table 6 2023 Volume as a Percentage of Approved Plant Capacity (pages 26-27)
- Chart 6 & 7 2023 Distribution Chlorine Residuals (page 28)
- Chart 8 & 9 Operational Parameters (page 29)
- Chart 10 2023 Treated Water Aluminum (page 30)

A copy of O. Reg. 170/03 Schedule 23 (Inorganic Test Parameters) and O. Reg. 170/03 Schedule 24 (Organic Test Parameters) are attached for information (pages 30-31).

Table 4 - Organics, THMs and HAAs Sample Results

| Parameter | MAC or IMAC | Sample Date | Result Value | Unit of Measure | In compliance |
|--|-------------|-------------|--|-----------------|---------------|
| Alachlor | 0.005 | 4-Oct-23 | 0.00050 <mdl< td=""><td>mg/L</td><td>YES</td></mdl<> | mg/L | YES |
| Atrazine + N-dealkylated metobolites | 0.005 | 4-Oct-23 | 0.001 <mdl< td=""><td>mg/L</td><td>YES</td></mdl<> | mg/L | YES |
| Azinphos-methyl | 0.02 | 4-Oct-23 | 0.0020 <mdl< td=""><td>mg/L</td><td>YES</td></mdl<> | mg/L | YES |
| Benzene | 0.001 | 4-Oct-23 | 0.0001 <mdl< td=""><td>mg/L</td><td>YES</td></mdl<> | mg/L | YES |
| Benzo(a)pyrene | 0.00001 | 4-Oct-23 | 0.0000050 <mdl< td=""><td>mg/L</td><td>YES</td></mdl<> | mg/L | YES |
| Bromoxynil | 0.005 | 4-Oct-23 | 0.00050 <mdl< td=""><td>mg/L</td><td>YES</td></mdl<> | mg/L | YES |
| Carbaryl | 0.09 | 4-Oct-23 | 0.005 <mdl< td=""><td>mg/L</td><td>YES</td></mdl<> | mg/L | YES |
| Carbofuran | 0.09 | 4-Oct-23 | 0.005 <mdl< td=""><td>mg/L</td><td>YES</td></mdl<> | mg/L | YES |
| Carbon Tetrachloride | 0.002 | 4-Oct-23 | 0.00010 <mdl< td=""><td>mg/L</td><td>YES</td></mdl<> | mg/L | YES |
| Chlorpyrifos | 0.09 | 4-Oct-23 | 0.001 <mdl< td=""><td>mg/L</td><td>YES</td></mdl<> | mg/L | YES |
| Diazinon | 0.02 | 4-Oct-23 | 0.001 <mdl< td=""><td>mg/L</td><td>YES</td></mdl<> | mg/L | YES |
| Dicamba | 0.12 | 4-Oct-23 | 0.001 <mdl< td=""><td>mg/L</td><td>YES</td></mdl<> | mg/L | YES |
| 1,2-Dichlorobenzene | 0.2 | 4-Oct-23 | 0.00020 <mdl< td=""><td>mg/L</td><td>YES</td></mdl<> | mg/L | YES |
| 1,4Dichlorobenzene | 0.005 | 4-Oct-23 | 0.00020 <mdl< td=""><td>mg/L</td><td>YES</td></mdl<> | mg/L | YES |
| 1,2-Dichloroethane | 0.005 | 4-Oct-23 | 0.00020 <mdl< td=""><td>mg/L</td><td>YES</td></mdl<> | mg/L | YES |
| 1,1-Dichloroethylene (vinylidene chloride) | 0.014 | 4-Oct-23 | 0.00010 <mdl< td=""><td>mg/L</td><td>YES</td></mdl<> | mg/L | YES |
| Dichloromethane | 0.05 | 4-Oct-23 | 0.00050 <mdl< td=""><td>mg/L</td><td>YES</td></mdl<> | mg/L | YES |
| 2,4-Dichlorophenol | 0.9 | 4-Oct-23 | 0.00025 <mdl< td=""><td>mg/L</td><td>YES</td></mdl<> | mg/L | YES |
| 2,4-Dichlorophenoxy acetic acid (2,4-D) | 0.1 | 4-Oct-23 | 0.001 <mdl< td=""><td>mg/L</td><td>YES</td></mdl<> | mg/L | YES |
| Diclofop-methyl | 0.009 | 4-Oct-23 | 0.00090 <mdl< td=""><td>mg/L</td><td>YES</td></mdl<> | mg/L | YES |

| Parameter | MAC or IMAC | Sample Date | Result Value | Unit of Measure | Exceedence |
|--|-------------|----------------|--|-----------------|------------|
| Dimethoate | 0.02 | 4-Oct-23 | 0.0025 <mdl< td=""><td>mg/L</td><td>YES</td></mdl<> | mg/L | YES |
| Diquat | 0.07 | 4-Oct-23 | 0.007 <mdl< td=""><td>mg/L</td><td>YES</td></mdl<> | mg/L | YES |
| Diuron | 0.15 | 4-Oct-23 | 0.010 <mdl< td=""><td>mg/L</td><td>YES</td></mdl<> | mg/L | YES |
| Glyphosate | 0.28 | 4-Oct-23 | 0.010 <mdl< td=""><td>mg/L</td><td>YES</td></mdl<> | mg/L | YES |
| Haloacetic Acids (HAA5) | | | | | |
| (Note: show latest running annual average) | | Acres Acres | | | |
| Q1 2022 = <0.0053 mg/L | 0.08 | Running Annual | 0.0050 < MDL | mg/L | YES |
| Q2 2022 = <0.0050 mg/L | 0.08 | average | 0.0000 NIDE | mg/L | 110 |
| Q3 2022 = <0.0050 mg/L | | 4-14 | | | |
| Q4 2022 = <0.0050 mg/L | | | | | |
| Malathion | 0.15 | 4-Oct-23 | 0.010 <mdl< td=""><td>mg/L</td><td>YES</td></mdl<> | mg/L | YES |
| MCPA | 0.1 | 4-Oct-23 | 0.00050 <mdl< td=""><td>mg/L</td><td>YES</td></mdl<> | mg/L | YES |
| Metolachlor | 0.05 | 4-Oct-23 | 0.0050 <mdl< td=""><td>mg/L</td><td>YES</td></mdl<> | mg/L | YES |
| Metribuzin | 0.08 | 4-Oct-23 | 0.00010 <mdl< td=""><td>mg/L</td><td>YES</td></mdl<> | mg/L | YES |
| Monochlorobenzene | 0.08 | 4-Oct-23 | 0.001 <mdl< td=""><td>mg/L</td><td>YES</td></mdl<> | mg/L | YES |
| Paraquat | 0.01 | 4-Oct-23 | 0.00050 <mdl< td=""><td>mg/L</td><td>YES</td></mdl<> | mg/L | YES |
| Pentachlorophenol | 0.06 | 4-Oct-23 | 0.00050 <mdl< td=""><td>mg/L</td><td>YES</td></mdl<> | mg/L | YES |

| Parameter | MAC or IMAC | Sample Date | Result Value | Unit of Measure | Exceedence |
|--|-------------|----------------|--|-----------------|------------|
| Phorate | 0.002 | 4-Oct-23 | 0.00050 <mdl< td=""><td>mg/L</td><td>YES</td></mdl<> | mg/L | YES |
| Picloram | 0.19 | 4-Oct-23 | 0.0050 <mdl< td=""><td>mg/L</td><td>YES</td></mdl<> | mg/L | YES |
| Polychlorinated Biphenyls (PCB) | 0.003 | 4-Oct-23 | 0.00005 < MDL | mg/L | YES |
| Prometryne | 0.001 | 4-Oct-23 | 0.00025 <mdl< td=""><td>mg/L</td><td>YES</td></mdl<> | mg/L | YES |
| Simazine | 0.01 | 4-Oct-23 | 0.0010 <mdl< td=""><td>mg/L</td><td>YES</td></mdl<> | mg/L | YES |
| THM | | - 1000 | - | 1 1 1 1 | |
| (Note: show latest running annual average) | | | | | |
| Q1 2022 = 0.0038 mg/L | 0.10 | Running Annual | 0.0095 | mg/L | YES |
| Q2 2022 = 0.00953 mg/L | 0.10 | average | 0.0093 | mg/L | 123 |
| Q3 2022 = 0.0154 mg/L | | | | | |
| Q4 2022 = 0.00532 mg/L | | | | | |
| Terbofos | 0.001 | 4-Oct-23 | 0.00050 <mdl< td=""><td>mg/L</td><td>YES</td></mdl<> | mg/L | YES |
| Tetrachlorethylene | 0.01 | 4-Oct-23 | 0.00010 < MDL | mg/L | YES |
| 2,3,4,6-Tetrachlorophenol | 0.1 | 4-Oct-23 | 0.00050 <mdl< td=""><td>mg/L</td><td>YES</td></mdl<> | mg/L | YES |
| Triallate | 0.23 | 4-Oct-23 | 0.0010 <mdl< td=""><td>mg/L</td><td>YES</td></mdl<> | mg/L | YES |
| Trichloroethylene | 0.05 | 4-Oct-23 | 0.00010 < MDL | mg/L | YES |
| 2,4,6-Trichlorophenol | 0.005 | 4-Oct-23 | 0.00050 <mdl< td=""><td>mg/L</td><td>YES</td></mdl<> | mg/L | YES |
| Trifluralin | 0.045 | 4-Oct-23 | 0.0010 <mdl< td=""><td>mg/L</td><td>YES</td></mdl<> | mg/L | YES |
| Vinyl Chloride | 0.001 | 4-Oct-23 | 0.00020 <mdl< td=""><td>mg/L</td><td>YES</td></mdl<> | mg/L | YES |

City Council Agenda - Monday, April 22, 2024

Capital Renewal PROGRAM

Water Meter Replacement Program

WUC installed 1,419 new meters in 2023. A very small number of non-radio frequency (RF) meters remained in the field at year end. The remaining meters are either located in vacant properties or require additional attention prior to replacement due to the conditions on the customer sites. These replacements will be coordinated with customers on a case-by-case basis.

At year end, the average age of WUC's total meter population is four years. For industrial, commercial, and institutional premises only, the average age is 8.1 years.

All meter reading routes are now using the drive-by RF method to collect meter data. Aside from the exceptions noted, the Water Meter Replacement Program is now considered complete.

Watermain Replacement Program

The 2023 WUC capital renewal program involved the replacement of approximately 10.5 km of existing cast and ductile iron watermains, as well as water services, with new PVC pipelines and polyethylene/copper tubing, respectively. In addition, WUC installed 1.3 km of feedermain that will be connected to the future Central Corridor Feedermain.

Water services are typically replaced from the new watermain to the property line.

The projects included watermains that no longer provided adequate service and those deemed to have the highest risk to public health.

The MECP and Ontario Fire Codes (OFC) mandate minimum levels of performance required for hydrants throughout the water distribution system. In 2023, 85 water hydrants were installed.

WUC capital projects, such as renewal of cast iron watermain, are prioritized based on a scoring system algorithm. A point score is assigned to the seven criteria listed below to determine the priority of the project.

The higher the risk to public health and safety, the higher the score, and therefore the higher the priority status assigned.

The algorithm uses the following priority:

- 1. Anticipated percentage or total number of lead services
- 2. Deficient hydrant spacing
- 3. Low fire flow
- 4. Pipe diameter

- 5. Breaks per 100 m with an emphasis on recency
- 6. Disturbed water per 100 m
- 7. Age (life cycle of pipe type)



Filter Bed Rehabilitation (Phase 4): Filter #6 concrete surface waterproofing

Filter Bed Rehabilitation - Phase 4

In 2023, ENWIN completed rehabilitation of our eight dual media filters at the WTP. This included removal of the existing plastic underdrain system, waterproof coating of the filter beds and walls, installation of new stainless-steel underdrains and installation of new anthracite and sand filter media. The new underdrain system and media will increase the overall filter performance. Approximate capital expenditure for Phase 4 of the rehabilitations is \$4.2M which included four filter rehabilitations from 2022 to 2023.

Fluoride Implementation

As part of the overall Fluoride Implementation project, ENWIN completed construction of the permanent fluoride dosing system, as well as upgrades to the phosphoric dosing system at the WTP. The new system includes dual chemical storage tanks, chemical dosing pump skid complete with three dosing pumps and chemical containment structure. It was completed in April 2023. Approximate cost for the overall project including studies, engineering and construction was \$1.5M.



Ozone Generator at the A.H. Weeks Water Treatment Plant

Ozone Power Supply Unit (PSU) Upgrades

ENWIN procured the services of Suez Water Technologies to begin the refurbishment of two of the Ozone Generator Power Supply Units (PSU). The current PSU components for Ozone Generators #1 and #2 are at end of life and in need of replacement. ENWIN tendered the work for the PSU upgrades in summer 2022 and following receipt of the replacement equipment in October 2022 began work on the PSU upgrades. Due to some equipment issues, work on the project was completed June of 2023. Approximate capital expenditure for the project was \$800k.

SCADA Network Upgrade

ENWIN engaged the service of Rockwell for the design and implementation of an upgraded Supervisory Control and Data Acquisition (SCADA) Network at the WTP. The project will update and improve the current SCADA network infrastructure, adding increased security measures in line with current industry best practices. Installation and commissioning of the new SCADA network was completed in late 2022. Testing and commissioning of the new network continued into early 2023. Approximate capital expenditure is \$1.1M.



5.0 m hydrant being installed



Pipe with spacers ready to be placed in the caisson



Pipe being placed in the caisson



Water source to fill the 1050 mm feedermain using a 250 mm backflow preventer

Appendix A: OPERATIONAL CHARTS

Table 5 - 2023 Treated Water Volume

| MONTH | TOTAL PUMPED (ML) (Windsor / LaSalle / Tecumseh) | TOWN OF LASALLE (ML) | TOWN OF TECUMSEH (ML) | CITY OF WINDSOR (ML) |
|-----------|--|----------------------------|-----------------------------|----------------------------|
| JANUARY | 2,772 | 237 | 211 | 2,324 |
| FEBRUARY | 2,511 | 199 | 188 | 2,124 |
| MARCH | 2,718 | 226 | 199 | 2,293 |
| APRIL | 2,692 | 209 | 214 | 2,269 |
| MAY | 3,444 | 375 | 316 | 2,753 |
| JUNE | 3,644 | 418 | 374 | 2,852 |
| JULY | 3,458 | 329 | 355 | 2,774 |
| AUGUST | 3,277 | 318 | 326 | 2,633 |
| SEPTEMBER | 3,145 | 286 | 295 | 2,563 |
| OCTOBER | 2,850 | 260 | 305 | 2,286 |
| NOVEMBER | 2,582 | 209 | 259 | 2,114 |
| DECEMBER | 2,752 | 192 | 237 | 2,323 |
| TOTAL | 35,845 | 3,258 | 3,280 | 29,307 |
| AVERAGE | 2,987 | 271 | 273 | 2,442 |

Table 6 - Volume as Percentage of Approved Plant Capacity

| | Jar | nuary | Feb | ruary | Ma | arch | A | pril | N | lay | J | une |
|------|---------------------------------|---------------------|---------------------------------|---------------------|---------------------------------|---------------------|---------------------------------|---------------------|---------------------------------|---------------------|---------------------------------|---------------------|
| Date | Average Daily Flow (ML/d) | Plant Capacity % |
| 1 | 88.1 | 25% | 93.1 | 27% | 91.2 | 26% | 87.7 | 25% | 89.3 | 26% | 146.8 | 42% |
| 2 | 89.7 | 26% | 89.0 | 26% | 88.6 | 25% | 88.0 | 25% | 89.5 | 26% | 146.4 | 42% |
| 3 | 88.6 | 25% | 90.4 | 26% | 88.0 | 25% | 88.5 | 25% | 93.3 | 27% | 136.7 | 39% |
| 4 | 90.2 | 26% | 93.3 | 27% | 88.5 | 25% | 88.9 | 25% | 90.5 | 26% | 137.5 | 39% |
| 5 | 89.0 | 25% | 88.6 | 25% | 87.5 | 25% | 89.3 | 26% | 88.8 | 25% | 136.3 | 39% |
| 6 | 89.6 | 26% | 88.9 | 25% | 88.8 | 25% | 89.2 | 26% | 103.6 | 30% | 131.6 | 38% |
| 7 | 86.3 | 25% | 89.8 | 26% | 93.2 | 27% | 88.9 | 25% | 108.9 | 31% | 131.0 | 38% |
| 8 | 88.0 | 25% | 88.7 | 25% | 89.9 | 26% | 89.8 | 26% | 92.2 | 26% | 130.5 | 37% |
| 9 | 94.6 | 27% | 88.8 | 25% | 89.1 | 26% | 86.7 | 25% | 101.1 | 29% | 139.1 | 40% |
| 10 | 89.8 | 26% | 89.9 | 26% | 89.5 | 26% | 88.9 | 25% | 105.5 | 30% | 135.4 | 39% |
| 11 | 89.0 | 25% | 91.5 | 26% | 97.2 | 28% | 88.2 | 25% | 111.5 | 32% | 112.0 | 32% |
| 12 | 89.1 | 26% | 93.5 | 27% | 83.8 | 24% | 89.3 | 26% | 107.2 | 31% | 96.2 | 28% |
| 13 | 89.3 | 26% | 88.8 | 25% | 88.3 | 25% | 94.3 | 27% | 113.7 | 33% | 99.1 | 28% |
| 14 | 89.1 | 26% | 89.0 | 26% | 89.6 | 26% | 90.3 | 26% | 111.9 | 32% | 113.9 | 33% |
| 15 | 88.1 | 25% | 88.9 | 25% | 91.2 | 26% | 94.9 | 27% | 120.9 | 35% | 105.0 | 30% |
| 16 | 88.8 | 25% | 89.2 | 26% | 89.0 | 26% | 94.1 | 27% | 111.7 | 32% | 103.5 | 30% |
| 17 | 88.6 | 25% | 89.4 | 26% | 88.9 | 25% | 90.6 | 26% | 107.4 | 31% | 119.5 | 34% |
| 18 | 89.4 | 26% | 88.0 | 25% | 87.4 | 25% | 88.3 | 25% | 113.6 | 33% | 121.8 | 35% |
| 19 | 88.7 | 25% | 88.3 | 25% | 92.8 | 27% | 88.4 | 25% | 105.2 | 30% | 133.0 | 38% |
| 20 | 90.8 | 26% | 93.0 | 27% | 88.5 | 25% | 88.2 | 25% | 105.4 | 30% | 133.9 | 38% |
| 21 | 93.2 | 27% | 88.7 | 25% | 88.6 | 25% | 90.3 | 26% | 109.7 | 31% | 136.1 | 39% |
| 22 | 90.0 | 26% | 88.7 | 25% | 83.1 | 24% | 92.6 | 27% | 115.0 | 33% | 129.4 | 37% |
| 23 | 88.9 | 25% | 88.7 | 25% | 87.1 | 25% | 91.6 | 26% | 120.0 | 34% | 104.8 | 30% |
| 24 | 89.6 | 26% | 89.1 | 26% | 83.0 | 24% | 88.8 | 25% | 121.3 | 35% | 116.2 | 33% |
| 25 | 88.4 | 25% | 86.2 | 25% | 83.0 | 24% | 89.3 | 26% | 120.5 | 35% | 112.1 | 32% |
| 26 | 89.4 | 26% | 89.0 | 25% | 83.1 | 24% | 89.3 | 26% | 123.3 | 35% | 98.1 | 28% |
| 27 | 89.4 | 26% | 91.5 | 26% | 83.5 | 24% | 89.7 | 26% | 122.4 | 35% | 95.7 | 27% |
| 28 | 93.8 | 27% | 89.3 | 26% | 82.4 | 24% | 89.1 | 26% | 131.7 | 38% | 112.6 | 32% |
| 29 | 87.1 | 25% | | | 85.4 | 24% | 90.7 | 26% | 131.9 | 38% | 112.9 | 32% |
| 30 | 88.5 | 25% | | | 83.5 | 24% | 88.1 | 25% | 134.7 | 39% | 117.0 | 34% |
| 31 | 89.5 | 26% | | | 83.8 | 24% | | | 142.6 | 41% | | |
| MAX | 94.6 | 27% | 93.5 | 27% | 97.2 | 28% | 94.9 | 27% | 142.6 | 41% | 146.8 | 42% |

Note: White highlighted cells indicate peak consumption for the year.

Table 6 - Volume as Percentage of Approved Plant Capacity

| | J | uly | Au | gust | Sept | ember | Oc | tober | Nov | ember | Dec | ember |
|------|---------------------------------|---------------------|---------------------------------|---------------------|---------------------------------|---------------------|---------------------------------|---------------------|---------------------------------|---------------------|---------------------------------|---------------------|
| Date | Average Daily Flow (ML/d) | Plant Capacity % | Average Daily Flow (ML/d) | Plant Capacity 9 |
| 1 | 108.7 | 31% | 106.6 | 31% | 112.2 | 32% | 108.9 | 31% | 90.1 | 26% | 80.3 | 23% |
| 2 | 92.7 | 27% | 121.5 | 35% | 111.1 | 32% | 106.0 | 30% | 89.7 | 26% | 102.4 | 29% |
| 3 | 114.1 | 33% | 123.3 | 35% | 113.8 | 33% | 108.6 | 31% | 87.5 | 25% | 110.4 | 32% |
| 4 | 120.1 | 34% | 123.1 | 35% | 119.7 | 34% | 108.0 | 31% | 88.1 | 25% | 80.8 | 23% |
| 5 | 123.6 | 35% | 114.3 | 33% | 122.9 | 35% | 98.1 | 28% | 91.1 | 26% | 89.1 | 26% |
| 6 | 123.4 | 35% | 96.8 | 28% | 111.0 | 32% | 89.2 | 26% | 87.8 | 25% | 89.3 | 26% |
| 7 | 123.0 | 35% | 107.1 | 31% | 105.1 | 30% | 95.1 | 27% | 87.5 | 25% | 90.5 | 26% |
| 8 | 106.3 | 30% | 119.6 | 34% | 96.4 | 28% | 88.1 | 25% | 88.8 | 25% | 89.5 | 26% |
| 9 | 111.1 | 32% | 122.0 | 35% | 105.9 | 30% | 89.0 | 25% | 91.3 | 26% | 95.0 | 27% |
| 10 | 124.5 | 36% | 115.7 | 33% | 112.9 | 32% | 88.9 | 25% | 88.4 | 25% | 84.6 | 24% |
| 11 | 120.6 | 35% | 101.2 | 29% | 101.3 | 29% | 90.0 | 26% | 91.8 | 26% | 86.9 | 25% |
| 12 | 112.6 | 32% | 106.3 | 30% | 93.1 | 27% | 89.2 | 26% | 86.4 | 25% | 90.0 | 26% |
| 13 | 108.6 | 31% | 106.1 | 30% | 95.4 | 27% | 89.0 | 25% | 78.4 | 22% | 89.5 | 26% |
| 14 | 110.9 | 32% | 102.4 | 29% | 99.2 | 28% | 87.4 | 25% | 80.9 | 23% | 90.4 | 26% |
| 15 | 95.0 | 27% | 89.8 | 26% | 100.9 | 29% | 89.1 | 26% | 79.4 | 23% | 88.4 | 25% |
| 16 | 108.8 | 31% | 108.1 | 31% | 107.4 | 31% | 89.9 | 26% | 82.3 | 24% | 84.3 | 24% |
| 17 | 109.9 | 31% | 91.8 | 26% | 107.2 | 31% | 89.5 | 26% | 87.1 | 25% | 84.1 | 24% |
| 18 | 116.7 | 33% | 98.9 | 28% | 107.2 | 31% | 89.9 | 26% | 99.0 | 28% | 88.3 | 25% |
| 19 | 123.2 | 35% | 108.0 | 31% | 102.7 | 29% | 88.7 | 25% | 81.1 | 23% | 88.8 | 25% |
| 20 | 108.8 | 31% | 113.1 | 32% | 105.5 | 30% | 88.5 | 25% | 79.6 | 23% | 89.3 | 26% |
| 21 | 118.4 | 34% | 107.5 | 31% | 109.1 | 31% | 93.6 | 27% | 81.1 | 23% | 90.2 | 26% |
| 22 | 117.6 | 34% | 105.4 | 30% | 113.6 | 33% | 87.7 | 25% | 81.3 | 23% | 89.4 | 26% |
| 23 | 98.5 | 28% | 97.2 | 28% | 108.3 | 31% | 88.6 | 25% | 80.2 | 23% | 86.2 | 25% |
| 24 | 107.2 | 31% | 91.9 | 26% | 111.4 | 32% | 88.4 | 25% | 81.2 | 23% | 87.0 | 25% |
| 25 | 109.4 | 31% | 89.4 | 26% | 97.8 | 28% | 90.5 | 26% | 99.2 | 28% | 81.7 | 23% |
| 26 | 110.9 | 32% | 96.6 | 28% | 95.3 | 27% | 88.5 | 25% | 94.0 | 27% | 86.7 | 25% |
| 27 | 102.1 | 29% | 101.1 | 29% | 92.2 | 26% | 88.4 | 25% | 84.9 | 24% | 88.5 | 25% |
| 28 | 109.4 | 31% | 96.5 | 28% | 89.7 | 26% | 86.7 | 25% | 83.4 | 24% | 89.5 | 26% |
| 29 | 105.1 | 30% | 104.2 | 30% | 93.2 | 27% | 90.8 | 26% | 81.6 | 23% | 88.3 | 25% |
| 30 | 109.1 | 31% | 104.4 | 30% | 103.7 | 30% | 88.3 | 25% | 79.4 | 23% | 85.7 | 25% |
| 31 | 107.6 | 31% | 107.2 | 31% | | | 87.9 | 25% | | | 87.7 | 25% |
| MAX | 124.5 | 36% | 123.3 | 35% | 122.9 | 35% | 108.9 | 31% | 99.2 | 28% | 110.4 | 32% |

2023 Distribution Chlorine Residuals

Chart 6: Free Chlorine Concentration

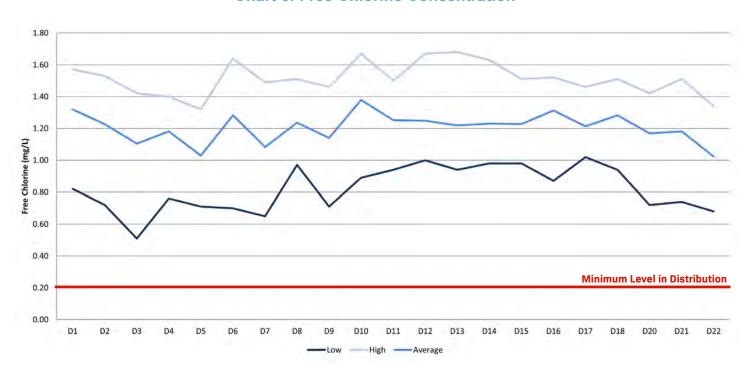


Chart 7: Average Free Chlorine Concentration per Quarter per Station

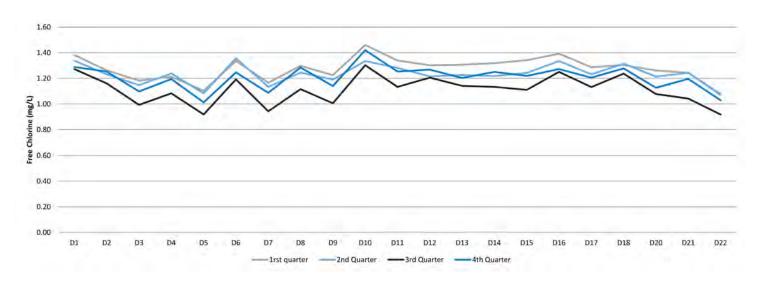
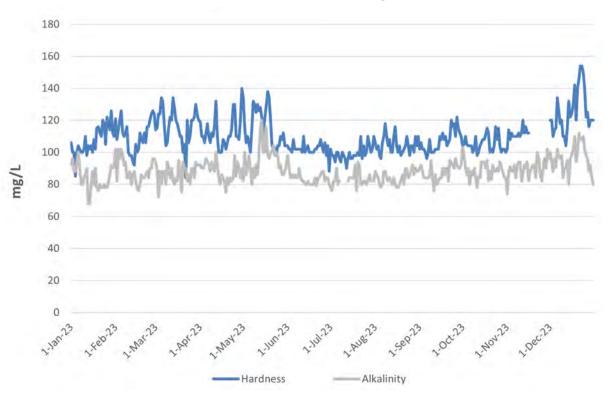
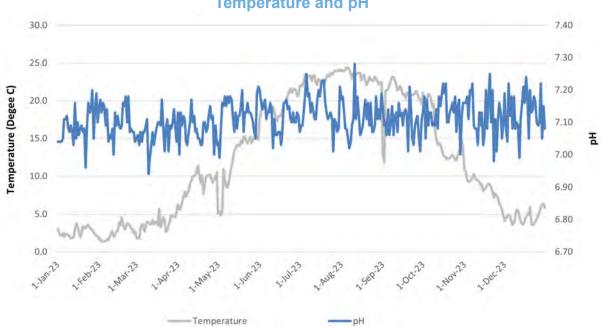


Chart 8: 2023 Operational Parameters - Treated Water Hardness and Alkalinity



Note: Gaps in the data are due to testing reagents supply shortage.

Chart 9: 2023 Operational Parameters - Treated Water Temperature and pH



120.0
100.0
100.0
40.0
20.0
0.0
Aluminum

Chart 10: 2023 Treated Water Aluminum

O. Reg. 170/03 - Schedule 23 - Inorganic Parameters List

| Item | Parameter |
|------|-----------|
| 1 | Antimony |
| 2 | Arsenic |
| 3 | Barium |
| 4 | Boron |
| 5 | Cadmium |
| 6 | Chromium |
| 7 | Mercury |
| 8 | Selenium |
| 9 | Uranium |

O. Reg. 170/03 - Schedule 24 - Organic Parameters List

| Item | Parameter |
|--|---|
| 1 | Alachlor |
| 2 | Atrazine + N-dealkylated metabolites |
| 3 | Azinphos-methyl |
| 4 | Benzene |
| 5 | Benzo(a)pyrene |
| 6 | Bromoxynil |
| 7 | Carbaryl |
| 8 | Carbofuran |
| 9 | Carbon Tetrachloride |
| 10 | Chlorpyrifos |
| 11 | Diazinon |
| 12 | Dicamba |
| 13 | 1,2-Dichlorobenzene |
| 14 | 1,4-Dichlorobenzene |
| 15 | 1,2-dichloroethane |
| 16 | 1,1-Dichloroethylene (vinylidene chloride) |
| 17 | Dichloromethane |
| 18 | 2,4-Dichlorophenol |
| 19 | 2,4-Dichlorophenoxy acetic acid (2,4-D) |
| 20 | Diclofop-methyl |
| 21 | Dimethoate |
| 22 | Diquat |
| Item | Parameter |
| | Diuron |
| 23 | |
| 23 24 | |
| | Glyphosate Malathion |
| 24 | Glyphosate Malathion |
| 24 25 | Glyphosate |
| 24 25 26 27 | Glyphosate Malathion 2-Methyl-4-chlorophenoxyacetic acid Metolachlor |
| 24 25 26 | Glyphosate Malathion 2-Methyl-4-chlorophenoxyacetic acid Metolachlor Metribuzin |
| 24 25 26 27 28 29 | Glyphosate Malathion 2-Methyl-4-chlorophenoxyacetic acid Metolachlor Metribuzin Monochlorobenzene |
| 24 25 26 27 28 29 30 | Glyphosate Malathion 2-Methyl-4-chlorophenoxyacetic acid Metolachlor Metribuzin Monochlorobenzene Paraquat |
| 24 25 26 27 28 29 30 31 | Glyphosate Malathion 2-Methyl-4-chlorophenoxyacetic acid Metolachlor Metribuzin Monochlorobenzene Paraquat Pentachlorophenol |
| 24 25 26 27 28 29 30 31 32 | Glyphosate Malathion 2-Methyl-4-chlorophenoxyacetic acid Metolachlor Metribuzin Monochlorobenzene Paraquat Pentachlorophenol Phorate |
| 24 25 26 27 28 29 30 31 32 33 | Glyphosate Malathion 2-Methyl-4-chlorophenoxyacetic acid Metolachlor Metribuzin Monochlorobenzene Paraquat Pentachlorophenol Phorate Picloram |
| 24 25 26 27 28 29 30 31 32 33 34 | Glyphosate Malathion 2-Methyl-4-chlorophenoxyacetic acid Metolachlor Metribuzin Monochlorobenzene Paraquat Pentachlorophenol Phorate Picloram Polychlorinated Biphenyls (PCB) |
| 24 25 26 27 28 29 30 31 32 33 34 35 | Glyphosate Malathion 2-Methyl-4-chlorophenoxyacetic acid Metolachlor Metribuzin Monochlorobenzene Paraquat Pentachlorophenol Phorate Picloram Polychlorinated Biphenyls (PCB) Prometryne |
| 24 25 26 27 28 29 30 31 32 33 34 35 36 | Glyphosate Malathion 2-Methyl-4-chlorophenoxyacetic acid Metolachlor Metribuzin Monochlorobenzene Paraquat Pentachlorophenol Phorate Picloram Polychlorinated Biphenyls (PCB) Prometryne Simazine |
| 24 25 26 27 28 29 30 31 32 33 34 35 36 37 | Glyphosate Malathion 2-Methyl-4-chlorophenoxyacetic acid Metolachlor Metribuzin Monochlorobenzene Paraquat Pentachlorophenol Phorate Picloram Polychlorinated Biphenyls (PCB) Prometryne Simazine Terbufos |
| 24 25 26 27 28 29 30 31 32 33 34 35 36 37 38 | Glyphosate Malathion 2-Methyl-4-chlorophenoxyacetic acid Metolachlor Metribuzin Monochlorobenzene Paraquat Pentachlorophenol Phorate Picloram Polychlorinated Biphenyls (PCB) Prometryne Simazine Terbufos Tetrachloroethylene (perchloroethylene) |
| 24 25 26 27 28 29 30 31 32 33 34 35 36 37 38 39 | Glyphosate Malathion 2-Methyl-4-chlorophenoxyacetic acid Metolachlor Metribuzin Monochlorobenzene Paraquat Pentachlorophenol Phorate Picloram Polychlorinated Biphenyls (PCB) Prometryne Simazine Terbufos Tetrachloroethylene (perchloroethylene) 2,3,4,6-Tetrachlorophenol |
| 24 25 26 27 28 29 30 31 32 33 34 35 36 37 38 39 40 | Glyphosate Malathion 2-Methyl-4-chlorophenoxyacetic acid Metolachlor Metribuzin Monochlorobenzene Paraquat Pentachlorophenol Phorate Picloram Polychlorinated Biphenyls (PCB) Prometryne Simazine Terbufos Tetrachloroethylene (perchloroethylene) 2,3,4,6-Tetrachlorophenol Triallate |
| 24 25 26 27 28 29 30 31 32 33 34 35 36 37 38 39 40 41 | Glyphosate Malathion 2-Methyl-4-chlorophenoxyacetic acid Metolachlor Metribuzin Monochlorobenzene Paraquat Pentachlorophenol Phorate Picloram Polychlorinated Biphenyls (PCB) Prometryne Simazine Terbufos Tetrachloroethylene (perchloroethylene) 2,3,4,6-Tetrachlorophenol Triallate Trichloroethylene |
| 24 25 26 27 28 29 30 31 32 33 34 35 36 37 38 39 40 41 42 | Glyphosate Malathion 2-Methyl-4-chlorophenoxyacetic acid Metolachlor Metribuzin Monochlorobenzene Paraquat Pentachlorophenol Phorate Picloram Polychlorinated Biphenyls (PCB) Prometryne Simazine Terbufos Tetrachloroethylene (perchloroethylene) 2,3,4,6-Tetrachlorophenol Triallate Trichloroethylene 2,4,6-Trichlorophenol |
| 24 25 26 27 28 29 30 31 32 33 34 35 36 37 38 39 40 41 | Glyphosate Malathion 2-Methyl-4-chlorophenoxyacetic acid Metolachlor Metribuzin Monochlorobenzene Paraquat Pentachlorophenol Phorate Picloram Polychlorinated Biphenyls (PCB) Prometryne Simazine Terbufos Tetrachloroethylene (perchloroethylene) 2,3,4,6-Tetrachlorophenol Triallate Trichloroethylene |

City Council Agenda - Monday, April 22, 2024

Appendix B: O. REG. 170/03 ANNUAL WATER QUALITY REPORT



OPTIONAL ANNUAL REPORT TEMPLATE

| Drinking Water System Number: | 220003421 |
|--|---------------------------------------|
| Drinking Water System Name: | City of Windsor Drinking Water System |
| Drinking Water System Owner: | The Windsor Utilities Commission |
| Drinking Water System Category: | Large Municipal Residential |
| Period being reported: | Calendar Year 2023 |

| Complete if your Category is Large | Complete for all other Categories |
|---|--|
| Municipal Residential or Small Municipal | |
| Residential | |
| | Number of Designated Facilities served: |
| Does your Drinking Water System serve | |
| more than 10,000 people? Yes [X] No [] | |
| more man reject people: rea[N] No[] | Did you provide a copy of your annual |
| Is your annual report available to the public | report to all Designated Facilities you |
| at no charge on a web site on the Internet? | serve? Yes [] No [] |
| Yes [X] No [] | Serve: res[] NO[] |
| Tes[X] NO[] | Number of Interested Authorities you |
| Lasatian where Common Banast required | Number of Interested Authorities you |
| Location where Summary Report required | report to: |
| under O. Reg. 170/03 Schedule 22 will be | |
| available for inspection. | Did you provide a copy of your annual |
| The Windsor Utilities Commission | report to all Interested Authorities you |
| 4545 Rhodes Dr. | report to for each Designated Facility? |
| | Yes[] No[] |
| Windsor ON N8W 5T1 | |
| | |

List all Drinking Water Systems (if any), which receive all their drinking water from your system:

| Drinking Water System Name | Drinking Water System Number |
|----------------------------|------------------------------|
| Town of Lasalle, ON | 220004402 |
| Town of Tecumseh, ON | 260004969 |

Did you provide a copy of your annual report to all Drinking Water System owners that are connected to you and to whom you provide all drinking water? Yes [X] No []

Indicate how you notified system users that your annual report is available and is free of charge.

| [X] Public access/notice via the web | |
|--|--|
| [X] Public access/notice via Government Office | |
| [] Public access/notice via a newspaper | |
| [X] Public access/notice via Public Request | |
| [] Public access/notice via a Public Library | |
| [] Public access/notice via other method | |

Drinking Water Systems Regulations

Page 1 of 7



Description of the Drinking Water System

The City of Windsor Drinking Water System is owned by The Windsor Utilities Commission (WUC). It is maintained and operated by ENWIN Utilities Ltd. (ENWIN) as Operating Authority.

The City of Windsor Drinking Water System consists of the A.H. Weeks Water Treatment Plant (WTP), which is a Class IV water treatment subsystem and a Class III distribution system under Ontario Regulation 128/04 of the Safe Drinking Water Act, 2002. In addition, WUC has the Old Water Treatment Plant (OTP), also a Class IV water treatment subsystem currently in Stand By mode, A.J. Brian Pumping Station, George Avenue Pumping Station, J.F. Cooke Reservoir, Pumping and Re-chlorination Station and one (1) water tower.

To treat the raw water, which is sourced from the Detroit River, the WTP employs screening, pre-chlorination (on an as needed basis), pH adjustment (utilizing CO2), disinfection (utilizing ozone), coagulation, flocculation, sedimentation, dual-media filtration with post chlorination, fluoridation (utilizing fluorosilicic acid) and corrosion control adjustment (utilizing phosphoric acid). The WTP pumps sedimentation sludge and backwash water to the sanitary sewer.

Treated water from the WTP is routed to an on-site reservoir and another reservoir located near the WTP. The treated water is then pumped into the distribution system from two (2) pumping stations, which are located near the WTP. Water from the pumping stations satisfies demand for the greater Windsor area including the Towns of Tecumseh and LaSalle. A reservoir, pumping and re-chlorination station located further from the WTP provides system pressure and flow to the southwest portion of the system, while a centrally located water tower provides pressure and flow control to the downtown core.

The drinking water system is monitored continuously at various locations, both at the WTP and pumping stations as well as throughout the distribution system via a Supervisory Control and Data Acquisition (SCADA) system.

List all water treatment chemicals used over this reporting period

Chlorine gas, Sodium Hypochlorite, Carbon Dioxide (CO2), Ozone (generated on-site using liquid oxygen), Calcium Thiosulfate (ozone quench agent), Polyaluminum Chloride (PaCl), Filter Aid Cationic Polymer, Phosphoric Acid (corrosion control agent) and Fluorosilisic Acid.

Were any significant expenses incurred to?

| [X] | Install required equipment |
|-----|----------------------------|
| [X] | Repair required equipment |

[X] Replace required equipment

Please provide a brief description and a breakdown of monetary expenses incurred:

Drinking Water Systems Regulations

Page 2 of 7



Capital Projects in the Distribution System,

WUC, with a capital expenditure of approximately \$17,500M, has:

- Installed 10.53 KM of Watermain (<400 mm)
- Installed 1.34KM of Feedermain (>400 mm)
- Installed 967 New Water Services in the public Right the Way (ROW)
- Installed 250 New Valves in the public ROW
- Installed 85 New Fire Hydrants in the public ROW
- Removed 76 Old Fire Hydrants in the public ROW
- Removed 592 Old Lead Water Services in the public ROW

Capital Projects in the Treatment System encompasses:

Filter Bed Rehabilitation - Phase 4

ENWIN completed rehabilitation of our eight (8) dual media filters at the WTP in 2023 which included removal of the existing plastic underdrain system, waterproof coating of the filter beds and walls, installation of new stainless-steel underdrains and installation of new anthracite and sand filter media. The new underdrain system and media will increase the overall filter performance. Approximate capital expenditure for phase 4 of the rehabilitations is \$4.2M which included four (4) filter rehabilitations from 2022 to 2023.

Fluoride Implementation

As part of the overall fluoride implementation project, ENWIN completed construction of the permanent fluoride dosing system, as well as upgrades to the phosphoric dosing system at the WTP. The new system includes dual chemical storage tanks, chemical dosing pump skid complete with three (3) dosing pumps and chemical containment structure, and it was completed April 2023. Approximate cost for the overall project including studies, engineering and construction was \$1.5M.

SCADA Network Upgrade

ENWIN engaged the service of Rockwell for the design and implementation of an upgraded SCADA Network at the WTP. The project will update and improve the current SCADA network infrastructure, adding increased security measures in line with current industry best practice. Installation and commissioning of the new SCADA network was completed in late 2022. Testing and commissioning of the new network continued into early 2023. Approximate capital expenditure is \$1.1M.

Ozone Power Supply Unit (PSU) Upgrades

ENWIN procured the services of Suez Water Technologies to begin the refurbishment of two of the Ozone Generator Power Supply Units (PSU). The current PSU components for Ozone Gen. #1 and #2 are at end of life and in need of replacement. ENWIN tendered the work for the PSU upgrades in summer 2022 and following receipt of the replacement equipment in October 2022 began work on the PSU upgrades. Due to some equipment issues, work on the project was completed June of 2023. Approximate capital expenditure for the project was \$800k.

Drinking Water Systems Regulations

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Provide details on the notices submitted in accordance with subsection 18 (1) of the Safe Drinking Water Act or section 16-4 of Schedule 16 of O.Reg.170/03 and reported to Spills Action Centre.

| Incident Date | Parameter | Result | Unit of Measure | Corrective Action | Corrective Action Date |
|------------------|---|--------|--------------------|--|------------------------|
| 2023/03/11 | 1 NTU Turbidity for 18 minutes | 1 | NTU | Additional monitoring and sampling. Refer to CPAR EWU-2023-04 details. | 2023/03/20 |
| 2023/09/10 | Total Coliform (TC) – Treated Water | TC = 1 | CFU/100 mL | Due to our sampling schedule samples are collected every 12 hours, consecutively. Note: This is a point source (Most likely Laboratory error) | 2023/09/15 |
| 2023/11/17 | Total Coliform (TC) – S.S. D10 | TC = 1 | CFU/100 mL | Flush and Re-sample at location, upstream and downstream for 2 consecutive days. Results of the resampling are free of bacterial content. | 2023/11/21 |

Please refer to the colour chart below when reviewing the data summarized herein:

| Green | Indicates results are in compliance |
|--------|--|
| Yellow | Indicates results are in compliance however above the half Maximum Acceptable Concentration (MAC) or IMAC level. |
| Red | Indicates results are not in compliance or not within the operational guideline |

Microbiological testing done under the Schedule 10, 11 or 12 of Regulation 170/03, during this reporting period.

| | Number of Samples | Range of E.Coli (min#)-(max#) | Range of Total Coliform (min#)-(max#) | Number of HPC Samples | Range of HPC (min#)-(max#) |
|--------------|----------------------|----------------------------------|---------------------------------------|--------------------------|-------------------------------|
| Raw | 253 | 0 - 2600 | 0 - 8500 | 253 | <10 - 1650 ⁽¹⁾ |
| Treated | 1583 | 0 - 0 | 0 - 1 | 968 | <10 - 440 ⁽²⁾ |
| Distribution | 1883 | 0 - 0 | 0 - 1 | 1023 | <10 - 300 ⁽²⁾ |

⁽¹⁾ No standard available - Results indicate the overall Raw Water Quality

Operational testing done under Schedule 7, 8 or 9 of Regulation 170/03 during the period covered by this Annual Report.

| | Number of Samples | Range of Results (min#)-(max#) | Unit of Measure | |
|-----------|----------------------|-----------------------------------|--------------------|--|
| Turbidity | 365 | 0.02 - 0.1 | NTU | |
| Chlorine | 365 | 1.19 - 1.66 | mg/L | |

Drinking Water Systems Regulations

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^{(2) &}lt; 500 – Internal Target as Best Management Practice



Summary of additional testing and sampling carried out in accordance with the requirement of an approval, order or other legal instrument.

| Date of legal instrument issued | Parameter | Date Sampled | Running Annual Average Result | Unit of Measure | In compliance |
|---------------------------------|------------------------|-----------------------|----------------------------------|--------------------|------------------|
| MDWL 025-101 | Bromate - Treated | 1-Jan-23 to 31-Dec-23 | 0.004 | mg/L | Yes |
| MDWL 025-101 | Bromate - Distribution | 1-Jan-23 to 31-Dec-23 | 0.004 | mg/L | Yes |

| Date of legal instrument issued | Location Type | Number of Samples | Range of Lead Results (min#)-(max#) | Unit of Measure | Number of Exceedances |
|---------------------------------|---------------------|-------------------------|--|--------------------|--------------------------|
| MDWL 025-101 | Lead - Plumbing | 83 | <0.05 - 12.9 | ug/L | 1 |
| MDWL 025-101 | Lead - Distribution | 66 | <0.05 - 9.77 | ug/L | 0 |

Summary of Inorganic parameters tested during this reporting period or the most recent sample results.

| Parameter | MAC OR IMAC | Sample Date | Result Value | Unit of Measure | In Compliance |
|------------------------|----------------|-----------------|---|--------------------|------------------|
| Antimony | 0.006 | October 4, 2023 | 0.0001 | mg/L | Yes |
| Arsenic | 0.01 | October 4, 2023 | 0.0003 | mg/L | Yes |
| Barium | 1 | October 4, 2023 | 0.0163 | mg/L | Yes |
| Boron | 5 | October 4, 2023 | 0.016 | mg/L | Yes |
| Cadmium | 0.005 | October 4, 2023 | 0.000005 <mdl< td=""><td>mg/L</td><td>Yes</td></mdl<> | mg/L | Yes |
| Chromium | 0.05 | October 4, 2023 | 0.00050 <mdl< td=""><td>mg/L</td><td>Yes</td></mdl<> | mg/L | Yes |
| Lead ⁽³⁾ | 0.01 | October 4, 2023 | 0.0005 <mdl< td=""><td>mg/L</td><td>Yes</td></mdl<> | mg/L | Yes |
| Mercury | 0.001 | October 4, 2023 | 0.00000010 <mdl< td=""><td>mg/L</td><td>Yes</td></mdl<> | mg/L | Yes |
| Selenium | 0.05 | October 4, 2023 | 0.0001 | mg/L | Yes |
| Sodium | 20 | October 4, 2023 | 6.71 | mg/L | Yes |
| Uranium | 0.02 | October 4, 2023 | 0.00004 | mg/L | Yes |
| Fluoride | 1.5 | October 4, 2023 | 0.57 | mg/L | Yes |
| Nitrite ⁽³⁾ | 1 | October 4, 2023 | 0.010 <mdl< td=""><td>mg/L</td><td>Yes</td></mdl<> | mg/L | Yes |
| Nitrate ⁽³⁾ | 10 | October 4, 2023 | 0.24 | mg/L | Yes |

⁽³⁾ Lead, Nitrite, Nitrate results are from Maximum resolution in the Distribution system

Summary of Organic parameters sampled during this reporting period or the most recent sample results.

Drinking Water Systems Regulations

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| Parameter MAC OR Sample Date Result Value Unit of | | | | | | | | |
|---|---------|-----------------------------|---|---------|------------------|--|--|--|
| · urumoto. | IMAC | oumpie Date | nesult tulue | Measure | In Compliance | | | |
| Alachlor | 0.005 | October 4, 2023 | 0.00050 <mdl< td=""><td>mg/L</td><td>Yes</td></mdl<> | mg/L | Yes | | | |
| Atrazine + N-dealkylated | 0.005 | , | | Ç, | | | | |
| metobolites | 0.003 | October 4, 2023 | 0.001 <mdl< td=""><td>mg/L</td><td>Yes</td></mdl<> | mg/L | Yes | | | |
| Azinphos-methyl | 0.02 | October 4, 2023 | 0.0020 <mdl< td=""><td>mg/L</td><td>Yes</td></mdl<> | mg/L | Yes | | | |
| Benzene | 0.001 | October 4, 2023 | 0.0001 <mdl< td=""><td>mg/L</td><td>Yes</td></mdl<> | mg/L | Yes | | | |
| Benzo(a)pyrene | 0.00001 | October 4, 2023 | 0.0000050 <mdl< td=""><td>mg/L</td><td>Yes</td></mdl<> | mg/L | Yes | | | |
| Bromoxynil | 0.005 | October 4, 2023 | 0.00050 <mdl< td=""><td>mg/L</td><td>Yes</td></mdl<> | mg/L | Yes | | | |
| Carbaryl | 0.09 | October 4, 2023 | 0.005 <mdl< td=""><td>mg/L</td><td>Yes</td></mdl<> | mg/L | Yes | | | |
| Carbofuran | 0.09 | October 4, 2023 | 0.005 <mdl< td=""><td>mg/L</td><td>Yes</td></mdl<> | mg/L | Yes | | | |
| Carbon Tetrachloride | 0.002 | October 4, 2023 | 0.00010 <mdl< td=""><td>mg/L</td><td>Yes</td></mdl<> | mg/L | Yes | | | |
| Chlorpyrifos | 0.09 | October 4, 2023 | 0.001 <mdl< td=""><td>mg/L</td><td>Yes</td></mdl<> | mg/L | Yes | | | |
| Diazinon | 0.02 | October 4, 2023 | 0.001 <mdl< td=""><td>mg/L</td><td>Yes</td></mdl<> | mg/L | Yes | | | |
| Dicamba | 0.12 | October 4, 2023 | 0.001 <mdl< td=""><td>mg/L</td><td>Yes</td></mdl<> | mg/L | Yes | | | |
| 1,2-Dichlorobenzene | 0.2 | October 4, 2023 | 0.00020 <mdl< td=""><td>mg/L</td><td>Yes</td></mdl<> | mg/L | Yes | | | |
| 1,4Dichlorobenzene | 0.005 | October 4, 2023 | 0.00020 <mdl< td=""><td>mg/L</td><td>Yes</td></mdl<> | mg/L | Yes | | | |
| 1,2-Dichloroethane | 0.005 | October 4, 2023 | 0.00020 <mdl< td=""><td>mg/L</td><td>Yes</td></mdl<> | mg/L | Yes | | | |
| 1,1-Dichloroethylene | 0.014 | | | | | | | |
| (vinylidene chloride) | | October 4, 2023 | 0.00010 <mdl< td=""><td>mg/L</td><td>Yes</td></mdl<> | mg/L | Yes | | | |
| Dichloromethane | 0.05 | October 4, 2023 | 0.00050 <mdl< td=""><td>mg/L</td><td>Yes</td></mdl<> | mg/L | Yes | | | |
| 2,4-Dichlorophenol | 0.9 | October 4, 2023 | 0.00025 <mdl< td=""><td>mg/L</td><td>Yes</td></mdl<> | mg/L | Yes | | | |
| 2,4-Dichlorophenoxy acetic acid (2,4-D) | 0.1 | October 4, 2023 | 0.001 <mdl< td=""><td>mg/L</td><td>Yes</td></mdl<> | mg/L | Yes | | | |
| Diclofop-methyl | 0.009 | October 4, 2023 | 0.00090 <mdl< td=""><td>mg/L</td><td>Yes</td></mdl<> | mg/L | Yes | | | |
| Dimethoate | 0.02 | October 4, 2023 | 0.0025 <mdl< td=""><td>mg/L</td><td>Yes</td></mdl<> | mg/L | Yes | | | |
| Diquat | 0.07 | October 4, 2023 | 0.007 <mdl< td=""><td>mg/L</td><td>Yes</td></mdl<> | mg/L | Yes | | | |
| Diuron | 0.15 | October 4, 2023 | 0.010 <mdl< td=""><td>mg/L</td><td>Yes</td></mdl<> | mg/L | Yes | | | |
| Glyphosate | 0.28 | October 4, 2023 | 0.010 <mdl< td=""><td>mg/L</td><td>Yes</td></mdl<> | mg/L | Yes | | | |
| Haloacetic Acids (HAA5) ⁽⁴⁾ | | | | | | | | |
| (Note: show latest running | | | | | | | | |
| annual average) | | | | | | | | |
| Q1 2023 = <0.0050 mg/L | 0.080 | Running Annual Average = | 0.0050 <mdl< td=""><td rowspan="2">mg/L</td><td rowspan="2">Yes</td></mdl<> | mg/L | Yes | | | |
| Q2 2023 = <0.0050 mg/L | | | | | | | | |
| Q3 2023 = <0.0050 mg/L | | | | | | | | |
| Q4 2023 = <0.0050 mg/L | | | | | | | | |
| 4. 2023 - 10.0030 Hig/L | | | | | | | | |
| Malathion | 0.19 | October 4, 2023 | 0.010 <mdl< td=""><td>mg/L</td><td>Yes</td></mdl<> | mg/L | Yes | | | |
| MCPA | 0.13 | October 4, 2023 | 0.00050 <mdl< td=""><td>mg/L</td><td>Yes</td></mdl<> | mg/L | Yes | | | |
| Metolachlor | 0.05 | October 4, 2023 | 0.0050 <mdl< td=""><td>mg/L</td><td></td></mdl<> | mg/L | | | | |
| Metribuzin | 0.03 | October 4, 2023 | 0.0050 < MDL | _ | Yes | | | |
| | | October 4, 2023 | | mg/L | Yes | | | |
| Monochlorobenzene | 0.08 | OCTOBEL 4, 2023 | 0.001 <mdl< td=""><td>mg/L</td><td>Yes</td></mdl<> | mg/L | Yes | | | |

Drinking Water Systems Regulations

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| Parameter | MAC OR IMAC | Sample Date | Result Value | Unit of Measure | In Compliance |
|--|--|---|---|--|-----------------------------|
| Paraquat | 0.01 | October 4, 2023 | 0.00050 <mdl< td=""><td>mg/L</td><td>Yes</td></mdl<> | mg/L | Yes |
| Pentachlorophenol | 0.06 | October 4, 2023 | 0.00050 <mdl< td=""><td>mg/L</td><td>Yes</td></mdl<> | mg/L | Yes |
| Phorate | 0.002 | October 4, 2023 | 0.0050 <mdl< td=""><td>mg/L</td><td>Yes</td></mdl<> | mg/L | Yes |
| Picloram | 0.19 | October 4, 2023 | 0.00005 <mdl< td=""><td>mg/L</td><td>Yes</td></mdl<> | mg/L | Yes |
| Polychlorinated Biphenyls (PCB) | 0.003 | October 4, 2023 | 0.00025 <mdl< td=""><td>mg/L</td><td>Yes</td></mdl<> | mg/L | Yes |
| Prometryne | 0.001 | October 4, 2023 | 0.0010 <mdl< td=""><td>mg/L</td><td>Yes</td></mdl<> | mg/L | Yes |
| Simazine | 0.01 | October 4, 2023 | 0.0010 <mdl< td=""><td>mg/L</td><td>Yes</td></mdl<> | mg/L | Yes |
| THM ⁽⁴⁾ (Note: show latest running annual average) Q1 2023 = 0.00349 mg/L Q2 2023 = 0.00615 mg/L Q3 2023 = 0.0144 mg/L Q4 2023 = 0.014 mg/L | 0.100 | Running Annual Average = | 0.0095 | mg/L | Yes |
| Terbofos Tetrachlorethylene 2,3,4,6-Tetrachlorophenol Triallate Trichloroethylene 2,4,6-Trichlorophenol Trifluralin | 0.001 0.01 0.1 0.23 0.005 0.005 | October 4, 2023 October 4, 2023 October 4, 2023 October 4, 2023 October 4, 2023 October 4, 2023 October 4, 2023 | 0.00050 < MDL 0.00010 < MDL 0.00050 < MDL 0.0010 < MDL 0.00010 < MDL 0.00050 < MDL 0.0010 < MDL | mg/L mg/L mg/L mg/L mg/L mg/L mg/L | Yes Yes Yes Yes Yes Yes Yes |
| Vinyl Chloride | 0.001 | October 4, 2023 | 0.00020 <mdl< td=""><td>mg/L</td><td>Yes</td></mdl<> | mg/L | Yes |

^{(4) –} THM's and HAA5 results are from Max resolution in the Distribution system Note – MDL – Method Detection Limit

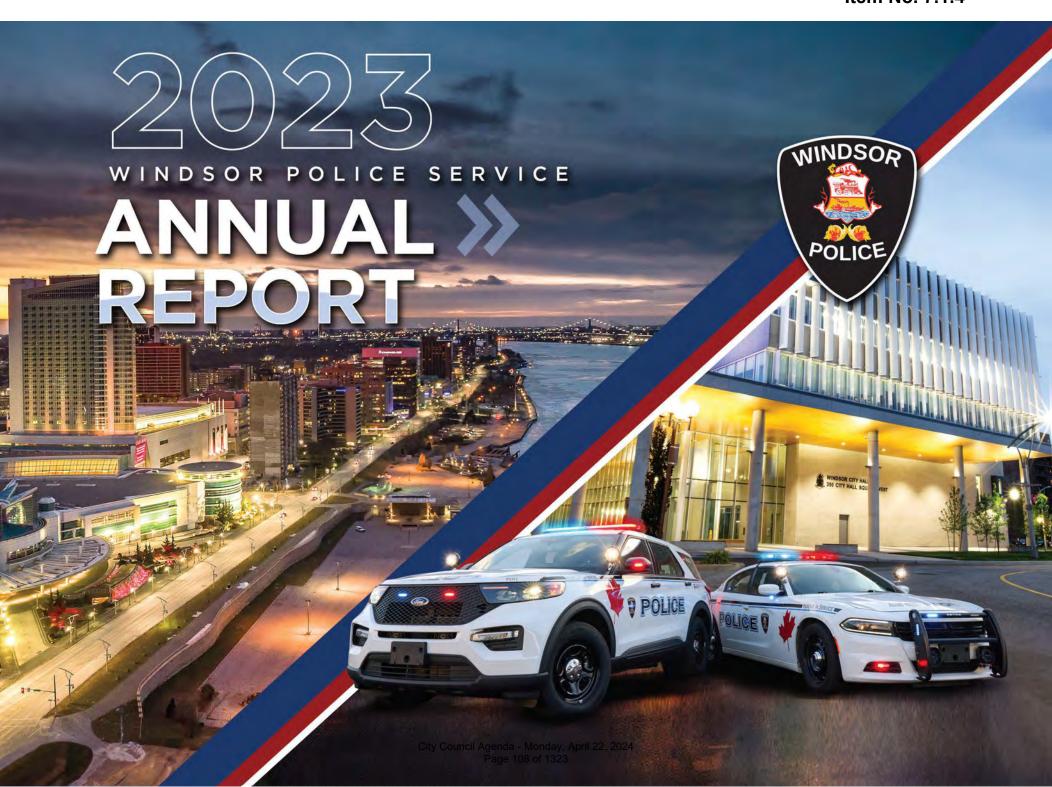
List any Inorganic or Organic parameter(s) that exceeded half the standard prescribed in Schedule 2 of Ontario Drinking Water Quality Standards.

No Inorganic or Organic parameter(s) exceeded half the standard prescribed in Schedule 2 of Ontario Drinking Water Quality Standards.

Drinking Water Systems Regulations

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WINDSOR POLICE SERVICES BOARD Message from the Chair



Drew Dilkens Windsor Police Services Board, Chair

As Chair of the Windsor Police Services Board (WPSB), I am pleased to introduce the 2023 Annual Report of the Windsor Police Service (WPS).

In 2023, the WPSB appointed two new Deputy Chiefs: Jason Crowley, Deputy Chief of Operations, and Karel DeGraaf, Acting Deputy Chief of Operational Support. We congratulate these individuals and thank them for their continued service. Over the course of the year, WPSB and WPS remained steadfast in our commitment to ensuring outstanding community support through effective policing and governance within our evolving city and across the region.

Windsor-Essex is experiencing incredible economic and population growth, which presents unique opportunities and challenges. Public safety is top of mind, as all across Canada, communities are facing increasing challenges around mental health, addictions, and homelessness. This impacts our ability to create and maintain the safe neighbourhoods that are the foundation of any thriving community. Windsor is also home to an international border and the busiest trade corridor between Canada and the United States. We understand the impacts of crime and criminal activities, and the complexities associated with policing in today's world.

As we push for continuous improvement, innovation and progress moving forward into 2024, the Board expresses our gratitude and pride for all members of the WPS; from frontline officers and administrative staff, to every civilian member whose behind-the-scenes work keeps the ship steady. The Board recognizes each of you for the important role you play within the organization and the broader community you serve.

Meet the Board













Jo-Anne Gignac, Vice-Chair Sophia Chisholm Robert de Verteuil John Elliott Michael Prue, Advisor

VISION, MISSION & CORE VALUES

OUR VISION

We are dedicated to excellence in service through the commitment of our people to teamwork, integrity, and our core values. Together, we work to be the safest community in Canada.

OUR MISSION

The Mission of the Windsor Police Service is to serve our community. Working together we prevent and investigate crime and provide support to those in need. We perform our duties with professionalism, accountability, and integrity to ensure the safety of all the members of our diverse community.

OUR CORE VALUES

Integrity

We are committed to fair, ethical, and respectful treatment of all persons within our organization and in our community.

Respect

We show respect and compassion, through deed and word, to every person.

Professionalism

We are dedicated to professionalism in appearance and conduct, and the continuing pursuit of excellence in all we do.

Accountability

We openly identify and address problems, and willingly accept responsibility for our actions.

Innovation

We are creative in developing effective policy and inventive practices; investing in our people and technologies to provide industry-leading service.

Teamwork

We all succeed by working together and in partnership with our diverse community.

Service

We are devoted to serving our community with honour, placing the needs of the community above those of our own.



MESSAGE FROM THE CHIEF OF POLICE



On behalf of the Windsor Police Service, I am pleased to present our 2023 Annual Report. This report shares key performance metrics and significant achievements from the previous calendar year, as well as progress on the priorities identified in our 2023-2026 Strategic Plan.

Throughout 2023, Windsor Police Service members served Windsor and Amherstburg with integrity and professionalism. Our Service celebrated several milestones and accomplishments in 2023, including:

- Implementing a modern analytics program that supports data-driven decision making.
- Launching the Nurse Police Team program to proactively treat people struggling with substance use challenges and alleviate the strain on hospital emergency departments.
- Dismantling a sophisticated global car theft ring, which resulted in the recovery of 138 stolen vehicles.

Thanks to a thriving and diverse community, the Windsor Police Service continues to be well positioned to attract and retain top talent. We remain committed to providing the best service delivery, while also engaging our community partners for proactive solutions to cross-sectoral issues.

I am grateful for the support of the Windsor Police Services Board, the Windsor and Amherstburg municipal councils, and our communities who provide the resources and support needed to achieve our goals. I am also grateful for the tireless work of our members and look forward to all we will accomplish together.

Jason Bellaire Chief of Police

The Leadership Team



Deputy Chief,



Deputy Chief.

Operational Support

Acting Deputy Chief,

Operational Support

Brendan Dodd

Jill Lawrence

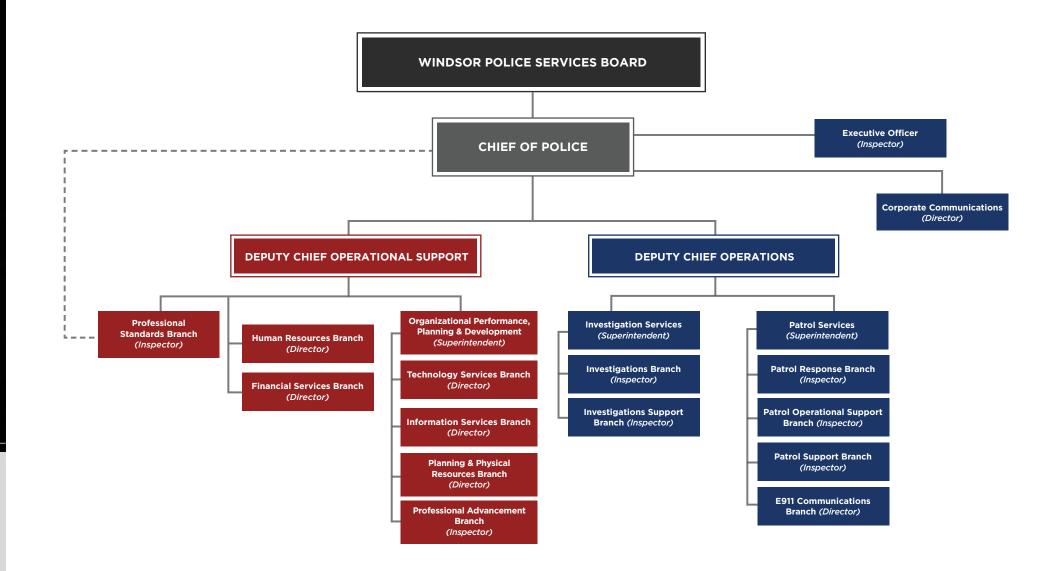
Dan Potvin

Ed Armstrong Ken Cribley Jen Crosby Dave Deluca Paolo Di Carlo Marc Murphy

Inspectors:

Melissa Brindley Matt Caplin Bryce Chandler Gary Francoeur Dawn Hill Barry Horrobin Laura Smith Andrew Randall

2023 ORGANIZATIONAL STRUCTURE

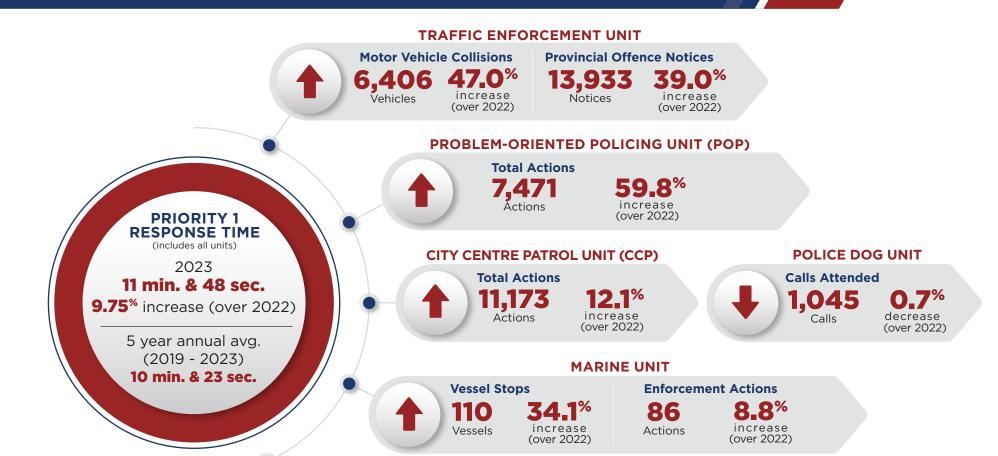


City Council Agenda - Monday, April 22, 2024

WPS OVERVIEW



PATROL SERVICES



DETENTION UNIT



Prisoners Booked

5.897 Prisoners

14.5% increase (over 2022)

The 2023 crime statistics presented are derived from data extracted from the Records Management System during the fourth week of February 2024, offering a "snapshot" in time. Due to factors such as incident reclassification or delayed reporting of incidents, these statistics are fluid and subject to modification. Continuous updates to the system may lead to revisions of statistics previously reported.

It is important to recognize that in 2023, the Windsor Police Service aligned the Crime Categories with those of Statistics Canada. However, Monday, April 22, 2024 mbers may differ from those reported by Statistics Canada and other police services due to our practice of reporting all incident violations, not just the most serious per incident. Caution should be exercised when making comparisons of data.

CRISIS OUTREACH AND SUPPORT



The Windsor Police Service is proud to partner with the Windsor Regional Hospital and Hôtel-Dieu Grace Healthcare on important initiatives to help people in crisis.

NURSE POLICE TEAM (NPT)*

Pairs frontline officers with nurses to respond to non-emergency, substance-related incidents.

CALLS FOR **SERVICE**

489 **MEDICAL**

RESOURCES PROVIDED

730

PEOPLE DIVERTED FROM EMERGENCY DEPARTMENT

313

94 **APPREHENSIONS**

SUBSTANCE-RELATED **WOUNDS TREATED**

* The NPT program launched in May 2023.

MOBILE CRISIS RAPID RESPONSE TEAM (MCRRT)

Pairs frontline officers with mental health professionals to de-escalate encounters with people in crisis.





COMMUNITY OUTREACH & SUPPORT TEAM (COAST)

Pairs frontline officers with mental health professionals to offer on-site crisis and mental health assessments to individuals in need.



INVESTIGATIONS DIVISION

| VIOLENCE LEADING TO DEATH | 2022 | 2023 |
|---------------------------|------|------|
| Homicide | 2 | 3 |
| Manslaughter | 0 | 1 |
| Violence causing death | 1 | 0 |
| Attempted murder | 10 | 8 |

CRIMES AGAINST PERSONS:

INCREASE (over 2022)

CRIMES AGAINST PROPERTY:

13,201 **10.6**%

INCREASE (over 2022)

YOUTH-RELATED CRIMES:

322

Q 26.7%

INCREASE (over 2022)

FIREARMS SEIZED:

554

16%

INCREASE (over 2022)

CRIME GUNS:*

101

Q 21%

DECREASE (over 2022)

*CRIME GUN DEFINITION (according to Statistics Canada):

- A firearm (as defined under the Criminal Code) used or suspected to be used in the commission of a criminal offence, regardless of whether or not it was possessed legally;
- or a firearm that has an obliterated, altered or removed serial number.

This includes replicas, toys, 3D printed firearms, pellet, or BB guns/air guns but ONLY when they are used in a threatening, intimidating or criminal manner. This definition allows police to include weapons they believe should be included (threats, intimidation, violence), while excluding toys used in routine play. Police will determine whether a firearm should be classified as a crime gun as a result of the investigation.

Monday, April 22, 2024

WPS AMHERSTBURG DETACHMENT



Since January 1, 2019, the Windsor Police Service has provided policing services for the Town of Amherstburg. Thirty officers are dedicated to the Amherstburg Detachment and are responsible for policing the town. Additional services are also provided via the Windsor Police Service's specialized units.

AMHERSTBURG POLICING ACTIVITIES

WPS - 2023 ANNUAL REPORT

| Calls for Service | 2022 | 2023 |
|--------------------------------------|-------|-------|
| Dispatch Generated Incidents | 5,906 | 8,324 |
| Self-Generated Walk-in Incidents | Ο | Ο |
| Reports | 1,689 | 2,067 |
| Arrests | 143 | 152 |
| Provincial Offences | | |
| Traffic Offences | 2,161 | 5,261 |
| Part III Summons | 97 | 183 |
| Liquor Offences | 3 | 3 |
| Other Provincial Offences | 32 | 57 |
| Community Outreach Activities | | |
| Community Service Calls | 63 | 150 |
| Persons in Crisis | 169 | 154 |
| COAST Followups | 524 | 558 |

| Crime Statistics | 2022 | 2023 |
|-------------------------------|------|------|
| Homicide/Attempted Murder | 0 | 0 |
| Robbery | 2 | 2 |
| Break and Enter | 40 | 40 |
| Theft Over \$5,000 | 3 | 6 |
| Theft Under \$5,000 | 72 | 128 |
| Possession of Stolen Property | 6 | 12 |
| Fraud | 60 | 115 |
| Mischief | 61 | 72 |
| Assaults | 71 | 79 |
| Drugs | 2 | 8 |
| Firearms | 1 | 9 |
| Arson | 2 | 4 |
| Impaired Operation | 15 | 15 |
| Federal Statutes | 2 | 6 |
| Other Criminal Code | 56 | 53 |
| Total Criminal Offences | 393 | 549 |

WPS AUXILIARY

The Auxiliary Patrol is an integral part of the WPS and contributes in important ways to the services we provide.

Since the 1940s, WPS has depended on the selfless efforts of our Auxiliary volunteers to ensure public safety in Windsor, and more recently, Amherstburg. From patrolling parks during hot summer days to assisting with special events, their work makes our community a safer place to live and visit.

Many of our community's largest gatherings - such as the Annual Ford Fireworks, Canada Day Parade, Detroit Free Press Marathon, Bright Lights and the Santa Claus Parade - would not be possible without our dedicated Auxiliary Patrol Service.















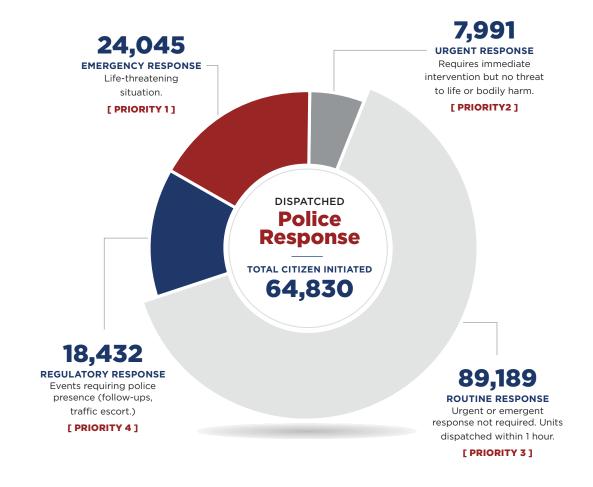
COMMUNICATIONS CENTRE

EMERGENCY 911 CENTRE

The Windsor Police Service Emergency 911 Centre is responsible for answering all 911 and non-emergency calls within Windsor and Amherstburg. Calls received for EMS or Fire are routed to the respective agencies when required







ALTERNATIVE REPORTING OPTIONS

The Windsor Police Service's online reporting system and registries are great tools for the community to report a variety of crimes and information in a timely and efficient manner. Data collected is also useful for the Windsor Police Service to track and assess crime trends that can be useful in crime prevention.

ONLINE-REPORTABLE OFFENCES





DID YOU KNOW?

Many calls are handled through

an alternative method that does

not require the dispatching of a Patrol Response unit. Calls may

be handled by the call-taker who

for an alternative response such

provides information/referrals

as online reporting.







9,540
Online calls (Coplogic)

9.9% INCREASE (over 2022)









TOTAL REPORTS FOR SERVICE **Alternative Methods**

> 5,158 Telephone reporting calls 3.8% INCREASE (over 2022)

WINDSOR . ONTAR

COMMUNITY ENGAGEMENT

PROFESSIONALISM IN POLICING

In 2023, our Community Services team continued to lead outreach efforts across Windsor and Amherstburg. Members attended cultural events and celebrations, supported charitable initiatives such as blood donations and food drives, and played a key role in the Service's recruitment efforts.

Officers also delivered educational programming to students, new Canadians, downtown residents, and other groups. Topics included intimate partner violence, fraud prevention, elder abuse, and a newly-developed presentation on personal safety. Additionally, Community Services continued to run interactive children's programming at The Safety Village in Forest Glade.

2023 HIGHLIGHTS

STUFF-A-CRUISER FOOD DRIVES

In support of Street Help, CAN-AM Urban Native Homes, and other charitable organizations.

COMMUNITY POTLUCKS

At Glengarry Housing, Bruce Park, and other downtown locations.

CRIME PREVENTION WEEK PROGRAMMING

Including safety presentations and an info booth and at Devonshire Mall.

COMMUNITY PATROLS

To engage with residents and business owners in neighbourhoods across the city.

CAMP BROMBAL

A weeklong summer camp for local children.









Letters of appreciation naming 167 officers and 32 professional civilian members



Commendations/internal recognitions naming 150 officers and 23 professional civilian members



"The respect and professionalism demonstrated by the members of the Windsor Police Service have been instrumental in maintaining a secure and safe environment for our stores, employees, and customers. Your dedication to upholding the highest standards of law enforcement and public safety is evident in every action taken."

- Rilev Garrod. Real Canadian Superstore

"The BIA would not be able to host its vibrant events without the Windsor Police Service's help. The public always feels safe and if there is a rare issue during an event, the officers are always quick to respond and courteous to all. We cannot thank you enough."

- Brandi Myles, Via Italia BIA

2023 NEW COMPLAINTS RECEIVED

114 Public complaints

2023 DISPOSITION OF PUBLIC COMPLAINTS

Early Resolution Agreement Screened out Screened in

Dispositions reflect the complaints dealt with over the course of the year. May be disseminated from previous years.









COST OF POLICING

2023 BUDGET AT A GLANCE

Approved Net Budget

| Actual Revenues | |
|----------------------------------|---------------|
| Grants | \$10,265,837 |
| Permits, Fees, Charges | \$843,978 |
| Recovery of Expenses | \$10,685,911 |
| Other Miscellaneous Revenue | \$837,730 |
| Total Actual Revenues | \$22,633,456 |
| | |
| Actual Expenditures | |
| Minor Capital | \$6,527,307 |
| Operating & Maintenance | \$2,763,617 |
| Purchased Services | \$5,226,644 |
| Salaries & Benefits | \$102,560,599 |
| Transfers to Reserve Funds | \$3,269,096 |
| Utilities, Insurance, Taxes | \$1,364,427 |
| Total Actual Expenditures | \$121,711,690 |
| Net Deficit | \$72,756 |

\$99,005,478

GRANTS RECEIVED IN 2023

| Community Safety & Policing - Local | \$1,775,771 |
|---|--------------|
| Automated Licence Plate Recognition Program | \$1,492,628 |
| Community Safety & Policing - Provincial (SSNAPP) | \$617,055 |
| Internet Child Exploitation | \$275,985 |
| Victim Support Program | \$100,000 |
| Proceeds of Crime - Technical Cooperative | \$86,500 |
| Proceeds of Crime - Guns and Gangs | \$50,000 |
| Reduce Impaired Driving Enforcement | \$24,311 |
| Ontario's Strategy to End Human Trafficking | \$17,400 |
| Youth in Policing Initiative | \$15,806 |
| Total Grants Received | \$4,455,456 |
| Court Security & Prisoner Transportation Program | \$5,810,382 |
| Total Grants & Uploads | \$10,265,838 |

2023 CAPITAL PROJECTS (BUDGET)

| Total Capital Budget | \$3,243,000 |
|--|-------------|
| Other Capital Projects | \$1,975,000 |
| Police Fleet Replacement/Refurbishment | \$1,268,000 |

TOTAL ACTUAL **REVENUES \$22,633,456**



TOTAL **GRANTS & UPLOADS \$10,265,838**

STRATEGIC PLAN: Overview

THE 2023 - 2026 WPS STRATEGIC PLAN: AN ANNUAL REPORT ON OUR PROGRESS

Ontario regulations require every Police Services Board to prepare and adopt a Strategic Plan for the provision of policing for the communities for which it is responsible. This plan must layout the objectives, priorities and core functions of the police service. The purpose of this Strategic Plan is to identify how the Windsor Police Service will continue to provide adequate and effective policing in accordance with the needs of the diverse communities we serve in the City of Windsor and the Town of Amherstburg. Further, the Plan outlines a path forward for the Service to ensure responsiveness and continuous improvement in service delivery in order to adapt to changes in the policing environment. The Plan also serves as a guide to the members of the Windsor Police Service who work diligently towards the achievement of the organizational goals identified therein.



The Windsor Police Service is vision inspired, mission focused and values driven.

At the start of 2023 after extensive internal and community consultations, the WPS Board approved a new WPS Strategic Plan for the 2023 to 2026 planning cycle.

In addition to numerous internal and external consultations, the Vision, Mission and Values of the Service were foundational to the development of the Strategic Plan as well. The priorities and organizational goals detailed in the 2023-2026 Strategic Plan are intended to guide every member of the Windsor Police Service as we work in service of our community. Each of the nine goals contained in the Strategic Plan seeks to achieve a desired outcome directly related to the achievement of the overall mission of the Windsor Police Service. Resources and efforts will be focused on achieving the outcomes being sought from each goal. Performance indicators will gauge our progress as we work to achieve our vision for community safety. To summarize, the top priorities identified in our Strategic Plan directly align with and enable our Vision, Mission and Values: We are driven by our values and our principles. Our people are inspired by our vision for the future. We are focused on performance as we work to achieve our mission.

The following section details the progress made in the 2023 Annual Report period toward the Strategic Plan's goals and objectives in this, the initial year of the 2023 - 2026 WPS Strategic Plan.

City Council Agenda - Monday, April 22, 2024
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WINDSOR • OI

STRATEGIC PLAN PROGRESS



Strategic Priority: Our Principles

GOAL 1.1 GOAL 1.2 GOAL 1.3

Promote Community Trust and Support

Strive for Equity, Diversity and Inclusion in Delivery of Policing Service

Pursue Community Partnerships and Regional Collaboration

Desired Outcome:

To increase trust and satisfaction levels as experienced and reported by community stakeholders.

To ensure that the policing services we provide are delivered in a fair and inclusive manner and are, to the maximum extent possible, free from prejudice and bias.

To improve community safety and maximize the effectiveness of service delivery for the WPS and the agencies and communities with whom we partner.

Actions Taken & Goal Progress:

- · Continued Engagement with the Community Consultative Committee (CCC): Notable engagements included the CCC's involvement in the development and refinement of the WPS Digital Recruitment Strategy, and consultations regarding the planned pilot deployment of In-Car Camera Systems for WPS Patrol vehicles.
- Successfully on boarded two new Corporate Communications Specialists dedicated to enhancing external communications with the community, including a wider array of social media and community engagement platforms.
- Community outreach and youth engagement continues via annual Camp Brombal week, continuing partnership with The Safety Village, Stuff-a-Cruiser, DiverCity Barbeque, as well as numerous ongoing partnerships with local school boards.
- Engaged with the **Downtown Windsor Community** Collaborative (DWCC) to host a series of community engagement events and training events that were well-attended.
- Continued implementation of enhanced information security policies and operational/business continuity best practices, including increased reporting to WPS Board on Information Security safeguards and progress on the **WPS** Infrastructure, Security and Disaster Recovery Program. Ongoing cybersecurity awareness training provided to all WPS members.

- Multi-lingual Welcome Signage: Installed key, multilanguage welcome messaging/signage and graphics at our Headquarters facility to enhance service delivery for new Canadians attending our building.
- EDI Training: In 2023, all members of the Service have completed Sex, Gender, and Sexuality Training, as well as an **Accessibility Training** module. The overarching goal of these training modules is to cultivate an inclusive organizational culture, emphasizing the importance of shared knowledge and fostering inclusivity at every level of the organization.
- WPS Equity, Diversity & Inclusion (EDI) Advisory Committee established: Inaugural meetings held in Q1 2023. This advisory committee through their counsel and input to leadership into workplace policies led to amendments that enhanced transparency and trust in the transfer process. Moreover, the EDI Committee played a pivotal role in shaping decisions related to the establishment of recruitment ambassadors, and crafting messaging around cultural and spiritual holidays and celebrations.
- Continued collection and reporting of race-based data in Use of Force Reports, as well as collection of race and identity based data for WPS hiring and recruiting efforts.

- Regional Information Systems Sharing: Signed cooperative agreement for WPS to host all Windsor Fire & Rescue Services (WFRS) NG911 and Computer Aided Dispatch (CAD) Software Services - significant cost savings achieved for City of Windsor.
- Regional Information Systems Sharing & Dispatch: Finalized feasibility and costing study to partner with the LaSalle Police Service & Town of LaSalle for WPS provision of Next Generation 9-1-1 (NG911) Public Safety Access Point (PSAP) and Dispatch services, Pending.
- Regional Emergency Communications: Finalized costings and entered into tri-partite agreement with City of Windsor and Town of Amherstburg for the expansion of Shared Public Safety Radio System Services to the Town of Amherstburg.
- Regional Emergency Communications: Ongoing exploration of costing and feasibility studies with City of Windsor and Town of LaSalle for the expansion of **Shared** Public Safety Radio System Services to the Town of LaSalle & LaSalle Police Services.
- Continued or expanded numerous partnerships surrounding Alternative Mental Health Response Strategies; these included Mobile Crisis Rapid Response Team (MCRRT), Community Outreach and Support Team (COAST), Expedited Hospital Transfer of Care (Pilot Project). Grant funding was secured to help support these innovative alternative response strategies.
- In partnership with the Windsor-Essex County Health Unit (WECHU), secured Provincial Grant funding for the Substance Supports in Neighbourhoods Accessed through Police Partnerships (SSNAPP) Program which assisted with City Council Agenda - Monday, April 22, 2024

STRATEGIC PLAN PROGRESS

Strategic Priority: Our People

GOAL 2.1

GOAL 2.2

Recruiting and Staffing for an **Effective and Diverse Workforce**

Skilled, Prepared, Ready: Trained & Equipped to Meet Tomorrow's Needs Member Wellness through Equity, Inclusion and Engagement

GOAL 2.3

Desired Outcome:

Our organization is effectively staffed and comprised of employees who are reflective of the community we serve. Our members bring the breadth of knowledge, experience and perspective needed to be responsive to the diverse needs of all citizens.

Our organization and its members have the skills. training, and equipment needed to respond to the evolving policing needs of our community, including the shared demands of protecting international infrastructure within our borders. Through continuing investments in training excellence, equipment, and enhancing our emergency management capabilities, we are prepared to effectively mitigate all threats and challenges that may impact our community.

Our organization is a progressive, fair, and inclusive workplace that is responsive to the needs of our employees. Our members trust that they will be treated with respect, integrity and compassion, and that their employer values and supports them. We will work together to mitigate the physical and mental demands of our members' work. We communicate openly with our employees, and they are engaged and committed to shared organizational goals and values.

Actions Taken & Goal Progress:

- Implemented enhanced and expanded recruitment tracking and reporting processes, including race and identity based information collection.
- 2023 WPS Workplace Census: Conducted a full follow up to the 2018 WPS Workplace Census to identify demographic composition of the WPS and better track progress regarding recruiting from diverse populations (employee participation ~99.8%+).
- · Work progressed on a Digital Recruitment Strategy aimed at engaging and informing members from diverse backgrounds on benefits of a career with the WPS. Targeted release Q2 2024.
- Virtual and in-person Recruitment sessions were held at numerous locations, including the University of Windsor and St. Clair College.

- Continued work to formalize and expand the WPS Critical Incident Command Program.
- Commenced implementation of a WPS Public Order Unit (POU): All required equipment was procured, personnel selected, and training programs were commenced in 2023. A joint training exercise was conducted involving a full POU deployment. Implementation to continue in Q1 & Q2 2024.
- Implemented the WPS Police Liaison Team (PLT): Members of this unit are trained to establish and maintain open and transparent lines of communication with all stakeholders who may be affected, directly or indirectly, by major events or critical incidents. PLT members also work with all involved parties in attempt to facilitate a safe and lawful environment for free speech and peaceful assembly.
- Modernized WPS Indoor Firing Range: Completed a comprehensive reconstruction of the WPS indoor firing range, converting it from a traditional "static" style facility into a very contemporary, fully mobile, tactical style facility that greatly expands officer firearms training capability now and going forward
- Implemented new enhanced custom built digital Performance Management Program (PMP) platform with linkages to WPS Promotional System. This agile and comprehensive system now serves as the foundation for employee coaching performance evaluation, and continuous staff development within WPS.
- Training Curriculum Modernization: Numerous course syllabuses modified; implemented the WPS Leadership Development Program.
- Continued investment in modernized equipment and

- Implemented Early Intervention Software (EIPro) to identify members involved in potentially traumatic calls for service; EIPro system is administered by WPS Wellness Coordinator.
- WPS 2023 Employee Consultation Survey: A joint WPS and Windsor Police Association (WPA) working group conducted the 2023 Survey and delivered year over year analysis on the 2020-2022 results.
- Enhanced Data Collection for Wellness and EDI Tracking: Enhancing data collection efforts to better track progress in areas related to wellness and Equity, Diversity, and Inclusion. By leveraging comprehensive data, the organization aims to gain insights into the effectiveness of initiatives, measure the impact on wellness, and monitor progress towards a more inclusive workforce.
- Conducted numerous employee engagement and recognition **sessions** with Senior Leadership Team across the organization.
- Successfully on boarded two new Corporate Communications Specialists whose roles are dedicated to enhancing internal and external communications.
- Continued use of Internal Employee Engagement **Committees** (Eg. Patrol & Investigations Divisional Working Groups, Joint Committees for Scheduling & Promotional Process).
- Officer Critical Incident Reintegration Training curriculum was developed with the first course conducted in Q1 of 2023.
- Internal Wellness Committee reconvened in Q1 2023 to implement Wellness Strategic Plan initiatives.

WINDSOR • ONTARIO • CANADA 19 **technology** being issued to WPS frontline officers. 18 WPS - 2023 ANNUAL REPORT Page 117 of 1323

STRATEGIC PLAN PROGRESS



Strategic Priority: Our Performance

| GOAL 3.1 | GOAL 3.2 | GOAL 3.3 |
|----------|----------|----------|
| | | |

Provide Responsive and Effective Service Delivery

Enhance Community Safety and Reduce Victimization and Loss

Pursue Continuous Improvement and Innovation

The WPS effectively responds to the needs and expectations of the citizens we serve; as those needs and expectations change, our organization changes and adapts service delivery as required. We will reduce the impact of our operations on our climate, and be prepared to effectively respond to more

frequent and severe climate change related weather events.

By focusing on core police functions and responsibilities, the WPS maximizes actual and perceived public safety by preventing and reducing crime, apprehending criminals and making our roads and public spaces safer for all citizens; timely and effective support is provided to minimize the impact on those who have been victimized or suffered loss.

Desired Outcome:

The WPS leverages technology and information systems to inform decision making and optimize resource allocations and measure the impact of changes; new service delivery models are explored to adapt to changing environments.

Actions Taken & Goal Progress:

- Continued or expanded numerous partnerships surrounding Alternative Mental Health Response **Strategies:** These included Mobile Crisis Rapid Response Team (MCRRT), Community Outreach and Support Team (COAST), Expedited Hospital Transfer of Care (Pilot Project), and Nurse Police Teams (NPT). These initiatives work toward the goal of reduced Person In Crisis (PIC) interactions and enhanced service provision that is safer and better optimizes resource allocation, as more officers will be able to resume general law enforcement duties and proactive patrol. Grant funding was secured to help support these innovative alternative response strategies.
- Public Order Unit (POU) & Police Liaison Teams (PLT) Implemented (see summary in Goal 2.2).
- WPS Emergency 9-1-1 Centre staffing enhancements were approved, and personnel on boarded in 2023; additional personnel to be recruited and on boarded in 2024.
- Completed installation of **electric vehicle charging stations** at our HQ, Jefferson, and Tilston Training Centre locations (grant funded). This infrastructure will facilitate the pilot acquisition of fully electrical (plug in) vehicles into the WPS fleet (Pilot Project 2024).
- Completed transition to a new third party operator for the WPS Collision Reporting Centre (CRC); Accident Support Services International (ASSI) commenced CRC Operations in Q2 2023 on behalf of WPS.
- Partnered with City of Windsor to win further grant funding to further modernize the City's Traffic Camera Network to enhance community and traffic safety. During the life of this grant program the WPS has secured over \$1.8M in grant funding for these public safety assets.

WPS - 2023 ANNUAL REPORT

- Bail Compliance and Warrant Apprehension Grant: In Q4 2023 the WPS and the LaSalle Police Service (LPS) secured over \$2 million dollars in grant funding, over three years, to establish a joint Bail Compliance Team. This new team will work to monitor and apprehend high-risk, repeat offenders who violate bail or community supervision conditions or have outstanding arrest warrants.
- Prevent Auto Theft Grant: In Q4 2023, the WPS was successful in securing a Prevent Auto Theft (PAT) Grant, resulting in approximately \$1M in funding over three years. Two new constable positions were created with a focus on prevention, detection, analysis and enforcement. The officers will work closely with our community and police partners to effectively address an increase in auto theft across the province.
- Neighbourhood Officer & Summer Downtown Safety **Programs:** Using a mixture of vehicle, bike, and foot patrols, Community Services officers logged over 100 hrs every month patrolling and engaging with business owners and residents in various neighbourhoods (Downtown, Sandwich Town, Ford City, Via Italia, Ottawa Street, Wyandotte, Walkerville, Pillette, Old Riverside and Forest Glade).
- Regional Community Safety and Wellbeing Plan: Trained over 65 police and other community partner representatives in Crime Prevention Through Environmental Design (CPTED) and facilitated neighbourhood safety walks comprising over 100 residents and property owners in four different neighbourhoods throughout Windsor and Essex County.

- Expanded Use of Analytics: As a key component of our organizational transformation toward data-driven decision making, an internally developed best-in-class business analytics system was operationalized in 2023. The system distills vast amounts of data into metrics, trends, and patterns, furnishing actionable insights that have not only modernized strategic and operational planning at WPS, they have led to immediate and long-term improvements for the community.
- Expanded use of regular structured "CompStat" **meetings** which now include Executive and Divisional Level Leadership across the WPS (Q3 2023 - Q1 2024). These meetings review crime analytics, organizational KPI's and other operational concerns across the WPS to identify actionable strategies and include rigorous follow up to assess results.
- Continued to implement recommendations from the WPS Patrol Working Group (PWG) whose mandate is to assess and implement a program of projects and initiatives designed to improve the efficiency and effectiveness of frontline uniform officers; initiatives included analysis of District & Zone boundaries, officer scheduling and deployment enhancements, as well as streamlining officer workload to reduce time on call by using new and existing systems (eg. Digital Evidence Management).
- Implementation of the **WPS NG911 Program** continued on schedule, including securing over \$1.2M in Provincial Grants for WPS.
- \$1.5M Grant secured for implementation of Automated License Plate Recognition (ALPR) and In-car Camera (ICC) equipment for WPS Patrol fleet (installs commenced Q3 2023).

FIVE-YEAR SUMMARY

| | 2019 | 2020 | 2021 | 2022 | 2023 |
|---------------------------------------|---------|---------|---------|---------|---------|
| Motor Vehicle Accidents (MVA) | 6,106 | 4,454 | 4,374 | 4,358 | 6,406 |
| MVA - Non Reportable | 156 | 317 | 224 | 95 | 151 |
| MVA - Injury | 1,161 | 1,025 | 1,015 | 887 | 784 |
| MVA - Fatal | 9 | 5 | 6 | 8 | 10 |
| Provincial Offence Notices Issued | 26,748 | 19,524 | 16,502 | 12,959 | 13,933 |
| Traffic Unit | 15,654 | 11,226 | 7,173 | 7,533 | 10,352 |
| Suspended Drivers | 793 | 329 | 623 | 110 | 423 |
| Prohibited Drivers | 34 | 68 | 43 | 84 | 59 |
| Bus Watch Letters Sent | 38 | 18 | 3 | 5 | 16 |
| Road Watch Letters Sent | 26 | 8 | 23 | 5 | 3 |
| RIDE Statistics | | | | | |
| Vehicles Stopped | 7,837 | 4,847 | 8,433 | 4,741 | 7,087 |
| Suspensions Issued | 44 | 13 | 12 | 8 | 10 |
| Impaired/80 mg or more | 16 | 10 | 7 | 3 | 5 |
| Other Criminal Charges | 0 | 10 | 8 | 7 | 10 |
| Roadside Tests | 0 | 10 | 8 | 118 | 118 |
| Liquor Licence and Control Act (LLCA) | 3 | 1 | 8 | 3 | 2 |
| Workload | | | | | |
| Calls for Service | 125,019 | 116,217 | 124,114 | 121,665 | 149,232 |

| | 2019 | 2020 | 2021 | 2022 | 2023 |
|---|--------|--------|--------|--------|--------|
| Crimes Against Persons | 2,633 | 3,116 | 3,042 | 3,215 | 3,734 |
| Crimes Against Property | 12,927 | 10,824 | 11,600 | 11,938 | 13,201 |
| Total Other Criminal Code Violations | 3,346 | 2,605 | 2,757 | 2,137 | 2,498 |
| Total Criminal Code | 18,906 | 16,545 | 17,399 | 17,290 | 19,433 |
| Youth Crime Related Stats | | | | | |
| Young Persons Committing Violent Crime | 172 | 146 | 115 | 156 | 166 |
| Young Persons Committing Property Crime | 114 | 76 | 43 | 62 | 72 |
| Young Persons Committing Other Crime | 58 | 52 | 49 | 34 | 33 |
| Young Persons Committing Drug Crime | 4 | 15 | 16 | 2 | 1 |
| Youths in all Offence Categories | 348 | 289 | 223 | 254 | 322 |
| Complement | | | | | |
| Police Officers (Sworn) | 490 | 501 | 501 | 501 | 501 |
| Professional Civilian | 147 | 150 | 153 | 154 | 162 |
| Cadets | 32* | 14* | 19* | 30* | 42* |

*Indicates the number of new cadets hired in the year.

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2023 NOTABLE EVENTS & HIGHLIGHTS

2023 NOTABLE EVENTS & HIGHLIGHTS



PROJECT FAIRFIELD

In 2023, Windsor Police announced the successful results of Project FAIRFIELD, an investigation into an international auto theft ring operating in Windsor and surrounding areas. This group was active across multiple jurisdictions, and stolen vehicles were being exported to countries in South America, Africa, and the Middle East. Suspects were also modifying the stolen vehicles' identification numbers (VINs) to sell them privately, a fraudulent process known as "re-vinning."

As the investigation continued, WPS engaged partners including the OPP Organized Crime Enforcement Bureau (OCEB) West, Canada Border Services Agency (CBSA), London Police Service (LPS), Peel Regional Police (PRP) and Équité Association. By August 2023, police had seized 138 stolen vehicles, \$170,000 in Canadian and U.S. currency, and illicit drugs valued at over \$500.000.

Project FAIRFIELD has been an extensive operation, and police continue to identify and locate stolen and re-vinned vehicles.



NURSE POLICE TEAM

In May 2023, the Windsor Police Service partnered with Windsor Regional Hospital to launch the Nurse Police Team (NPT) program. This pilot project pairs nursing professionals with frontline police officers to respond to nonemergency, substance use-related incidents. The program connects vulnerable members of the community to the supports they need and steers them away from emergency rooms and the criminal justice system.

Over the first 14 weeks of the pilot program, the nurse police teams handled 374 calls for service, referred 253 people to the appropriate community resources, and treated 36 substance-related wounds. This proactive care enabled some 147 patients to be diverted from hospital emergency rooms. Following these successful results, the three-month pilot project was extended for another six months in August 2023.



ARREST OF MALIQUE CALLOO

In July 2023, members of the Windsor Police Major Crimes Unit helped capture Malique Calloo, one of Canada's most-wanted fugitives. Our investigators, together with the OPP's Repeat Offender Parole Enforcement (ROPE) Squad, located Calloo in Michigan and worked with the U.S. Marshals Service to coordinate the arrest.

Calloo was wanted by WPS for the first-degree murder of Daniel Squalls, who was shot in the 800 block of Hanna Street East on November 28, 2022. Prior to his arrest, Calloo was added to the BOLO program's top 25 list, which identifies the most wanted suspects from across Canada.



LEADERSHIP DEVELOPMENT PROGRAM

In September 2023, the Windsor Police Service and University of Windsor launched the Windsor Police Leadership Development Program. This professional development program equips WPS members with practical tools, competencies, and training to excel in their careers and effect transformative change in the organization and broader community.

The program kicked off in October with the Emerging Leader Course, a one-week session developed by the University of Windsor's Continuing Education Centre and delivered to 25 sworn and professional civilian members. This session will be followed by the Executive Leadership Course in Spring 2024.

The Leadership Development Program complements the existing leadership, supervisory, and other management and executive training offerings provided through the Windsor Police Service's Training Centre and other external institutions, including the Ontario Police College and Canadian Police College.



MULTILINGUAL SIGNAGE AND TRANSLATION SERVICES

In August 2023, following consultation with key community partners, the Windsor Police Service renovated the main entrance of headquarters with multilingual welcome signage. The entrance now displays greetings in English, French, and 11 more of Windsor's most commonly used languages.

Additionally, the Service launched a new translation app for community members who struggle with English. WPS members can connect these citizens to translators, who help facilitate productive conversations and better service.

As more and more newcomers choose to come to Windsor, they deserve a supportive and collaborative approach that meets their needs. WPS is working with community partners to deliver inclusive, accessible services for all members of the community.



RETURN SUPPORT DISCUSSION PROGRAM

In December 2023, with support from a \$96,954 Government of Ontario grant, the Windsor Police Service and Youth Wellness Hub Windsor-Essex announced the launch of the Return Support Discussion Program.

This initiative connects recently returned or located missing children and young people with a Youth Wellness Hub Peer Support Worker, with whom they can safely share their lived experiences and any risks or harm they faced during their missing episodes. Children and youth will also have the chance to share information that might help to safeguard them from going missing again.

Themes identified through aggregate data will be shared with police to help identify trends and proactively respond to the risks and harm children and youth face during missing episodes, including criminal activity, sexual exploitation, domestic abuse, and mental health issues. The program is the first of its kind in Canada and can be used as a prototype for other communities across the country.

City Council Agenda - Monday, April 22, 2024

22 W P S - 2 0 2 3 A N N U A L R E P O R T WIND SOR * ONT A RIO * C A N A D A 23



Deep inside, you've always felt a call to serve. A need to contribute

in a more meaningful way.

Joining the Windsor Police

Service isn't just a new career;

it's a whole new, deeply

rewarding way of life.

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JoinWindsorPolice.ca

#JoinWPS

WINDSOR POLIC^{City Council} Agenda Evlores, Avi 22, 2020 E RECRUITMENT

POLICE

JOIN



April 4, 2024

Dear City of Windsor Council,

I am writing to you today to urge you to write to the provincial government to vote in-favour of Bill 173: Intimate Partner Violence Epidemic Act and to take decisive action to address this urgent public health issue. Intimate Partner Violence (IPV) and Gender-based Violence has claimed the lives of too many in Ontario. It has also changed the lives of many survivors, family members, communities, and advocates. Declaring IPV as an epidemic is the first of 86 recommendations from the Renfrew County Inquest following the tragic and horrific deaths of Carol Culleton, Anastasia Kuzyk and Nathalie Warmerdam, three women who were killed by the same man known to have a history of IPV. It is time this provincial government join the nearly 100 municipalities across Ontario who have declared IPV an epidemic in their cities and towns. I was pleased to see Windsor join the call of many municipalities and declare IPV as an epidemic last year.

Declaring IPV as an epidemic is crucial for many reasons. Firstly, it would raise public awareness and understanding of the severity of the issue. Secondly, it is encouraging to victims and survivors, as well as their families, to see their provincial government not take this issue lightly. Thirdly, it would mobilize and strengthen resources, funding, prevention and intervention through support services for victims and survivors. Gender-based violence is a human rights violation and no one should be harmed or killed due to their gender, race, nationality, ethnicity, religion, or sexual orientation. However, it has happened thousands of times in this province over the last several years with more cases being reported to the police yearly.

Recognizing IPV as an epidemic in Ontario will demonstrate the provincial government's commitment to addressing the root causes, preventing further violence, and creating safer communities for everyone. By naming this violence for what it is, an epidemic, the provincial government would not only be acknowledging the gravity of this violence, but also demonstrating leadership that can save lives across Ontario. I ask that you make this vital commitment to call on the provincial government to address the safety and wellbeing of women, gender diverse people and children. Call this violence what it is: an epidemic and support Bill 173.

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Sincerely,

Lisa Gretzky

MPP Windsor West

Lisa Fre



Notice of the Passing of Zoning By-Law Amendment by the Corporation of the Town of Lasalle

Posted on Saturday, March 30, 2024



TAKE NOTICE that the Council of the Town of LaSalle has passed By-law 8870 on the 26th day of March, 2024 pursuant to the provisions of the Planning Act, R.S.O. 1990;

THE PURPOSE AND EFFECT OF ZONING BY-LAW NO. 8870 is amendments that are housekeeping in nature and will include the following:

- Correction of spelling, grammar, and typos;
- The addition of or modifications to existing provisions with regard to Additional Residential Units to reflect updates to the Planning Act as a result of Bill 23;

- The addition of, or removal of, uses or provisions to provide greater flexibility and clarity where issues have occurred;
- Updates to reflect the changes in the Ontario Building Code;
- Updates to definitions to provide greater clarity;
- The addition of new definitions to add clarity, and,
- Updates to general provisions to provide greater clarity.
- Revising map schedules zone parcels of land that have been donated, acquired, and transferred to the Town for natural heritage, open space, and greenway purposes in corresponding natural environmental and recreational zone categories; and placing zone boundary lines at locations which properly reflect the limits of existing developed residential building lots revising existing map schedules with updating lot fabric.

A key map is not provided since the proposed amendment applies to the entirety of the Town of LaSalle.

Written and oral submissions provided by the Public were considered as part of the preparation of this by-law.

AND TAKE NOTICE that only individuals, corporations, and public bodies may appeal a zoning by-law to the Ontario Land Tribunal. A notice of appeal may not be filed by an unincorporated association or group. However, a notice of appeal may be filed in the name of an individual who is a member of the association or the group on its behalf.

AND TAKE NOTICE that no person or public body shall be added as a party to the hearing of the appeal unless, before the by-law was passed, the person or public body made oral submissions at a public meeting or written submissions to the council or, in the opinion of the Ontario Land Tribunal, there are reasonable grounds to add the person or public body as a party.

AND TAKE NOTICE that to file an appeal to the Ontario Land Tribunal, a notice of appeal setting out the objection to the by-law and the reasons in support of the objection must be filed with the Clerk of the Corporation of the Town of LaSalle not later than the 19th day of April 2024.

Any appeal must be accompanied by a fee required by the Tribunal made payable to the Minister of Finance. The Tribunal requires that the payment is in the form of a certified cheque or money order and be accompanied by a completed Zoning By-law Amendment Appellant Form (A1) found online at https://olt.gov.on.ca/appeals-process/forms/ or available through the Development and Strategic Initiatives Department at LaSalle Town Hall, 5950 Malden Road. An Appellant may request a reduction of the filing fee if the Appellant is a private citizen or eligible community group. The request for a reduction in the fee must be made at the time of filing the appeal. The Appeal Fee Reduction Request Form can be found online at:

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https://olt.gov.on.ca/wpcontent/uploads/2020/07/LPAT-Request-for-Fee-Reduction-Form.pdf

The complete by-law and any associated information are available for inspection at Town Hall during regular office hours.

DATED at the Town of LaSalle this 30th day of March 2024.

EXPLANATORY NOTE

This zoning by-law amendment introduced revisions to the Town's comprehensive zoning by-law, which are housekeeping in nature and are intended to clarify and /or make minor amendments to the existing development regulations:

- 1. Correction of spelling, grammar, and typos;
- 1. The addition of or modifications to existing provisions with regard to Additional Residential Units to reflect updates to the Planning Act as a result of Bill 23;
- 1. The addition of, or removal of, uses or provisions to provide greater flexibility and clarity where issues have occurred;
- 1. Updates to reflect the changes in the Ontario Building Code;
- 1. Updates to definitions to provide greater clarity;
- 1. The addition of new definitions to add clarity, and,
- 1. Updates to general provisions to provide greater clarity.
- 1. Revising map schedules zone parcels of land that have been donated, acquired, and transferred to the Town for natural heritage, open space, and greenway purposes in corresponding natural environmental and recreational zone categories; and placing zone boundary lines at locations which properly reflect the limits of existing developed residential building lots revising existing map schedules with updating lot fabric.

Contact Us

Town of LaSalle Planning Department

5950 Malden Rd. LaSalle, ON N9H1S4

T: <u>519-969-7770 ext. 1252</u> <u>Send E-Mail to the Planning Department</u>

Town of LaSalle

5950 Malden Road LaSalle, ON N9H 1S4 <u>Map This Location</u>

Phone: <u>519-969-7770</u> Fax: <u>519-969-4469</u>

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Designed by eSolutionsGroup (http://www.esolutionsgroup.ca)

Subject: Attachments: Re: Letter of Notice on Non-Potable Standards - 1247 Riverside Drive East, Windsor Letter - Notice of Non-Potable Standards Letter - 1247 Riverside Drive East, Windsor.pdf

From: Webb, Kevin < KWebb@citywindsor.ca>

Sent: April 3, 2024 8:54 AM

To: 'Antaya, Matthew' <mantaya@dillon.ca>; clerks <clerks@citywindsor.ca>

Cc: Jeff Carson < jcarson@dillon.ca >

Subject: RE: Letter of Notice on Non-Potable Standards - 1247 Riverside Drive East, Windsor

Good morning Matthew,

In response to your attached correspondence, The City of Windsor has no objection to the use of the non-potable standards using Table 3 Generic Site Condition Standards for Use in a Non-Potable Groundwater Condition to the RSC Property under O.Reg 153/04 – Record of Site Condition – Part XV.1 of the Environmental Protection Act for the subject property 1247 Riverside Drive East (Roll# 030-010-07850-0000)., Windsor, Ontario for a Record of Site Condition.

There is no objection with the application of these standards for this property.

Thanks and if you have any questions please let me know

Kevin Webb I Manager Environmental Quality



Office of the Commissioner of Infrastructure Services I Pollution Control 4155 Ojibway Parkway I Windsor ON I N9C 4A5

Office: 519 253 7217 ext 3330

Cell: 519 791 7844 kwebb@citywindsor.ca www.citywindsor.ca April 1, 2024

The Corporation of the City of Windsor 4155 Ojibway Parkway Windsor, Ontario N9C 4C3

Attention: Mr. Kevin Webb

Manager Environmental Quality

Notice of Intention to Apply Non-Potable Groundwater Site Condition Standards Record of Site Condition – 1247 Riverside Drive East, Windsor

Dillon Consulting Limited has been retained to obtain a Record of Site Condition for the property located at 1247 Riverside Drive East, Windsor, Ontario (see property boundary below).



We intend to apply Table 3 Generic Site Condition Standards for Use in a Non-Potable Groundwater Condition to the RSC Property under O.Reg. 153/04 – Record of Site Condition – Part XV.1 of the Environmental Protection Act. Please confirm there is no objection with the application of these standards for this property.

Yours sincerely,
DILLON CONSULTING LIMITED

Matthew Antaya, B.Sc. Project Manager

Our file: 23-6209

DILLON

3200 Deziel Drive

Suite 608

Windsor, Ontario

Canada

N8W 5K8

Telephone:

519.948.5000

Fax:

519.948.5054

Dillon Consulting Limited

Subject: Re: Letter of Notice of Non-Potable Standards - 240 Albert Road

From: Webb, Kevin < KWebb@citywindsor.ca>

Sent: April 3, 2024 7:07 AM

To: 'Azzopardi, Taryn' < tazzopardi@dillon.ca; clerks < clerks@citywindsor.ca>

Cc: 236010@dillon.ca

Subject: RE: Letter of Notice of Non-Potable Standards - 240 Albert Road

Morning Taryn,

In response to your attached correspondence, The City of Windsor has no objection to the use of the non-potable standards under the Soil, Ground Water and Sediment Standards for Use Under Part XV.1 of the Environmental Protection Act (April 15, 2011), for the subject property 240 Albert Rd., Windsor, Ontario for a Record of Site Condition.

There is no objection with the application of these standards for this property.

Thanks and if you have any questions please let me know

Kevin Webb I Manager Environmental Quality



Office of the Commissioner of Infrastructure Services I Pollution Control 4155 Ojibway Parkway I Windsor ON I N9C 4A5

Office: 519 253 7217 ext 3330

Cell: 519 791 7844 kwebb@citywindsor.ca www.citywindsor.ca April 2, 2024

The Corporation of the City of Windsor 4155 Ojibway Parkway Windsor, Ontario N9C 4C3

Attention: Mr. Kevin Webb

Manager Environmental Quality

Notice of Intention to Apply Non-Potable Groundwater Site Condition Standards Record of Site Condition – 240 Albert Road, Windsor, Ontario

Dillon Consulting Limited has been retained to obtain a Record of Site Condition for the property located at 240 Albert Road in Windsor, Ontario (see attached figure).

We intend to apply non-potable groundwater condition standards to the property under O.Reg. 153/04 – Record of Site Condition – Part XV.1 of the Environmental Protection Act. Please confirm there is no objection with the application of these standards for this property.

Yours sincerely,

DILLON CONSULTING LIMITED

Taryn Azzopardi, P.Geo.

JOhnsepadi

Project Manager

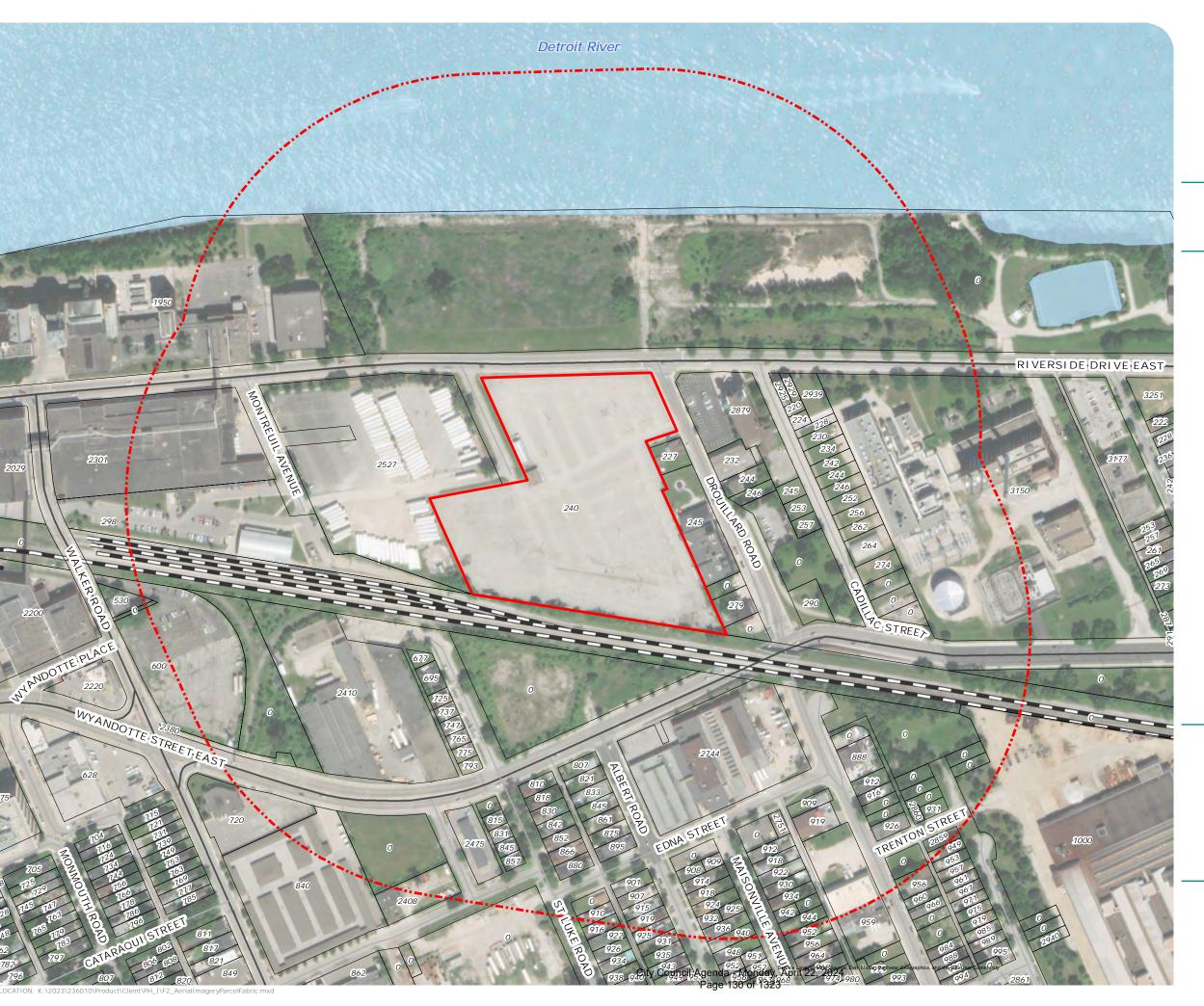
Our file: 23-6010

DILLON

3200 Deziel Drive Suite 608 Windsor, Ontario Canada N8W 5K8 Telephone: 519.948.5000 Fax:

519.948.5054

Dillon Consulting Limited



240 ALBERT ROAD, WINDSOR, ON

PROPERTY LOCATION

FIGURE 1

RSC Property

Phase One Study Area

--- Major Road

— Local Road

Railway

Waterbody

Parcel Fabric

SCALE 1:3,000

35 70

140 m

MAP DRAWING INFORMATION: DATA PROVIDED BY MNRF, CITY OF WINDSOR

MAP CREATED BY: LK
MAP CHECKED BY: MA
MAP PROJECTION: NAD 1983 UTM Zone 17N



PROJECT: 23-6010

STATUS: FINAL DATE: 2024-02

Subject: FW: correspondence

Attachments: Municipal_Council_Motion_N2_Feb_2024.pdf

From: Architectural Conservancy Ontario Date: Mon, Feb 12, 2024, 4:01 p.m. Subject: Urgent Action Needed

Monthly news from ARCHITECTURAL CONSERVANCY ONTARIO View this email in your browser



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Urgent Action Needed

The government, without consultation and an understanding of its practical impacts, imposed an arbitrary, very tight deadline for Ontario municipalities to review their municipal heritage registers — and decide whether their listed (non-designated) properties should be designated, failing which they would be kicked off the register and lose all protection.

Scores of municipalities across Ontario have been scrambling, working hard to meet the deadline: January 1, 2025, now less than 11 months away. Almost all could use more time to comply. The government could easily accommodate them.

ACO is asking that Subsection 27(16) of the Ontario Heritage Act be amended in the spring session of the Legislature, to extend the deadline in the Act for five years, to January 1, 2030. This early certainty of an additional five years for implementation would give municipalities the opportunity to better plan, resource and undertake this complex exercise. Read the full letter here.

This link provides more information:

Province should extend the expiry date for municipal heritage registers

WE NEED YOU TO TAKE ACTION

Please forward this Municipal Council Motion to your local Municipal Council members to discuss and adopt at their Council meetings.

MUNICIPAL COUNCIL MOTION TEMPLATE

Please forward this motion to the Chair of your Municipal Heritage Committee to adopt.

MHC MOTION TEMPLATE

Through advocacy and direct action, ARCHITECTURAL CONSERVANCY ONTARIO (ACO) has been involved in preserving Ontario's architectural and environmental heritage since 1933.

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Letter to Premier Ford on Listed Heritage Properties

BRANCH: Provincial Office

TYPE: Member Documents

DATE: February 12, 2024

AUTHOR: ACO

Premier Ford,

Re: Looming expiry date for protection of heritage properties listed under the *Ontario Heritage Act*

We are writing to express our concerns with a key amendment to the *Ontario Heritage Act*; which your government passed in 2022. Under it, any heritage property listed on a municipal register as of December 31, 2022 shall be removed from the register on January 1, 2025, unless that council has given notice of its intention to designate the property under the Act. Properties that lose listing status cannot be re-listed for another five years.

This change affects some <u>36,000 listed heritage properties</u>, according to the Ministry of Citizenship and Multiculturalism, in over 100 municipalities across the province. These properties have only limited, short- term (60 day) protection. As ACO warned in December 2022, forcing municipalities to designate all listed properties within two years or drop them from the register was draconian and totally unrealistic. With the expiry date now less than one year away, municipalities, large and small, are scrambling to review their registers and prioritize properties for designation or other protection. The staff/financial cost in research alone is enormous.

Automatically removing listed properties from the registry in less than eleven months will encourage demolition of existing and affordable housing alternatives at a time when we need them the most.

ACO is asking that Subsection 27(16) of the *Ontario Heritage Act* be amended in the spring session of the Legislature, to extend the deadline in the Act for five years, from January 1, 2025 to January 1, 2030. This early certainty of an additional five years for implementation would give municipalities the opportunity to better plan, resource and undertake this complex exercise. The 2030 timeline would help municipalities ensure that properties are not "thrown off the list" prematurely and without input from property owners.

ACO believes that property owners should not be forced to choose between designation and nothing at all to recognize the heritage significance of their property.

However, this is the choice your government has forced on them. At the very least, owners and municipalities should be given more time to make this choice, and given reasonable notice of this extension.

Diane Chin President, ACO

ASSOCIATED DOCUMENTS: (Adobe PDFs)

• Letter to Premier Ford on Listed Heritage Properties 8 Feb 2024.pdf

Province should extend the expiry date for municipal heritage registers SDAY, FEBRUARY 6, 2024 an Schneider

It's really a no-brainer.

The government, without consultation and an understanding of its practical impacts, imposed an arbitrary, very tight deadline for Ontario municipalities to review their municipal heritage registers — and decide whether their listed (non-designated) properties should be designated, failing which they would be kicked off the register and lose all protection. Scores of municipalities across Ontario have been scrambling, working hard to meet the deadline: January 1, 2025, *now less than 11 months away*. Almost all could use more time to comply. The government could easily accommodate them.



165 Queen Street West, St. Marys: one of 110 St. Marys properlisted/protected by January 1, 2025 Photo: Dan Schneider

Yes, we're talking about the fallout from Bill 23. AKA the More Homes, Built Faster Act, 2022, Bill 23 made significant amendments to the Ontario Heritage Act. [1] Most of the OHA changes came into force on January 1, 2023.

One of the more controversial changes affects listed or non-designated properties on municipal heritage registers: all properties listed as of January 1, 2023 will lose their listing status and protection after two years — January 1, 2025 — unless they are designated or otherwise protected. Properties that lose listing status cannot be re-listed for another five years.

It's no secret that Bill 23, an omnibus bill affecting a whole slew of statutes, was a "rush job." In late 2022 the policy work (such as it was), drafting of the bill and its consideration by the Legislature were all hustled through in near-record time. There was no chance to consult with municipalities and the heritage sector on the changes to the OHA and consider their on-the-ground implications.

For the drastic changes to listing, one fact jumps out: Neither the Ministry of Citizenship and Multiculturalism (MCM), which is responsible for the OHA, nor anyone else, had a clue how many properties had been listed in the province since listing began in 2005. Nor how many municipalities had listed properties on their registers.

Subsequent to Bill 23's passage, with the assistance of municipalities themselves and thanks to an initiative by the City of Toronto, MCM cobbled together a figure of

some **36,000** properties — in **over 100** municipalities, big and small. In Toronto, for example, there are approximately 4000 listed properties; in small-town St. Marys there are 112. All of those properties will lose what limited protection they

have next January 1st. Unless they are designated (or protected by other means) before then. [2]

Affected municipalities all face the same daunting challenge — how to review their municipal registers, prioritize properties for designation (or other protection) and then move those properties into the exacting designation stream before the time runs out. For most this is an enormous, near-impossible task. With less than 11 months to go, some cities and towns, wanting to comply but anxious to get it right, are still at the review and prioritization/planning stage. For many municipalities the actual designation stage — which involves, depending on the property, a huge amount of work (research, analysis, report-writing, consultation with property owners, municipal heritage committee review, council decision, public notice, etc.) — has only just begun.

Consider: Historically almost all Ontario municipalities with heritage designation programs have individually designated only a handful, or fewer, properties a year.

Compounding the problem is that the province has made designation more difficult by imposing new hurdles in the designation process, especially the requirement that a property must meet two of the legislated criteria for designation instead of one.

The potential time and cost implications here are so great that most municipalities are resigned to protecting only a small fraction of their listed properties. Of St. Marys' 112 listed properties — all listed without owner objection! — only 2 or 3 will be designated by December 31.

Not surprisingly, this alarming predicament — verging on crisis in many places — is catching media attention. "Heritage buildings face an uncertain future in Ontario" (Toronto Sun); "City rushes to grant heritage status to 'most critical' buildings: Thousands of properties are set to disappear from registry at end of the year" (CBC Ottawa). "City of Toronto scrambling to save mansion as deadline looms to designate it a heritage site" (CBC Toronto) [3]

Is the government listening?

The two-year expiry deadline was arbitrary. It was not informed by an understanding of the magnitude of the effort that would be required to comply with the new requirements.

Extending the deadline for three-five years would give Ontario municipalities more time to plan, resource and implement a complex undertaking. It would help ensure that heritage properties are not "thrown off the list" prematurely and without input from property owners.

A simple change to the OHA would do the trick. It would cost the government anothing, And save them from from eyer more bad PR

as the clock runs down. Notes

Note 1: OHA+M has published a number of articles related to Bill 23 and the changes to listing. See in particular "Government slams multicultural heritage in flagrant attack on heritage protections" and "Bill 23: This Game of Chicken Will Have a Bad Ending."

Note 2: Listing provides only short-term protection from demolition: The owner of a listed property must give the municipality 60 days written notice of plans to demolish a building or structure on the property.

Listing of non-designated property was introduced in 2005. Its purpose is to provide an official, public process designed to flag heritage properties to property owners and the public and within the municipal administration. It is not a "heritage limbo" — while used in a variety of ways by municipalities, it is primarily a planning tool used to inform a whole range of public and private decisions, not just decisions on designation.

Note 3: Media coverage of the issue continues to grow. Examples:

- https://torontosun.com/news/provincial/heritage-buildings-face-an-uncertain-future-in-ontario
- https://www.cbc.ca/news/canada/ottawa/ottawaheritage-building-rules-ontario-housing-1.7085560
- https://www.cbc.ca/news/canada/toronto/historictoronto-mansion-heritage-deadline-1.6680560
- https://www.cbc.ca/news/canada/london/provincial-deadline-means-these-london-properties-could-be-dropped-from-heritage-list-1.7088982

MUNICIPAL COUNCIL MOTION TEMPLATE

SUBJECT: Proposed Amendment to Subsection 27(16) of the *Ontario Heritage Act* with respect to the removal of listed (non-designated) properties from municipal heritage registers

WHEREAS:

- (1) Subsection 27(16) of the *Ontario Heritage Act* stipulates that any non-designated heritage property listed on the municipal register of properties as of December 31, 2022 shall be removed from the municipal register on or before January 1, 2025, if the council of the municipality does not give a notice of intention to designate the property under subsection 29(1) of the *Ontario Heritage Act* on or before January 1, 2025;
- (2) Since January 1, 2023, municipal staff and members of the municipal heritage committee in this municipality have been diligently working to: review the municipal heritage register; research the heritage value and interest of listed (non-designated) properties; review and research the heritage value and interest of non-designated properties; contact owners of such properties; determine which properties should potentially be designated in accordance with the provisions of Section 29 of the *Ontario Heritage Act*; and take all required steps to designate such properties; and
- (3) The above-noted work involving _____ [number of listed properties] listed properties in this municipality is extremely time-consuming and cannot be completed by December 31, 2024 with the limited municipal resources available.

NOW THEREFORE BE IT RESOLVED THAT:

This Council authorizes the Mayor to promptly send a letter to Doug Ford, Premier of Ontario, and Michael Ford, Minister of Citizenship and Multiculturalism, requesting that Subsection 27(16) of the *Ontario Heritage Act* be amended to extend the above-noted deadline for five years from January 1, 2025 to January 1, 2030.



Office of the Commissioner of Infrastructure Services

March 14, 2024

EA Modernization Project Team
Environmental Assessment Modernization Branch
135 St Clair Ave West, 4th Floor
Toronto, ON M4V 1P5

Subject: City of Windsor Feedback Regarding ERO-019-7891

Dear EA Modernization Project Team,

The City of Windsor appreciates the opportunity to provide feedback on the Province's initiative to modernize the Municipal Class Environmental Assessment Process (MCEA), particularly changes proposed under ERO-019-7891. We are fully supportive of the Province's efforts to enhance and streamline the MCEA process, recognizing its importance in facilitating responsible municipal infrastructure planning and execution.

Our endorsement of the proposed changes aligns with The City of Windsor commitments previously articulated in response to prior MCEA changes under ERO-019-6693. The City reiterates its commitment to adhering to the legislative amendments introduced by Bills 108, 109, More Homes for Everyone Act, 2022 and Bill 23, More Homes Built Faster Act, which detail adjustments to the development process.

Anticipating upcoming transformative economic projects such as the construction of the new Windsor/Essex regional acute care hospital and the NextStar electric vehicle battery plant, the City foresees a surge in housing demand and other growth related investments. We firmly believe that the proposed changes to the Environmental Act will enable us to effectively address and fulfill our city's goals and objectives in light of these developments.

Furthermore, The City of Windsor received a letter from the Municipal Engineers Association (MEA), dated March 12, 2024, expressing their views on the proposed changes. We are pleased to reiterate our full support of the feedback provided by the MEA, including all of their recommendations.

We look forward to continuing our collaboration with the Province and other stakeholders to ensure that these proposed changes result in a more efficient and effective environmental assessment process that serves the best interests of our community.

Sincerely,

Mark Winterton, P.Eng.

Commissioner – Infrastructure Services / City Engineer

CC: Paul Knowles - Municipal Engineers Association MCEA Advisor

Stacey McGuire - Executive Director of Engineering

Thom Hunt – City Planner

Joe Mancina – Chief Administrative Officer Mayor, and members of City Council

Subject: FW: MECP Announces new Regulation to Replace MCEA

From: Dan Cozzi <admin@municipalengineers.on.ca>

Sent: Monday, February 26, 2024 10:16 AM

To: McGuire, Stacey (She/Her) <smcguire@citywindsor.ca> **Subject:** MECP Announces new Regulation to Replace MCEA



Hello MEA Members:

You may likely have heard the news recently that the Ministry of the Environment, Conservation & Parks (MECP) announced on February 16, 2024, proposing to revoke the Municipal Class EA (MCEA) and make a new regulation under the Environmental Assessment Act that will identify which municipal infrastructure projects are subject to a streamlined EA process and the process that must be followed.

MEA is currently reviewing the MECP's proposal – generally, our understanding is that most or all of the current Schedule B Projects in the MCEA will be exempted under the new regulation. Essentially, only current MCEA Schedule C projects will be subject to the new regulation.

The new regulation would be referred to as the Municipal Project Assessment Process (MPAP); it will work similar to the current Transit Project Assessment Process (TPAP).

You can view the notice from the MECP - it has been posted to the Environmental Registry of Ontario under **ERO-019-7891**.

Please note that the commenting period ends on March 17, 2024. MEA will be coordinating a response to MECP with our fellow associations and we will post these comments to the MEA's website.

The MEA has been supportive of the MECP's efforts to streamline the MCEA process, the new proposed regulation seems to make things simpler, but we will be seeking some clarifications so that we fully understand the proposal.

MEA has been involved in the MCEA process for over 35 years. We expect to maintain an advisory role for the new regulation, and we will continue to provide training and advice to practitioners. The approval of the new regulation (and revoking the MCEA) will unfortunately make our most recent *MCEA User Guide* (*September 2023*) redundant – as a result we have suspended sales of this document until such time as we develop a new version to address the new regulation. Anyone who purchased a hardcopy since September 2023 will be provided with a free copy of the new version once it is ready – but we don't expect it to be ready for several months.

suspended sales of this document until such time as we develop a new version to address the new regulation. Anyone who purchased a hardcopy since September 2023 will be provided with a free copy of the new version once it is ready – but we don't expect it to be ready for several months.

MEA will also be developing a new training course webinar to replace the current *Introduction* to MCEA Course.

Any questions about the new regulation and the MEA's position can be directed to our MCEA Advisor, Paul Knowles at paul.knowles@municipalengineers.on.ca

Your sincerely,

D.M. (Dan) Cozzi, P. Eng.

Executive Director - MEA

MUNICIPAL ENGINEERS ASSOCIATION 1525 CORNWALL ROAD, OAKVILLE, ONTARIO, L6J 0B2, CANADA

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New regulation to focus municipal environmental assessment requirements

ERO (Environmental Registry

019-7891

of Ontario) number

Notice type Regulation

Act Environmental Assessment Act, R.S.O. 1990

Posted by Ministry of the Environment, Conservation and Parks

Notice stage Proposal

Proposal posted February 16, 2024

Comment period February 16, 2024 - March 17, 2024 (30 days) Closed

Last updated February 16, 2024

This consultation was open from:

February 16, 2024 to March 17, 2024

Proposal summary

We are proposing to revoke the Municipal Class <u>EA.(Environmental Assessment)</u> (MCEA) and make a streamlined <u>EA.(Environmental Assessment)</u> regulation for municipal infrastructure for higher-risk projects The new regulation would help deliver critical public works to support housing infrastructure for Ontario's rapidly growing population.

Proposal details

Modernizing Environmental Assessment for Municipal Infrastructure

Ontario is proposing sensible, practical changes that would maintain appropriate environmental oversight while reducing delays on municipal infrastructure projects. We are proposing a new environmental assessment regulation for municipal infrastructure that puts the focus on certain water, shoreline and sewage system projects. This approach will help us eliminate unnecessary burden on lower-impact projects and reduce duplicative requirements to support Ontario's rapidly growing population.

The ministry amended the Class Environmental Assessment (EA) for municipal infrastructure projects (see Background section below for more information) to increase the efficiency of the Class EA (Environmental Assessment) process. Continued action is needed, and so we are now proposing to revoke the Municipal Class EA (Environmental Assessment) (MCEA) and make a streamlined EA (Environmental Assessment) regulation which would provide a clearer, more predictable process for higher-risk projects than can be achieved through the current municipal Class EA (Environmental Assessment) framework.

Preliminary consultation on <u>evaluating (https://ero.ontario.ca/notice/019-6693)EA (Environmental Assessment) Act requirements for municipal infrastructure projects</u>

(https://ero.ontario.ca/notice/019-6693) was completed in Spring 2023. There was strong support from the municipal and housing sectors for maintaining an <u>EA (Environmental Assessment)</u> process for higher-risk municipal projects while continuing to improve the process.

Proposed Municipal Project Assessment Process Regulation

We are now proposing to focus *Environmental Assessment Act* (<u>EA Act</u>) requirements for municipal infrastructure projects on more complex water, sewage, and shoreline/in-water works projects led by municipalities.

The proposal includes two key components:

- The Project List that describes the municipal infrastructure project types subject to the
 process (to be designated as Part <u>IL (two)</u>.4 projects under the <u>EA (Environmental Assessment)</u>
 Act).
- The Municipal Project Assessment Process (MPAP) that sets out requirements for consultation, consideration of alternative designs, impact assessment studies, documentation and notification.

The Municipal Class <u>EA (Environmental Assessment)</u> (MCEA) and Private Sector Developers Regulation (*Q. Reg. (Ontario Regulation*) 345/93) are proposed to be revoked.

Note that this proposal is specific to municipal infrastructure projects that have been subject to the MCEA.(Municipal Class Environmental Assessment) process. We are not proposing to change which projects would require a Comprehensive EA.(Environmental Assessment). The proposed move to a project list approach (ERQ.(Environmental Registry of Ontario) posting 019-4219 (https://ero.ontario.ca/notice/019-4219)) remains under review at the time of this notice.

Streamlined Project List – Proposed projects subject to the new Regulation

We are proposing that certain water, sewage, and shoreline/in-water infrastructure projects undertaken by municipalities be subject to the *EA (Environmental Assessment) Act*.

Examples of these project types include:

Drinking water facilities

- constructing a new water system including a new well
- establishing a new surface water source
- constructing a new water treatment plant or expanding facility beyond existing rated capacity

Sewage treatment facilities

- constructing a new sewage treatment plant that processes over 50,000 litres of sewage per day
- expanding an existing sewage treatment plant by 25% (percent) or more of existing rated capacity, establishing new lagoons, or expanding lagoons beyond existing rated capacity

Stormwater management systems

• constructing or modifying retention/detention facilities for stormwater control where active treatment (chemical/biological) is required

Shoreline/In-water works

- constructing a new dam in a watercourse
- constructing new shoreline works such as offshore breakwaters, groynes (a shore protection structure) or seawalls

For further details on the projects proposed to be subject to the regulation, see the attached Summary of Proposed Requirements in the supporting materials section of this notice.

Proposed projects not to be subject to the new Regulation

Other projects which are currently subject to the <u>MCEA (Municipal Class Environmental Assessment)</u> and not listed in the proposed regulation would no longer have <u>EA (Environmental Assessment)</u> Act requirements. This would include:

all projects that are currently subject to Schedule B of the <u>MCEA (2023) (https://prod-environmental-registry.s3.amazonaws.com/2023-</u>

03/2023%20Amended%20Municipal%20Class%20Environmental%20Assessment.pdf),

- intake pipe for a surface water source; or, expanding a sewage treatment plant, including relocation or replacement of outfall to receiving water body, up to existing rated capacity where new land acquisition is required;
- certain smaller sewage treatment plant expansions which are currently subject to Schedule C
 of the MCEA (Municipal Class Environmental Assessment) (e.g. (for example) expansions to
 existing facilities less than 25% (percent) of existing rated capacity and all new facilities under
 50,000 litres per day);
- all municipal roads or new parking lots in any location, reconstruction of any bridges with or without cultural heritage value, all water crossings;
- all private sector infrastructure projects for residents of a municipality regardless of size, including a new sewage treatment plant of any size;
- the municipal projects that are currently exempt through the Class <u>EA (Environmental Assessment)</u> or by Section 15.3 (4) of the <u>EA (Environmental Assessment)</u> Act (Bill 108) and those proposed to be exempted under the Comprehensive Project List (<u>CPL</u>) regulation proposal, are not proposed to be made subject to the streamlined <u>EA (Environmental Assessment)</u> process under this proposed regulation;
- transit projects in the <u>CPL (Comprehensive Project List)</u> regulation proposal (<u>ERQ</u> (<u>Environmental Registry of Ontario</u>) posting <u>019-4219 (https://ero.ontario.ca/notice/019-4219)</u>) would be subject to the process articulated in that proposal, rather than this proposal

Depending on the project and location, there may be other legislative, regulatory and/or municipal requirements outside of the *EA (Environmental Assessment) Act*. Any applicable permit or approval would still be required. Municipalities will continue to consult on official plans. Municipalities may continue to carry out master servicing planning under their own processes to assess planned municipal infrastructure.

Proposed Assessment Process

An overview of the proposed process to carry out an <u>EA (Environmental Assessment)</u> for municipal infrastructure is described below.

The proposed process is based on the regulatory process <u>Transit Project Assessment Process</u> (https://www.ontario.ca/page/guide-environmental-assessment-requirements-transit-projects) established in 2008 for transit projects.

Before starting the regulated process, which is time-limited, the proponent will be encouraged to initiate work (e.g. (for example) pre-consultation for early identification of potential issues and seasonal studies).

Steps in the proposed assessment process:

- 1. Proponent distributes Notice of Commencement (starts the 6-month timeline)
- Proponent consults with Indigenous communities, interested persons, and the public for input on the project, evaluates the environmental effects and mitigative measures, identifies the preferred design, and documents the assessment process in an Environmental Project Report (up to 120 days).
 - If the proponent determines that more time is required to address outstanding concerns
 about a project, they can pause the assessment process for up to 30 days by following the
 steps outlined in the Summary of Proposed Requirements. A pause may occur more than
 once, but the total of all pauses cannot exceed 30 days.
- 3. Proponent publishes a Notice of Completion of the Environmental Project Report (within 120 days of the Notice of Commencement, plus any time outs, to a maximum of 150 days)
- 4. Proponent provides the Environmental Project Report for review by Indigenous communities, interested persons and the public (30 days).
 - Requests for a Minister's order may be submitted where there are outstanding concerns that a project may adversely impact constitutionally protected Aboriginal and/or treaty rights. (See more details on Minister's order request process below)
- 5. After the review period, whether there is a request for a Minister's order or not, the Minister may act, on their own initiative (35 days), and take one of the following steps:
 - a. Sity Council Agen paod ded deith April 220 2024 as planned Page 145 of 1323

- b. impose additional requirements (<u>e.g. (for example</u>) require further study or consultation), or
- c. require preparation of a Comprehensive EA (Environmental Assessment)

If the Minister does not act within the 35 days, and there are no requests for a Minister's order, the project may proceed as planned under the original Environmental Project Report.

For more details about the proposed assessment process, refer to the attached draft Summary of Proposed Requirements in the supporting materials section of this notice.

Request for Minister's Order for municipal infrastructure projects

Section 17.31 of the *EA.(Environmental.Assessment) Act* permits requests for a Minister's Order only on the grounds that an order will prevent, mitigate or remedy any adverse impact of the project on constitutionally protected Aboriginal or treaty rights. If such a request is made, the project cannot proceed until the Minister has made a decision.

Concerns related to grounds other than potential adverse impacts to constitutionally protected Aboriginal or treaty rights should be directed to the proponent and will not be considered when reviewing a Minister's Order request.

Ancillary components to municipal infrastructure projects

Ancillary components are additional activities necessary to the primary activities of the project. Proponents must consider ancillary components as part of their project assessment unless those activities (components) are otherwise exempt from the *EA (Environmental Assessment) Act*. For example:

- if the project is an expansion of an existing drinking water treatment facility beyond existing rated capacity, ancillary components may include construction of other facilities like settling tanks or utility corridors;
- projects to expand an existing sewage treatment facility by 25% or more of existing rated capacity may require ancillary settling tanks, buildings or utility corridors;
- projects for the construction of a new stormwater management system may require ancillary roadside ditches or modifications to existing outfalls or infiltration systems.

Where an ancillary component and primary activity are subject to different <u>EA (Environmental Assessment)</u> processes, the proponent would not be required to follow two <u>EA (Environmental Assessment)</u> processes; rather the proponent would be required to complete the <u>EA (Environmental Assessment)</u> process applicable to the primary activity (project).

Projects that are subject to a Comprehensive <u>EA (Environmental Assessment)</u> may include an ancillary component that is a designated <u>MPAP.(Municipal Project Assessment Process)</u> project. The proponent will be required to complete the assessment of the ancillary component as part of the Comprehensive <u>EA (Environmental Assessment)</u> rather than separately assessing it under the proposed <u>MPAP.(Municipal Project Assessment Process)</u> process. Likewise, if an ancillary activity of an <u>MPAP.(Municipal Project Assessment Process)</u> project is subject to Comprehensive <u>EA (Environmental Assessment)</u>, the proponent will be required to complete the assessment as part of the Comprehensive <u>EA (Environmental Assessment)</u>.

Guidance on the proposed assessment process

Proponents will be provided with guidance to assist their implementation of the new process with respect to:

- the pre-notification stage (e.g. (for example) determining whether a project is subject to MPAP (Municipal Project Assessment Process), pre-consultation, and best practices)
- consultation with Indigenous communities including outreach to communities
- consultation with regulatory agencies (e.g. (for example) which agencies may be relevant to a project, information needs and when to consult with them)
- types of studies that may be needed to support the assessment of a public municipal infrastructure project (<u>i.e.</u> (<u>that is</u>) water, sewage, and shoreline/in-water works) City Council Agenda - Monday, April 22, 2024

- addendum process for significant changes to a project
- · compliance and monitoring
- termination and re-start of a project
- review of a project that has not commenced within 10 year

Additional changes required to ensure a smooth transition to the proposed MPAP (Municipal Project Assessment Process)

Should the MPAP (Municipal Project Assessment Process) Regulation be made, the MCEA (Municipal Class Environmental Assessment) and Private Sector Developers Regulation (*Q. Reg. (Ontatio Regulation*) 345/93) would be revoked. Other regulations under the EA (Environmental Assessment) Act that may be made as part of the CPL (Comprehensive Project List) regulation proposal would be amended as necessary.

The Private Sector Developers Regulation (O. Reg. 345/93)

(https://www.ontario.ca/laws/regulation/930345?search=345%2F93) currently designates private sector projects that are for residents of a municipality and that are listed in Schedule C of the MCEA (Municipal Class Environmental Assessment). This regulation is proposed to be revoked, as the ministry is proposing to focus EA (Environmental Assessment) Act requirements only on infrastructure projects led by a municipality.

The proposed Regulation would provide for a transition period for projects that are undergoing the MCEA (Municipal Class Environmental Assessment) process. The transition provisions would provide that projects that:

- are not on the MPAP. (Municipal Project Assessment Process) Project List may complete the
 <u>MCEA (Municipal Class Environmental Assessment)</u> process or withdraw from the process if
 notification requirements are met (the result would be that no <u>EA (Environmental
 Assessment)</u> Act requirements would apply). Furthermore, if such projects have a Section 16
 Order request(s) prior to the proposed Regulation coming into effect, these will continue to
 be considered by the Minister and may not proceed until a decision has been made.
- are on the <u>MPAP (Municipal Project Assessment Process)</u> Project List would be able to
 complete the <u>EA (Environmental Assessment)</u> Act requirements either under the <u>MCEA</u>
 (<u>Municipal Class Environmental Assessment</u>) process or the <u>MPAP (Municipal Project Assessment Process</u>)

Complementary amendments – regulations made under legislation other than *Environmental Assessment Act*

We are proposing to make complementary amendments to some regulations made under statutes other than the <u>EA (Environmental Assessment)</u> Act that refer to the <u>EA (Environmental Assessment)</u> regulations proposed to be revoked, or to the provisions of the <u>EA (Environmental Assessment)</u> Act that have been revised.

Municipal infrastructure projects to remain subject to <u>EA (Environmental Assessment)</u> processes

Municipalities undertake a wide range of projects which are not a part of this proposal and will continue to be subject to other processes under the *EA (Environmental Assessment) Act.* For example, the planning of freeways by the Ministry of Transportation (MTO) and expressway projects by municipalities currently requires a Comprehensive EA (Environmental Assessment). As part of the revised CPL (Comprehensive Project List) regulation proposal, municipal expressways are proposed to be subject to the Class EA (Environmental Assessment) for Provincial Transportation Facilities. In addition, certain other projects by municipalities including waste, transit, electricity and waterfront projects have other existing and proposed *EA (Environmental Assessment) Act* requirements, and this proposal does not change those unless otherwise noted. See the revised CPL (Comprehensive Project List) regulation proposal (ERQ (Environmental Registry of Ontario) posting 019-4219 (https://ero.ontario.ca/notice/019-4219)).

What is the Municipal Class <u>EA (Environmental Assessment)</u> (MCEA)? [MCEA 2023 (https://prodenvironmental-registry.s3.amazonaws.com/2023-

03/2023%20Amended%20Municipal%20Class%20Environmental%20Assessment.pdf)]

The MCEA (Municipal Class Environmental Assessment) sets out a streamlined EA (Environmental Assessment) planning process for certain municipal infrastructure projects including certain roads, water and sewage infrastructure (e.g. (for example) collector or local roads, drinking water and sewage treatment facilities, stormwater management systems, bridges and other linear, non-vehicle infrastructure). These projects are categorized in schedules based on their complexity or potential for environmental impacts. Each schedule sets out different assessment and consultation requirements. Schedule A/A+ projects are exempt.

What is a Part II (two).4 Project?

Part <u>II (two)</u>.4 is the new Part of the <u>EA (Environmental Assessment)</u> Act that will apply to streamlined <u>EA (Environmental Assessment)</u> projects such as those proposed to be designated under the <u>MPAP (Municipal Project Assessment Process)</u>. Projects designated as Part <u>II (two)</u>.4 projects will be required to undertake a streamlined <u>EA (Environmental Assessment)</u> process set out in regulation. The sections in Part <u>II (two)</u>.4 of the <u>EA (Environmental Assessment)</u> Act also apply to these projects, including the authority for the Minister to make orders respecting Part <u>II (two)</u>.4 projects.

Related past actions for modernizing *EA (Environmental Assessment) Act* requirements for municipal infrastructure projects

MCEA (Municipal Class Environmental Assessment) amendments

In March 2023, the minister approved amendments to the <u>MCEA (Municipal Class Environmental Assessment)</u>. [Notice of amendment: Municipal Class Environmental Assessment (https://ero.ontario.ca/notice/019-5069)]

Other current <u>EA (Environmental Assessment)</u> modernization initiatives:

Comprehensive Project List (CPL) Regulation

The ministry has consulted on a proposed <u>CPL</u> (<u>Comprehensive Project List</u>) regulation, which would outline which projects would be subject to a Comprehensive <u>EA (Environmental Assessment</u>), some of which may be undertaken by municipalities (such as certain landfills or waterfront projects for example). See <u>ERO (Environmental Registry of Ontario</u>) posting <u>019-4219</u>

(https://ero.ontario.ca/notice/019-4219). This proposal remains under review; but the current proposed regulation for municipal infrastructure is based on the assumption that the CPL (Comprehensive Project List) regulation has been made and the relevant provisions in the EA (Environmental Assessment) Act have been proclaimed. If both regulations are made, it would mean for municipalities that the only municipal projects that will be subject to the EA (Environmental Assessment) will be those in the CPL (Comprehensive Project List) regulation, MPAP (Municipal Project Assessment Process) regulation or municipal expressways (if the proposal to add expressways to the Class EA (Environmental Assessment) for Provincial Transportation Facilities is implemented).

Supporting materials

Related files

<u>Summary of Requirements (https://prod-environmental-registry.s3.amazonaws.com/2024-02/Summary of Requirements.pdf)</u>
pdf (Portable Document Format file) 333.05 KB

Related links

Class EA for municipal infrastructure projects (https://www.ontario.ca/page/class-eamunicipal-infrastructure-projects)

Related Private Sector Developers Regulation O. Reg 345/93 (https://www.ontario.ca/laws/regulation/930345)

Environmental Assessment Act (https://www.ontario.ca/laws/statute/90e18#BK52)

Related ERO (Environmental Registry of Ontario) notices

Evaluating municipal class environmental assessment requirements for infrastructure projects (/notice/019-6693)

Notice of amendment: Municipal Class Environmental Assessment (/notice/019-5069)

Improving timelines for comprehensive environmental assessments (/notice/019-6705)

Moving to a project list approach under the Environmental Assessment Act (/notice/019-<u>4219)</u>

View materials in person

Some supporting materials may not be available online. If this is the case, you can request to view the materials in person.

Get in touch with the office listed below to find out if materials are available.

Comment

Commenting is now closed.

The comment period was from February 16, 2024 to March 17, 2024

Connect with us

Contact

EA Modernization Project Team

EAmodernization.mecp@ontario.ca



PLANNING DEPARTMENT – DEVELOPMENT DIVISION

Memo

To: City Clerk

From: City Planner/Executive Director

Date: April 5, 2024

Subject: TRANSMITTAL OF NEW FILE Our File Number: Z-006/24 [ZNG/7179]

& OPA 184 [OPA/7180]

RE: Application For: (X) Zoning Amendment (X) Official Plan Amendment

() Part Lot Control () Draft Plan of Subdivision/Condominium

Applicant: Craig Moro, Giovanni Caboto Club

Agent: John Bortolotti, Sfera Architectural Associates Inc.

Location: 835 TECUMSEH ROAD EAST, 2148 MARENTETTE AVE AND 2175 PARENT AVENUE

Description: Application to amend Zoning By-law 8600 to permit one medium profile residential

building up to 6 storeys with 54 dwelling units. Application to amend Official Plan to add a Special Policy Area that will allow for an increase in maximum building height from four (4) storeys to no more than six (6) storeys for a development within a Mixed-

Use Corridor land use designation.

The ZONING AMENDMENT and OFFICIAL PLAN AMENDMENT application submitted by Giovanni Caboto Club for 835 TECUMSEH ROAD EAST, 2148 MARENTETTE AVE AND 2175 PARENT AVENUE HAS been deemed as complete on March 6, 2024.

Enclosures:

(X) 1 copy of Application Form

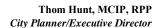
() 1 copy of Drawings

() 1 copy of Site Plan

Thom Hunt, MCIP, RPP

City Planner, Executive Director

/nm





March 8, 2024

Sfera Architectural Associates Inc. Attn: John Bortolotti 4510 Rhodes Dr., Unit #220 Windsor, ON N8W 5K5

Dear Agent,

Re: ZONING BYLAW AND OFFICIAL PLAN AMENDMENT APPLICATION

APPLICANT: GIOVANNI CABOTO CLUB

LOCATION: 835 TECUMSEH ROAD EAST, 2148 MARENTETTE AVE AND 2175 PARENT

AVENUE

FILE NO.: Z006/24 [ZNG/7179] & OPA/184 [OPA/71800]

This is to acknowledge receipt of the applications for a rezoning and an official plan amendment which has been assigned the above-referenced file number. In accordance with the delegation authority as prescribed by By-Law 139-2013, the information and material required has been provided, therefore the application was deemed COMPLETE on March 7, 2024, and processing has begun.

You will be advised prior to the Development & Heritage Standing Committee and Council meetings of the position of the Planning Department on the application and the dates of the public meetings.

Please email me at bnagata@citywindsor.ca, if you have any questions.

Sincerely,

Brian Nagata, MCIP, RPP

Planner II – Development Review

BN/nm



Office of the Commissioner of Economic Development & Innovation Planning & Development Services

ZONING BY-LAW AMENDMENT APPLICATION

INSTRUCTIONS

Verify that you are using the most current application form.

- Section 1: Before this application can be submitted, you must complete both Stage 1 and Stage 2 Planning Consultation Applications.
- Section 2: During the Stage 2 process, any required studies must be completed and submitted for review and comment. The final studies for Stage 2 must be included with this application and the proposal must remain unchanged.
- Section 3: Provide the full name, address, phone number, fax number and email address of the applicant, agent, and registered owner. If any of these are a corporation, provide the full corporate name. Include the full name of the contact person. If there is more than one person, corporation, or registered owner, use additional sheets.
- Section 4: Indicate if you are submitting other companion applications with this application. Please note that an application to amend the Official Plan or an application for Plan of Subdivision/Condominium are the only applications that will be accepted for processing concurrently with a Zoning Amendment.
- Section 5: Provide information about the subject land. This information is used to determine supporting information requirements and to assist in the review of the application.
- Section 6: Indicate the amendment, proposed uses and describe the nature and extent of the amendment being requested. Indicate why the amendment is being requested and how it is consistent with the Provincial Policy Statement and conforms to the City of Windsor Official Plan.
- Section 7: If there are any existing buildings or structures on the subject land, provide the required information or submit a sketch, drawing or plan that shows this information.
- Section 8: If you propose to build any buildings or structures on the subject land, provide the required information or submit a sketch, drawing or plan that shows the information.
- Section 9: Indicate how the property is accessed. Check all boxes that apply.
- Section 10: Provide information about water service, sanitary sewage disposal, and storm drainage.
- Section 11: Provide a sketch of the subject land showing, in metric units, the items listed or indicate if this information is provided on an existing plan or a conceptual site plan.
- Section 12: Please refer to the Stage 2 Planning Consultation letter for details regarding the fees needing to be paid.
- Section 13: Explain your proposed strategy for consulting with the public with respect to the application.
- Section 14: Complete and sign in the presence of a Commissioner of Taking Affidavits.

Other: Read, complete in full, and sign Schedules A & E.

Submit application form, supporting information, and application fee to Senior Steno Clerk at Planning & Development Services, Suite 210, 350 City Hall Square West, Windsor ON N9A 6S1 or planningdept@citywindsor.ca

TYPE OF REZONING AMENDMENT

DATE RECEIVED STAMP

The type of amendment is stated in the Stage 2 Consultation letter.

Minor Zoning Amendment:

- Site zoned commercial, institutional, or manufacturing
 - Addition to the list of permitted uses
- Site already zoned
 - Change to existing regulations or to zoning district boundary to match lot lines
- Site designated in the Official Plan for residential use
 - Rezoning to accommodate a maximum of six dwelling units
- Site designated in the Official Plan for the proposed use other than residential
 - Site-specific zoning for a site with a lot area of less than 1,000.0 m²

Major Zoning Amendment: Any other amendment not listed as minor.

ZONING BY-LAW AMENDMENT PROCESS

The application will be terminated without notice after 60 days of inactivity. The following is for your information only. Review the Planning Act and relevant regulations for statutory requirements. The processing of the application is subject to change. Direct all questions to the assigned Planner. The process is generally as follows:

- 1. The application is reviewed to ensure all prescribed and required information and the fee have been submitted. Within 30 days of the receipt of the application, you will be notified in writing that the application is deemed incomplete or complete.
- 2. If deemed incomplete, the application and fee will be returned. If deemed complete, fees are not refundable, the application is circulated to departments and external agencies for review and comment, and all submitted documents are made available to the public.
- 3. Following circulation, a draft staff report containing a recommendation and any conditions is prepared. The City Planner and other staff review the draft staff report.
- 4. When the staff report is approved by appropriate municipal staff, it will be scheduled for a future meeting of the Development and Heritage Standing Committee (DHSC).
- 5. The DHSC meeting is the public meeting required by the Planning Act. Public notice of the DHSC meeting is advertised in the Windsor Star, a local newspaper, at least 20 days in advance of the DHSC meeting. A courtesy notice may be mailed to property owners and/or tenants within 120 metres or more of the subject land.
- 6. 10 days prior to the DHSC meeting, the staff report is circulated to the applicant and DHSC members and made available to the public. All supporting documentation submitted by the applicant is available for review.
- 7. At the DHSC meeting, a staff planner may make a presentation. The applicant and other parties have an opportunity to provide verbal and/or written submissions. The DHSC may ask questions of staff, the applicant, agent, and other parties. The DHSC may decide to defer or recommend approval or denial of the application.
- 8. If deferred, the application along with any additional information or a new staff report will be considered at a future DHSC meeting. If recommended for approval or denial, the staff report, the minutes of the DHSC meeting, and the amending by-law are forwarded to City of Windsor Council for consideration at a future date. The applicant, agent and all interested parties will be notified by Council Services of the date, time, and location of the Council meeting. Call 311 or contact Council Services at 519-255-6211 or clerks@citywindsor.ca.
- 9. The application may be placed on the Consent Agenda of the Council Meeting, a part of the meeting where Council approves several matters with a single motion. If the application is not on the Consent Agenda, the staff planner may introduce the application, review the staff recommendation and any additional information provided to Council, and advise Council of any differences between the staff and DHSC recommendations. The applicant and other interested parties have an opportunity to make verbal and/or written submissions. Council may decide to approve, deny, or defer the application. If Council approves the application, the amending by-law may be approved at the same Council meeting, otherwise it will be approved at a future Council meeting.
- 10. When the amending by-law is passed, Council Services will mail a notice of the passing of the amending by-law to property owners and various public agencies within 15 days. There is a 20-day appeal period commencing the day after this notice is given. The notice will include the last day to file an appeal. An appeal is made to the Ontario Land Tribunal (OLT) through Council Services. If no appeal is filed, the amending by-law is final and binding as of the date of Council's passing of the by-law. Contact Council Services at 519-255-6211 or clerks@citywindsor.ca.
- 11. If the rezoning is subject to a holding symbol, it is the responsibility of the property owner to satisfy the conditions to remove the holding symbol, to apply, and to pay the fee to remove the holding symbol.

CONTACT INFORMATION

Planning & Development Services Suite 210 350 City Hall Square West Windsor ON N9A 6S1

Email: planningdept@citywindsor.ca Web Site: www.citywindsor.ca

Telephone: 519-255-6543

Fax: 519-255-6544

PLANNING CONSULTATION – Completion of Stage 2 Planning Consultation (Stage 2 Application) must be completed before this application can be submitted. Has the Planning Consultation Stage 2 Application been completed? NO YES File Number: PC-Staff Use Only Date of Consultation Signature of Staff Planner Jim Abbs Tracy Tang Frank Garardo Brian Nagata ☐ Justina Nwaesei ☐ Simona Simion ☐ Laura Strahl Adam Szymczak REQUIRED SUPPORTING INFORMATION as Identified in the Planning Consultation Stage 2 Process: For each document, provide one paper copy, and where possible, one digital copy on a USB flash drive or by email. All drawings or plans shall be in letter size (8.5 x 11 inches) in JPG and PDF format. All other document shall be provided in Word and PDF format. All PDF documents shall be flattened with no layers. The City of Windsor reserves the right to require additional supporting information during the processing of the application. All supporting information submitted is made available for public review. If you are submitting a companion application submit only one set of documents. Staff Use Only □ Deed or Corporation Profile Site Plan Conceptual Sketch of Subject Offer to Purchase Report (see Section 8) Land (see Section 11) Archaeological Built Heritage Environmental Environmental Assessment - Stage 1 Impact Study **Evaluation Report** Site Assessment ☐ Floor Plan and Geotechnical Study Guideline Plan Lighting Study Elevations ☐ Market Impact Micro-Climate Study ■ Noise Study Planning Rationale Assessment Report Record of Site Condition Sanitary Sewer Study ☐ Species at Risk ☐ Storm Sewer Study Screening (see Schedule E) ☐ Storm Water Topographic Transportation Transportation Plan of Survey Impact Statement Retention Scheme Impact Study ☐ Tree Preservation ☐ Tree Survey Study ☐ Urban Design Study ☐ Vibration Study

Study

Wetland Evaluation

Other Required Information:

3. APPLICANT, REGISTERED OWNER, AND AGENT INFORMATION

Provide in full the name of the applicant, registered owner, and agent, the name of the contact person, and address, postal code, phone number, fax number and email address.

If the applicant or registered owner is a numbered company, provide the name of the principals of the company. If there is more than one applicant or registered owner, copy this page, complete in full and submit with this application.

All communication is with the Agent authorized by the Owner to file the application. If there is no Agent, all communication is with the Applicant.

| Applicant | |
|--|---|
| Name: | Contact:Name of Contact Person |
| Address: | Name of Contact Person |
| Address: | |
| Phone: | |
| Email: | |
| Registered Owner | ant |
| Name: | Contact: Name of Contact Person |
| Address: | Name of Contact Person |
| | Postal Code: |
| Phone: | Fax: |
| Email: | |
| Agent Authorized by the Owner to F | File the Application (Also complete Section A1 in Schedule A) |
| Name: | Contact: |
| | |
| Address: | Postal Code: |
| Phone: | Fax: |
| Email: | |
| 4. COMPANION APPLICATIO | NS |
| Are you submitting a companion Official Plan | Amendment application? NO NO YES |
| Are you submitting a companion Plan of Subd | ivision/Condominium application? NO 🗌 YES 🗌 |
| Please note that if a development proposal rec | guires site plan approval, that application can only be submitted after the |

July 27, 2023

zoning amendment has been considered by City Council and the appeal period has concluded.

5. SUBJECT LAND INFORMATION

| Municipal Address | |
|------------------------------|---|
| Legal Description | |
| Assessment Roll Number | |
| If known, the da | ate the subject land was acquired by the current owner: |
| Frontage (m) | Depth (m) Area (sq m) |
| Official Plan | |
| Current Zoning | |
| Existing Uses | |
| If known, the le | ngths of time that the existing uses have continued: |
| Previous Uses | |
| List the names subject land: | and addresses of the holders of any mortgages, charges, or other encumbrances in respect of the |
| - | easements or restrictive covenants affecting the subject lands? NO \(\square \) YES \(\square \) cribe the easement or restrictive covenant and its effect: |
| | ne subject land ever been subject of: (leave blank if unknown) |
| | n application for a Plan of Subdivision or Consent: NO YES File: |
| An | application for an amendment to a Zoning By-law: NO YES File: |
| | An application for approval of a Site Plan: NO \(\square\) YES \(\square\) SPC |
| | A Minister's Zoning Order (Ontario Regulation): NO YES OR#: |

6. DESCRIPTION OF AMENDMENT

| Amendment to Zoning By-law from: | |
|--|--|
| to: | |
| Proposed uses of subject land: | |
| | |
| Describe the nature and extent of the amendment | ent(s) being requested: |
| | |
| | |
| Why is this amendment or these amendments I | being requested? |
| | |
| | |
| Explain how the amendment to the Zoning By-I | aw is consistent with the Provincial Policy Statement: |
| See Planning Rationale Report | |
| | |
| Explain how the application conforms to the Cit | y of Windsor Official Plan: |
| See Planning Rationale Report | |
| | |
| If this application is to remove land from an are that deals with this matter: | a of employment, details of the official plan or official plan amendment |
| See Planning Rationale Report | See Official Plan Amendment |
| | |
| | |

7. EXISTING BUILDINGS / STRUCTURES ON SUBJECT LAND

| Are there | any buildings or structures on the subject land? |
|-----------|---|
| □NO | Continue to Section 8 |
| ☐ YES | Indicate the type of building or structure, the date of construction (if known), and, in metric units, the setback from the front lot line, rear lot line and side lot lines, the height of the building or structure and its dimensions or floor area. |
| | See attached Existing Plan or Sketch of Subject Land |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| 8. PF | ROPOSED BUILDINGS / STRUCTURES ON SUBJECT LAND |
| | ROPOSED BUILDINGS / STRUCTURES ON SUBJECT LAND ropose to build any buildings or structures on the subject land? |
| | |
| Do you p | ropose to build any buildings or structures on the subject land? |
| Do you p | copose to build any buildings or structures on the subject land? Continue to Section 9 Indicate the type of building or structure and, in metric units, the setback from the front lot line, rear lot line |
| Do you p | Continue to Section 9 Indicate the type of building or structure and, in metric units, the setback from the front lot line, rear lot line and side lot lines, the height of the building or structure, and its dimensions or floor area. |
| Do you p | Continue to Section 9 Indicate the type of building or structure and, in metric units, the setback from the front lot line, rear lot line and side lot lines, the height of the building or structure, and its dimensions or floor area. |
| Do you p | Continue to Section 9 Indicate the type of building or structure and, in metric units, the setback from the front lot line, rear lot line and side lot lines, the height of the building or structure, and its dimensions or floor area. |
| Do you p | Continue to Section 9 Indicate the type of building or structure and, in metric units, the setback from the front lot line, rear lot line and side lot lines, the height of the building or structure, and its dimensions or floor area. |
| Do you p | Continue to Section 9 Indicate the type of building or structure and, in metric units, the setback from the front lot line, rear lot line and side lot lines, the height of the building or structure, and its dimensions or floor area. |
| Do you p | Continue to Section 9 Indicate the type of building or structure and, in metric units, the setback from the front lot line, rear lot line and side lot lines, the height of the building or structure, and its dimensions or floor area. |
| Do you p | Continue to Section 9 Indicate the type of building or structure and, in metric units, the setback from the front lot line, rear lot line and side lot lines, the height of the building or structure, and its dimensions or floor area. |

9. ACCESS TO SUBJECT LAND Indicate if access to subject land is by: (check all that apply) Municipal Road ☐ Provincial Highway Another public road or a right-of-way Water - If access to the subject land is by water only, describe the parking and docking facilities used or to be used and provide the approximate distance in metric of these facilities from the subject land and the nearest public road: 10. WATER, SANITARY SEWAGE AND STORM DRAINAGE **WATER** – Indicate whether water will be provided to the subject land by: Publicly owned & operated piped water system Privately owned & operated individual well Privately owned & operated communal well Other **SANITARY** - Indicate whether sewage disposal will be provided to the subject land by: Publicly owned & operated sanitary sewage system Privately owned & operated individual septic system - See Note below Privately owned & operated communal septic system - See Note below Other If the application would permit development on privately owned and operated individual or communal septic Note: systems, and more than 4,500 litres of effluent would be produced per day as a result of the development being completed, you must submit a Servicing Options Report and a Hydrogeological Report. **STORM DRAINAGE** - Indicate whether storm drainage will be provided by: ☐ Sewers Ditches ☐ Swales Other ____

11. SKETCH OF SUBJECT LAND

Provide a sketch showing, in metric units,

- a) the boundaries and dimensions of the subject land;
- b) the location, size, and type of all existing and proposed buildings and structures on the subject land, including their distance from the front lot line, rear lot line, and side lines;
- c) the approximate location of all natural and artificial features (for example, buildings, railways, roads, watercourses, drainage ditches, banks of rivers or streams, wetlands, wooded areas, wells and septic tanks) that are located on the subject land and on land that is adjacent to it, and in the applicant's opinion, may affect the application;
- d) the current uses of all land that is adjacent to the subject land;
- e) the location, width and name of any roads within or abutting the subject land, indicating whether it is an unopened road allowance, a public travelled road, a private road, or a right of way;
- f) if access to the subject land will be water only, the location of the parking and docking facilities to be used; and
- g) the location and nature of any easement affecting the subject land.

12. APPLICATION FEE & OTHER FEES

The amendment type and corresponding application fees are identified in the Planning Consultation Stage 2 process.

Fees may be subject to change and are not refundable once the application is deemed complete. Method of payment: Cash, Mastercard, Visa or Certified Cheque or Personal Cheque payable to The Corporation of the City of Windsor. If paying by Mastercard or Visa, contact the Senior Steno Clerk for further direction at planningdept@citywindsor.ca or 519-255-6543.

APPLICATION FEE

| Amendment Type | Code | ☐ Minor Rezoning | ☐ Major Rezoning |
|---|-------|------------------|------------------|
| Base Fee | 53001 | \$4,347.00 | \$5,837.40 |
| GIS Fee | 63024 | + \$50.00 | + \$50.00 |
| Essex Region Conservation Authority Fee | 53023 | + \$200.00 | + \$300.00 |
| Total Application Fee | | = \$4,597.00 | = \$6,187.40 |

The following fees are provided for information purposes. They are not due at this time but may be assessed depending on the type(s) of applications associated with the development proposal

OTHER FEES

Re-Notification/Deferral Fee Code 53

Code 53016 \$2,258.40

Required when an applicant requests a deferral after notice of a public meeting has been given.

Legal Fee - Servicing Agreement

Code 63002

\$597.64 plus \$50 per unit, lot, or block

Required when the preparation of a servicing agreement is a condition of approval.

Removal of the Holding Symbol Application Code 53001

\$1,536.00

It is the responsibility of the property owner to satisfy the conditions to remove the holding symbol and to apply and fee to remove the holding symbol.

Ontario Land Tribunal (OLT) Appeal Fee

\$1,100.00

An appeal is made through Council Services (519-255-6211 or clerks@citywindsor.ca). Fees, forms, and processes are subject to change. Visit https://olt.gov.on.ca for additional information

13. PROPOSED PUBLIC CONSULTATION STRATEGY Select or describe your proposed strategy for consulting with the public with respect to the application: Required Public Consultation (Public Notice & Public Meeting as required per the Planning Act) Open House Website Other 14. SWORN DECLARATION OF APPLICANT Complete in the presence of a Commissioner for Taking Affidavits. If the declaration is to be administered remotely, you must be able to see, hear and communicate with the Commissioner and show documentation that confirms your identity. Craig Moro _____, solemnly declare that the information required under Schedule 1 to Ontario Regulation 545/06 and provided by the applicant is accurate and that the information contained in the documents that accompany this application is accurate, that if this declaration was administered remotely that it was in accordance with Ontario Regulation 431/20, and I make this solemn declaration conscientiously believing it to be true, and knowing that it is of the same force and effect as if made under oath. Craig Moro Windsor Ontario Signature of Applicant Location of Applicant at time of declaration Sign in the presence of a Commissioner For Taking Affidavits This declaration was administered remotely in accordance with Ontario Regulation 431/20 Declared before me at the Signature of Commissioner Location of Commissioner dav vear PLACE AN IMPRINT OF YOUR STAMP BELOW

Tracey Lynn Cecilia Pillon-Abbs, a Commissioner, etc., Province of Ontario, for Pillon Abbs Inc. Expires August 4, 2026

READ & COMPLETE SCHEDULES A & E IN FULL & SIGN

If the applicant is not the registered owner of the land that is the subject of this application, the written authorization of

SCHEDULE A – Authorizations & Acknowledgements

A1. Authorization of Registered Owner for Agent to Make the Application

the registered owner that the agent is authorized to make the application must be included with this application form or the authorization below must be completed. ____, am the registered owner of the land that is Name of Registered Owner subject of this application for an amendment to the City of Windsor Zoning By-law and I authorize to make this application on my behalf. Name of Agent Craig Moro Signature of Registered Owner Date If Corporation - I have authority to bind the corporation A2. **Authorization to Enter Upon the Subject Lands and Premises** Name of Registered Owner hereby authorize the Development and Heritage Standing Committee or their successor, City Council, and staff of The Corporation of the City of Windsor to enter upon the subject lands and premises described in Section 5 of the application form for the purpose of evaluating the merits of this application and subsequently to conduct any inspections on the subject lands that may be required as a condition of approval. This is their authority for doing so. Craig Moro Signature of Registered Owner Date

SCHEDULE A CONTINUES ON NEXT PAGE

If Corporation – I have authority to bind the corporation

SCHEDULE A – Authorizations & Acknowledgements - Continued

A3. Acknowledgements

Receipt, Fees, Additional Information, Termination, and Freedom of Information

I acknowledge that receipt of this application by the City of Windsor does not guarantee it to be a complete application, that further review of the application will occur, and that I may be contacted to provide additional information and/or resolve any discrepancies or issues with the application as submitted.

I further acknowledge that after the application is deemed complete, fees are not refundable, additional information may be requested, and that after 60 days of inactivity the City of Windsor may terminate the application without notice.

I further acknowledge that pursuant to the provisions of the Planning Act and the Municipal Freedom of Information and Protection of Privacy Act, this application and all material and information provided with this application are made available to the public.

Species at Risk

Ontario's *Endangered Species Act* protects endangered and threatened species — animals and plants in decline and at risk of disappearing from the province by restricting activities that may affect these plants, animals or their habitats.

I acknowledge that it is my sole responsibility as the Applicant to comply with the provisions of the *Endangered Species Act*, 2007, S. O. c.6. This could require me to register an activity, get a permit or other authorization from the Ministry of the Environment, Conservation and Parks (MECP) prior to conducting an activity that could impact an endangered or threatened plant or animal or its habitat. I further acknowledge that any *Planning Act*, R.S.O. 1990, c.P.13 approval given by the City of Windsor does not constitute an approval under the *Endangered Species Act*, nor does it absolve me from seeking the necessary authorization, approvals or permits from the MECP prior to conducting any activity that may affect endangered or threatened plant or animal or its habitat.

Additional information can be found at:

https://www.ontario.ca/page/development-and-infrastructure-projects-and-endangered-or-threatened-species or by contacting MECP at SAROntario@ontario.ca

Acknowledgement

I acknowledge that I have read and understand the above statements:

| John Bortolotti | |
|---------------------------------|----------|
| Signature of Applicant or Agent | Date |

END OF SCHEDULE A COMPLETE SCHEDULE E ON NEXT PAGE

SCHEDULE E – Environmental Site Screening Questionnaire

| Pre | vious Use of Property | | | | |
|-----|--|--|---|---|--|
| | Residential | ☐ Indu | ustrial | ☐ Commercial | ☐ Institutional |
| | ☐ Agricultural | ☐ Parl | kland | ☐ Vacant | Other |
| a) | If previous use of the | property is Inc | dustrial or Comm | ercial, specify use: | |
| b) | Has the grading of th | ne subject land | been changed b | y adding earth or materi | al? Has filling occurred on the subjec |
| | ☐ Yes ☐ | No | Unknown | | |
| c) | Has a gasoline stationary time? | on and/or auton | nobile service sta | ation been located on the | e subject land or adjacent lands at |
| | ☐ Yes ☐ | No | Unknown | | |
| d) | Has there been petro | oleum or other | fuel stored on the | e subject land or adjace | nt lands? |
| | ☐ Yes ☐ | No | Unknown | | |
| e) | Are there or have the lands? | ere ever been ι | ınderground stor | age tanks or buried was | te on the subject land or adjacent |
| | ☐ Yes ☐ | No | Unknown | | |
| f) | Have the lands or ad been applied as pest | • | | | n where cyanide products may have |
| | ☐ Yes ☐ | No | Unknown | | |
| g) | Have the lands or ad | ljacent lands e\ | er been used as | a weapons firing range | ? |
| | Yes | No | Unknown | | |
| h) | | • | • • | 500 metres (1,640 feet disposal site, landfill or c |) of the boundary line of an lump? |
| | ☐ Yes ☐ | No | Unknown | | |
| i) | | | | on the subject lands, are public health (e.g., asb | there any building materials estos, PCB's)? |
| | ☐ Yes ☐ | No | Unknown | | |
| j) | Is there reason to be adjacent sites?* | lieve the subje | ct lands may hav | re been contaminated by | existing or former uses on the site of |
| | ☐ Yes ☐ | No | Unknown | | |
| | stations, disposal activities and spill dry cleaning plant | of waste miner ls. Some comm ls have similar ite contaminatio | rals, raw materia nercial properties potential. The loi on. Also, a series | I storage, and residues i such as gasoline statio nger a property is under s of different industrial o | to: operation of electrical transformer left in containers, maintenance ns, automotive repair garages, and industrial or similar use, the greater r similar uses upon a site could |
| k) | | | | | ES to any of a) to j) above, attach a licable, the land(s) adjacent to the |

SCHEDULE E CONTINUES ON NEXT PAGE

SCHEDULE E - CONTINUED

Acknowledgement Clause

I hereby acknowledge that it is my responsibility to ensure that I am in compliance with all applicable laws, regulations, guidelines and the City's Official Plan policies pertaining to potentially contaminated sites, and to use all reasonable effort to identify the potential for contamination on the subject property.

I acknowledge that as a condition of approval of this application that the City may require me to file a Record of Site Condition signed by a qualified person in the provincial Environmental Site Registry, and provide verification to the City of Windsor of acknowledgement of this Record of Site Condition by the Ministry of Environment.

I acknowledge that the City may require the qualified person signing the Record of Site Condition to submit to the City a Declaration acknowledging that the City of Windsor may rely on the statements in the Record of Site Condition.

I acknowledge that the City of Windsor is not responsible for the identification and/or remediation of contaminated sites, and I agree, whether in, through, or as a result of any action or proceeding for environmental clean-up of any damage or otherwise, I will not sue or make claim whatsoever against the City of Windsor, its officers, officials, employees or agents for or in respect of any loss, damage, injury or costs.

| | Craig Moro |
|---------------------------|------------------------|
| Name of Applicant (print) | Signature of Applicant |
| | Date |
| Name of Agent (print) | Signature of Agent |
| | Date |

END OF SCHEDULE E

DO NOT COMPLETE BELOW - STAFF USE ONLY

| Receipt and Assignment | nt of Application | | Date Received Stamp |
|---|---------------------------------------|---------------|---|
| This application has been assigned | d to: | | |
| ☐ Adam Szymczak (AS) | ☐ Brian Nagata (BN) | | |
| ☐ Frank Garardo (FG) | ☐ Tracy Tang (TT) | | |
| ☐ Jim Abbs (JA) | ☐ Justina Nwaesei (JN | 1) | |
| ☐ Kevin Alexander (KA) | ☐ Laura Strahl (LS) | | |
| ☐ Simona Simion (SS) | | | |
| Complete Application | | | |
| This application is deemed comple | te on | | |
| This application is decined comple | <u></u> | Date | |
| | | | |
| | | | |
| Signature of Delegated | d Authority | | |
| Neil Robertson, MCIP, RPP Manager of Urban Design | Greg Atkinson, Mo Manager of Devel | | m Hunt, MCIP, RPP Planner & Executive Director |
| Internal Information | | | |
| Fee Paid: \$ | Receipt No: | Date: | |
| Payment Type: | ☐ Certified Cheque | ☐ Credit Card | Personal Cheque |
| NEW Zoning File No. ZNG/_ | Z | | |
| Previous Zoning File No. ZNG/_ | Z | | |
| Related OPA File No. OPA/_ | OPA | | |
| Other File Numbers: | | | |
| Notes: | | | |
| | | | |
| | | | |

THIS IS THE LAST PAGE OF THE APPLICATION FORM



Office of the Commissioner of Economic Development & Innovation Planning & Development Services

OFFICIAL PLAN AMENDMENT APPLICATION

INSTRUCTIONS

Verify that you are using the most current application form.

- Section 1: Before this application can be submitted, you must complete both Stage 1 and Stage 2 Planning Consultation Applications.
- Section 2: During the Stage 2 process, any required studies must be completed and submitted for review and comment.

 The final studies for Stage 2 must be included with this application and the proposal must remain unchanged.
- Section 3: Provide the full name, address, phone number, fax number and email address of the applicant, agent, and registered owner. If any of these are a corporation, provide the full corporate name. Include the full name of the contact person. If there is more than one person, corporation, or registered owner, use additional sheets.
- Section 4: Indicate if you are submitting companion applications with this application. Please note that an application to amend the Zoning By-law or an application for Plan of Subdivision/Condominium are the only applications that will be accepted for processing concurrently with an Official Plan Amendment.
- Section 5: Provide information about the subject land. This information is used to determine or confirm supporting information requirements and to assist in the review of the application.
- Section 6: Describe the amendment and answer all questions. If some of this information is in a Planning Rationale Report, check the box beside "See Planning Rationale Report".
- Section 7: Provide details about any other Planning Act applications by the applicant for the subject land or any land within 120 metres.
- Section 8: Provide information about water service and sanitary sewage disposal.
- Section 9: Complete this section using the information provided in the Planning Consultation Stage 2 letter.
- Section 10: Explain your proposed strategy for consulting with the public with respect to the application.
- Section 11: Complete and sign in the presence of a Commissioner of Taking Affidavits.

Schedules: Read and complete Schedule A in full and sign.

Submit application form, supporting information, and application fee to the Senior Steno Clerk at Planning & Development Services, Suite 210, 350 City Hall Square West, Windsor ON N9A 6S1 or planningdept@citywindsor.ca.

Any timelines noted in this application form are subject to change.

The application is reviewed to ensure all prescribed information and the required fee have been submitted. Within 30 days of the receipt of the application, the applicant will be notified in writing that the application is deemed complete. If deemed incomplete, the application and fee will be returned. If deemed complete, the application fee is not refundable.

The applicant, agent and all other interested parties will be notified by Council Services of the date, time, and location of the Development & Heritage Standing Committee (DHSC) meeting and the Council meeting.

An application will be terminated without notice after 60 days of inactivity.

DATE RECEIVED STAMP

CONTACT INFORMATION

Planning & Development Services Suite 210 350 City Hall Square West Windsor ON N9A 6S1

Web Site: www.citywindsor.ca

Email: planningdept@citywindsor.ca

Telephone: 519-255-6543

Fax: 519-255-6544

PLANNING CONSULTATION – Completion of Stage 2 1. Planning Consultation (Stage 2 Application) must be completed before this application can be submitted. Has the Planning Consultation Stage 2 Application been completed? NO 🗌 YES 🗌 File Number: PC-Staff Use Only Signature of Staff Planner Date of Consultation ☐ Jim Abbs Frank Garardo Kevin Alexander Tracy Tang ☐ Justina Nwaesei ☐ Simona Simion Laura Strahl Brian Nagata Adam Szymczak **REQUIRED SUPPORTING INFORMATION as Identified in the Planning Consultation Stage 2 Process:** For each document, provide one paper copy, and where possible, one digital copy on a USB flash drive or by email. All drawings or plans shall be in letter size (8.5 x 11 inches) in JPG and PDF format. All other document shall be provided in Word and PDF format. Please ensure that all PDF documents are 'flattened' and contain no layers. The City of Windsor reserves the right to require additional supporting information during the processing of the application. All supporting information submitted is made available for public review. If you are submitting a companion application submit only one set of documents. Site Plan Conceptual Deed or Corporation Profile Sketch of Subject Offer to Purchase Report Land ☐ Archaeological Built Heritage Environmental ☐ Environmental Assessment - Stage 1 Impact Study **Evaluation Report** Site Assessment ☐ Floor Plan and Geotechnical Study ☐ Guideline Plan ☐ Lighting Study Elevations Market Impact Micro-Climate Study Noise Study ☐ Planning Rationale Assessment Report Record of Site Condition Sanitary Sewer Study ☐ Species at Risk ☐ Storm Sewer Study Screening (see Schedule E) Storm Water Topographic Transportation Transportation Plan of Survey Impact Statement Retention Scheme Impact Study ☐ Tree Preservation ☐ Tree Survey Study ☐ Urban Design Study ☐ Vibration Study

Study

Wetland Evaluation

Other Required Information: ___

3. APPLICANT, REGISTERED OWNER AND AGENT INFORMATION

Provide in full the name of the applicant, registered owner and agent, the name of the contact person, and address, postal code, phone number, fax number and email address.

If the applicant or registered owner is a numbered company, provide the name of the principals of the company. If there is more than one applicant or registered owner, copy this page, complete in full and submit with this application.

All communication is with the Agent authorized by the Owner to file the application. If there is no Agent, all communication is with the Applicant.

| Applicant | |
|---|---|
| Name: | Contact: |
| Address: | |
| Address: | Postal Code: |
| Phone: | Fax: |
| Email: | |
| Registered Owner | ant |
| Name: | Contact: |
| Address: | Name of Contact Person |
| Address: | Postal Code: |
| Phone: | Fax: |
| Email: | |
| Agent Authorized by the Owner to F | File the Application (Also complete Section A1 of Schedule A) |
| Name: | Contact: Name of Contact Person |
| Address: | |
| | Postal Code: |
| Phone: | Fax: |
| Email: | |
| 4. COMPANION APPLICATIO | NS |
| Are you submitting a companion Zoning Ame | ndment application? NO NO YES |
| Are you submitting a companion Plan of Subc | ivision/Condominium application? NO 🗌 YES 🗌 |

July 27, 2023

Please note that if a development proposal requires site plan approval, that application can only be submitted after the

zoning amendment has been considered by City Council and the appeal period has concluded.

SUBJECT LAND INFORMATION 5. Municipal Address Legal Description Assessment ____ Roll Number Frontage (m) _____ Depth (m) _____ Area (sq m)_____ Current Official Plan Designation _ What land uses are permitted by the Official Plan Designation? **DESCRIPTION OF OFFICIAL PLAN AMENDMENT (OPA)** 6. Name of Official Plan proposed to be amended: The City of Windsor Official Plan Amendment to Official Plan from ______ to _____ Purpose of the proposed OPA: What land uses will the proposed official plan amendment (OPA) authorize? Does the proposed OPA change, replace or delete a policy in the Official Plan? No \(\square\) Yes \(\square\) If yes, the policy to be changed, replaced or deleted: No \square Yes Does the proposed OPA add a policy to the Official Plan?

6. **DESCRIPTION OF OFFICIAL PLAN AMENDMENT (OPA) - Continued** Does the proposed OPA change or replace a designation in the Official Plan? No □ Yes \square If yes, the designation to be changed or replaced: If a policy is being changed, replaced or deleted or if a policy is being added, the text of the proposed OPA: ☐ See Attached ■ Not Applicable ☐ See Planning Rationale Report If the proposed OPA changes or replaces a schedule in the Official Plan, the requested schedule and the text that accompanies it: ☐ Not Applicable ☐ See Planning Rationale Report See Attached If the proposed OPA alters all or any part of the boundary of an area of a settlement or establishes a new area of settlement, the current official policies, if any, dealing with the alteration or establishment of an area of settlement: ■ Not Applicable ☐ See Planning Rationale Report ☐ See Attached If the proposed OPA removes the subject land from an area of employment, the current Official Plan policies, if any, dealing with the removal of land from an area of employment: ☐ Not Applicable ☐ See Planning Rationale Report See Attached Explain how the proposed OPA is consistent with the Provincial Policy Statement: See Planning Rationale Report ☐ See Attached

7. OTHER APPLICATION INFORMATION

| Is the subject land or land within 120 metres the subject of | f an application by the applicant under the Planning Act for: |
|--|---|
| A Minor Variance or Consent? No Yes | |
| File number: | Status: |
| Approval authority: | |
| Affected lands: | |
| Purpose of Minor Variance or Consent: | |
| | |
| Effect on the proposed OPA: | |
| | |
| An amendment to an Official Plan, a Zoning By-law or a M | // Inister's Zoning Order? No ☐ Yes ☐ |
| File number: | Status: |
| Approval authority: | |
| Affected lands: | |
| Purpose of OP or ZBL amendment or Zoning Order: _ | |
| | |
| Effect on the proposed OPA: | |
| | |
| Approval of a plan of subdivision or a site plan? No | Yes |
| File number: | Status: |
| Approval authority: | |
| Affected lands: | |
| Purpose of plan of subdivision or site plan: | |
| | |
| | |
| Effect on the proposed OPA: | |
| | |
| | |
| | |

| 8. WATER & SANITARY SEWA | GE DISPO | OSAL | | | |
|--|-------------------------------|-----------------------|-----------------------|----------------|----------------|
| WATER – Indicate whether water will be provided | to the subjec | t land by: | | | |
| ☐ Publicly owned & operated piped water syste | m | ☐ A lal | ke or other water b | ody | |
| ☐ Privately owned & operated individual well | | ☐ Othe | er means: | | |
| ☐ Privately owned & operated communal well | | | | | |
| SANITARY - Indicate whether sanitary sewage dis | posal will be | provided to | the subject land by | : | |
| ☐ Publicly owned & operated sanitary sewage s | system | ☐ A pr | ivy | | |
| ☐ Privately owned & operated individual septic | system | ☐ Othe | er means: | | |
| ☐ Privately owned & operated communal seption | system | | | | |
| If the application would permit development on prand more than 4500 litres of effluent would be prosubmit a Servicing Options Report and a Hydrogon TVOE OF AMERICAN APPLICATION APPLICATI | oduced per d eological Rep | ay as a resu port. | ult of the developm | ent being co | - |
| 9. TYPE OF AMENDMENT, APP | LICATIO | NFEE | & OTHER FEI | <u> </u> | |
| TYPE OF OFFICIAL PLAN AMENDMENT (OPA) | | | | | |
| The amendment type and corresponding applicat | tion fees are i | identified in | the Planning Cons | ultation Stag | e 2 process. |
| Fees may be subject to change and are not refur Cash, Mastercard, Visa or Certified Cheque or Pepaying by Mastercard or Visa, contact the Senior 519-255-6543. | ersonal Cheq | ue payable | to The Corporation | of the City of | of Windsor. If |
| Minor OPA: A minor revision to the text of the O | fficial Plan or | a Site Spec | ific Policy direction | ١. | |
| Major OPA: A change from one land use design the City of Windsor Official Plan, or | | | _ | • | Schedule in |
| APPLICATION FEE | | | | | |
| | Code | | Minor OPA | | Major OPA |
| Base Fee | 63003 | _ | \$2,258.40 | _ | \$8,112.35 |
| GIS Fee | 63024 | + | \$50.00 | + | \$50.00 |
| Essex Region Conservation Authority Fee | 53023 | + | \$200.00 | + | \$300.00 |
| Total Application Fee | | = | \$2,508.40 | = | \$8,462.35 |
| The following fees are provided for information pudepending on the type(s) of applications associate | | · | | nay be asses | sed |
| OTHER FEES | | | | | |
| Re-Notification/Deferral Fee | 53016 | | \$2,258.40 | | |
| Required when an applicant requests a defer | ral after notic | e of a publi | c meeting has beer | n given. | |
| Ontario Land Tribunal (OLT) Appeal Fee | | | \$1,100.00 | | |
| An appeal is made through Council Services processes are subject to change. Visit https:/ | • | | | Fees, forms, | and |

10. PROPOSED PUBLIC CONSULTATION STRATEGY Select or describe your proposed strategy for consulting with the public with respect to the application: Required Public Consultation (Public Notice & Public Meeting as required per the Planning Act) Open House Website Other 11. SWORN DECLARATION OF APPLICANT Complete in the presence of a Commissioner for Taking Affidavits. If the declaration is to be administered remotely, you must be able to see, hear and communicate with the Commissioner and show documentation that confirms your identity. _____, solemnly declare that the information required under Schedule 1 to Ontario Regulation 543/06 and provided by the applicant is accurate and that the information contained in the documents that accompany this application is accurate, that if this declaration was administered remotely that it was in accordance with Ontario Regulation 431/20, and I make this solemn declaration conscientiously believing it to be true, and knowing that it is of the same force and effect as if made under oath. 2840 Mark Avenue, Windsor, Ontario Signature of Applicant Location of Applicant at time of declaration Sign in the presence of a Commissioner For Taking Affidavits This declaration was administered remotely in accordance with Ontario Regulation 431/20 Declared before me _ Signature of Commissioner Location of Commissioner _____ day of _____ month year PLACE AN IMPRINT OF YOUR STAMP BELOW Tracey Lynn Cecilia Pillon-Abbs, a Commissioner, etc.,

READ & COMPLETE SCHEDULE A IN FULL & SIGN

Province of Ontario, for Pillon Abbs Inc.

Expires August 4, 2026

If the applicant is not the registered owner of the land that is the subject of this application, the written authorization of

SCHEDULE A – Authorizations & Acknowledgement

A1. Authorization of Registered Owner for Agent to Make the Application

the registered owner that the agent is authorized to make the application must be included with this application form or the authorization below must be completed. _____, am the registered owner of the land that is name of registered owner subject of this application for an amendment to the City of Windsor Official Plan and I authorize to make this application on my behalf. name of agent Craig Moro Signature of Registered Owner Date If Corporation - I have authority to bind the corporation A2. **Authorization to Enter Upon the Subject Lands and Premises** _____, hereby authorize the Development and Heritage Standing Committee, City Council, and staff of The Corporation of the City of Windsor to enter upon the subject lands and premises described in Section 5 of the application form for the purpose of evaluating the merits of this application and subsequently to conduct any inspections on the subject lands that may be required as condition of approval. This is their authority for doing so. Craig Moro

If Corporation – I have authority to bind the corporation

Signature of Registered Owner

SCHEDULE A CONTINUES ON NEXT PAGE

Date

SCHEDULE A – Authorizations & Acknowledgements - Continued

A3. Acknowledgements

Receipt, Fees, Additional Information, Termination, and Freedom of Information

I acknowledge that receipt of this application by the City of Windsor does not guarantee it to be a complete application, that further review of the application will occur, and I may be contacted to provide additional information and/or resolve any discrepancies or issues with the application as submitted.

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Additional information can be found at:

https://www.ontario.ca/page/development-and-infrastructure-projects-and-endangered-or-threatened-species or by contacting MECP at SAROntario@ontario.ca

Acknowledgement

I acknowledge that I have read and understand the above statements:

| John Bortolotti | |
|---------------------------------|------|
| Signature of Applicant or Agent | Date |

END OF SCHEDULE A

DO NOT COMPLETE BELOW - STAFF USE ONLY

| Receipt and Assignment | nt of Application | | Date Received Stamp | |
|---|-----------------------|--------------------------------|------------------------------|--|
| This application has been assigned | d to: | | | |
| Adam Szymczak (AS) | ☐ Brian Nagata (BN) | | | |
| ☐ Frank Garardo (FG) | ☐ Tracy Tang (TT) | | | |
| ☐ Jim Abbs (JA) | ☐ Justina Nwaesei (Jl | N) | | |
| ☐ Kevin Alexander (KA) | ☐ Laura Strahl (LS) | | | |
| ☐ Simona Simion (SS) | | | | |
| Complete Application | | | | |
| | | | | |
| This application is deemed comple | ete on | Date | | |
| | | Batto | | |
| | | | | |
| Signature of Delegated | d Authority | | | |
| □ Neil Robertson, MCIP, RPP □ Manager of Urban Design □ Greg Atkinson, MCIP, RPP □ Thom Hunt, MCIP, RPP □ City Planner & Executive Director | | | | |
| | | | | |
| | | | | |
| Manager of Urban Design | Manager of Deve | lopment City | | |
| Manager of Urban Design Internal Information | Manager of Deve | lopment City | Planner & Executive Director | |
| Internal Information Fee Paid: \$ | Manager of Deve | lopment City Date: | Planner & Executive Director | |
| Internal Information Fee Paid: \$ Payment Type: Cash | Manager of Deve | lopment City Date: | Planner & Executive Director | |
| Internal Information Fee Paid: \$ Payment Type: Cash NEW File No. OPA/ | Manager of Deve | lopment City Date: | Planner & Executive Director | |
| Internal Information Fee Paid: \$ Payment Type: □ Cash NEW File No. OPA/ Previous OPA File No. OPA/ | Manager of Deve | lopment City Date: Credit Card | Planner & Executive Director | |
| Internal Information Fee Paid: \$ Payment Type: □ Cash NEW File No. OPA/ Previous OPA File No. OPA/ Related Zoning File No. ZNG/_ Other File Numbers: | Manager of Deve | Date: | Planner & Executive Director | |
| Internal Information Fee Paid: \$ Payment Type: □ Cash NEW File No. OPA/ Previous OPA File No. OPA/ Related Zoning File No. ZNG/ | Manager of Deve | Date: | Planner & Executive Director | |

THIS IS THE LAST PAGE OF THE APPLICATION FORM



PLANNING DEPARTMENT – DEVELOPMENT DIVISION

Memo

To: City Clerk

From: City Planner/Executive Director

Date: April 5, 2024

Subject: TRANSMITTAL OF NEW FILE Our File Number: Z-009/24 [ZNG/7186]

& OPA 186 [OPA/7187]

RE: Application For: (X) Zoning Amendment (X) Official Plan Amendment

() Part Lot Control () Draft Plan of Subdivision/Condominium

Applicant: 2743331 ONTARIO INC.

Agent: STOREY SAMWAYS PLANNING LTD., DAVID FRENCH Location: 0, 666, 676, 684 & 696 CHATHAM STREET WEST

Description: To permit the proposed residential use and off-site ancillary parking lot to establish site-

specific performance standards.

The ZONING AMENDMENT and OFFICIAL PLAN AMENDMENT application submitted by 2743331 ONTARIO INC. for 0, 666, 676, 684 & 696 CHATHAM STREET WEST HAS been deemed as complete on March 27, 2024.

Enclosures:

(X) 1 copy of Application Form

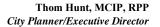
() 1 copy of Drawings

() 1 copy of Site Plan

Thom Hunt, MCIP, RPP

City Planner, Executive Director

TH/nm





April 5, 2024

Storey Samways Planning Ltd. Attn: David French 55 Forest Street, Suite N Chatham, ON N7L 1Z9

Dear Agent,

Re: ZONING BYLAW AND OFFICIAL PLAN AMENDMENT APPLICATION

APPLICANT: 2743331 ONTARIO INC.

LOCATION: 0, 666, 676, 684 & 696 CHATHAM STREET WEST FILE NO.: Z009/24 [ZNG/7186] & OPA/186 [OPA/7187]

This is to acknowledge receipt of the applications for a rezoning and an official plan amendment which has been assigned the above-referenced file number. In accordance with the delegation authority as prescribed by By-Law 139-2013, the information and material required has been provided, therefore the application was deemed COMPLETE on March 27, 2024, and processing has begun.

You will be advised prior to the Development & Heritage Standing Committee and Council meetings of the position of the Planning Department on the application and the dates of the public meetings.

Please email me at lstrahl@citywindsor.ca, if you have any questions.

Sincerely,

Laura Strahl, MCIP, RPP

Planner III - Special Projects

LS/nm

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Office of the City Solicitor Planning & Building Department Planning Division

ZONING BY-LAW AMENDMENT APPLICATION

INSTRUCTIONS

Verify that you are using the current application form.

- Section 1: Pre-Submission consultation with a staff Planner is mandatory per By-law 199-2007. If you do not have a valid Pre-Submission Letter, you must meet with a staff Planner who must sign and date this section.
- Section 2: During Pre-Submission consultation a staff Planner will indicate what supporting information must be submitted with the application.
- Section 3: Provide the full name, address, phone number, fax number and email address of the applicant, agent, and registered owner. If any of these are a corporation, provide the full corporate name. Include the full name of the contact person. If there is more than one person, corporation, or registered owner, use additional sheets.
- Section 4: Indicate if you are submitting other companion applications with this application.
- Section 5: Provide information about the subject land. This information is used to determine supporting information requirements and to assist in the review of the application.
- Section 6: Indicate the amendment, proposed uses and describe the nature and extent of the amendment being requested. Indicate why the amendment is being requested and how it is consistent with the Provincial Policy Statement and conforms to the City of Windsor Official Plan. If this information is in a Planning Rationale Report, check the box beside "See Planning Rationale Report".
- Section 7: If there are any existing buildings or structures on the subject land, provide the required information or submit a sketch, drawing or plan that shows this information.
- Section 8: If you propose to build any buildings or structures on the subject land, provide the required information or submit a sketch, drawing or plan that shows the information.
- Section 9: Indicate how the property is accessed. Check all boxes that apply.
- Section 10: Provide information about water service, sanitary sewage disposal, and storm drainage.
- Section 11: Provide a sketch of the subject land showing, in metric units, the items listed or indicate if this information is provided on an existing plan or a conceptual site plan.
- Section 12: Check the appropriate box based on a valid Pre-Submission Letter or pre-submission consultation.
- Section 13: Explain your proposed strategy for consulting with the public with respect to the application.
- Section 14: Complete and sign in the presence of a Commissioner of Taking Affidavits.

Other: Read, complete in full, and sign Schedules A & E. Complete Credit Card Authorization if paying by credit card

Submit application form, supporting information, and application fee / credit card authorization to Senior Steno Clerk at Planning Division, Suite 210, 350 City Hall Square West, Windsor ON N9A 6S1 or planningdept@citywindsor.ca

TYPE OF REZONING AMENDMENT

DATE RECEIVED STAMP

The type of amendment is determined by the City Planner or their designate.

Minor Zoning Amendment

- Site zoned commercial, institutional, or manufacturing
 - Addition to the list of permitted uses
- Site already zoned
 - Change to existing regulations or to zoning district boundary to match lot lines
- Site designated in the Official Plan for residential use
 - Rezoning to accommodate a maximum of six dwelling units
- Site designated in the Official Plan for the proposed use other than residential
 - Site-specific zoning for a site with a lot area of less than 1,000.0 m²

Major Zoning Amendment

· Any other amendment not listed as minor.

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ZONING BY-LAW AMENDMENT PROCESS

The application will be terminated without notice after 60 days of inactivity. The following is for your information only. Review the Planning Act and relevant regulations for statutory requirements. The processing of the application is subject to change. Direct all questions to the assigned Planner. The process is generally as follows:

- 1. The application is reviewed to ensure all prescribed and required information and the fee have been submitted. Within 30 days of the receipt of the application, you will be notified in writing that the application is deemed incomplete or complete.
- 2. If deemed incomplete, the application and fee will be returned. If deemed complete, fees are not refundable, the application is circulated to departments and external agencies for review and comment, and all submitted documents are made available to the public.
- 3. Following circulation, a draft staff report containing a recommendation and any conditions is prepared. The City Planner and other staff review the draft staff report.
- 4. When the staff report is approved by appropriate municipal staff, it will be scheduled for a future meeting of the Development and Heritage Standing Committee (DHSC).
- 5. The DHSC meeting is the public meeting required by the Planning Act. Public notice of the DHSC meeting is advertised in the Windsor Star, a local newspaper, at least 20 days in advance of the DHSC meeting. A courtesy notice may be mailed to property owners and/or tenants within 120 metres or more of the subject land.
- 6. 10 days prior to the DHSC meeting, the staff report is circulated to the applicant and DHSC members and made available to the public. All supporting documentation submitted by the applicant is available for review.
- 7. At the DHSC meeting, a staff planner makes a presentation. The applicant and other parties have an opportunity to provide verbal and/or written submissions. The DHSC may ask questions of staff, the applicant, agent, and other parties. The DHSC may decide to defer or recommend approval or denial of the application.
- 8. If deferred, the application along with any additional information or a new staff report will be considered at a future DHSC meeting. If recommended for approval or denial, the staff report, the minutes of the DHSC meeting, and the amending by-law are forwarded to City of Windsor Council for consideration at a future date. The applicant, agent and all interested parties will be notified by the City Clerk of the date, time, and location of the Council meeting. Call 311 or contact the City Clerk at 519-255-6211 or clerks@citywindsor.ca.
- 9. The application may be placed on the Consent Agenda of the Council Meeting, a part of the meeting where Council approves several matters with a single motion. If the application is not on the Consent Agenda, the staff planner may introduce the application, review the staff recommendation and any additional information provided to Council, and advise Council of any differences between the staff and DHSC recommendations. The applicant and other interested parties have an opportunity to make verbal and/or written submissions. Council may decide to approve, deny, or defer the application. If Council approves the application, the amending by-law may be approved at the same Council meeting, otherwise it will be approved at a future Council meeting.
- 10. When the amending by-law is passed, the City Clerk will mail a notice of the passing of the amending by-law to property owners and various public agencies within 15 days. There is a 20-day appeal period commencing the day after this notice is given. The notice will include the last day to file an appeal. An appeal is made to the Ontario Land Tribunal (OLT) through the City Clerk. If no appeal is filed, the amending by-law is final and binding as of the date of Council's passing of the by-law. Contact the City Clerk at 519-255-6211 or clerks@citywindsor.ca.
- 11. If the rezoning is subject to a holding symbol, it is the responsibility of the property owner to satisfy the conditions to remove the holding symbol, to apply, and to pay the fee to remove the holding symbol.

CONTACT INFORMATION

Planning & Building Department – Planning Division Suite 210 350 City Hall Square West Windsor ON N9A 6S1 Telephone: 519-255-6543 Fax: 519-255-6544

Email: planningdept@citywindsor.ca Web Site: www.citywindsor.ca

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City of Windsor - Zoning By-law Amendment Application

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1. PRE-SUBMISSION CONSULTATION By-law 199-2007 requires pre-submission consultation with a staff Planner to determine what supporting information is required, to verify fee payable, and to review the process. This application is incomplete unless you have a valid Pre-Submission Letter or a staff Planner signs below. File Number: PS-014/22 Valid Pre-Submission Letter? NO ☐ YES 🔳 Staff Use Only Signature of Staff Planner Date of Consultation ☐ Jim Abbs ☐ Laura Diotte ☐ Greg Atkinson Melissa Gasic ☐ Justina Nwaesei ☐ Simona Simion Adam Szymczak REQUIRED SUPPORTING INFORMATION (To be completed by a staff Planner) 2. Unless you have a valid Pre-Submission Letter, a staff Planner will indicate below what supporting information must be submitted with the application during pre-submission consultation. The City of Windsor reserves the right to require additional supporting information during the processing of the application. All supporting information submitted is made available for public review. For each document, provide one paper copy, and where possible, one digital copy on a CD or USB flash drive, All drawings or plans shall be in letter size (8.5 x 11 inches) in JPG and PDF format. All other document shall be provided in Word and PDF format. All PDF documents shall be flattened with no layers. If you are submitting a companion application submit only one set of documents. ☐ Corporation Profile Deed or Site Plan Conceptual Sketch of Subject Offer to Purchase Report (see Section 8) Land (see Section 11) Archaeological **Built Heritage** Environmental Environmental Assessment - Stage 1 Impact Study **Evaluation Report** Site Assessment Floor Plan and ☐ Geotechnical Study Guideline Plan Lighting Study Elevations ☐ Market Impact Planning Rationale Micro-Climate Study Noise Study Assessment Report Record of Site Condition Sanitary Sewer Study Species at Risk Storm Sewer Study (see Schedule E) Screening Storm Water Topographic Transportation Transportation Retention Scheme Plan of Survey Impact Statement Impact Study ☐ Tree Preservation ☐ Tree Survey Study Urban Design Study ■ Vibration Study ☐ Wetland Evaluation Other Required Information: Study

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City of Windsor - Zoning By-law Amendment Application

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3. APPLICANT, REGISTERED OWNER, AND AGENT INFORMATION

Provide in full the name of the applicant, registered owner, and agent, the name of the contact person, and address, postal code, phone number, fax number and email address.

If the applicant or registered owner is a numbered company, provide the name of the principals of the company. If there is more than one applicant or registered owner, copy this page, complete in full and submit with this application.

All communication is with the Agent authorized by the Owner to file the application. If there is no Agent, all communication is with the Applicant.

| Applicant | | | | |
|------------------|--|-------------------|-----------------|------------------|
| Name: | 2743331 Ontario Inc. | Contact: Or | mar Srour, | |
| Address: | 425 Newbold Street | | Name of Co | ontact Person |
| Address: | London | | Postal Code | N6E 1K2 |
| Phone: | 519-204-2044 | | | |
| Email: | omar@magnificenthomes.ca | | | |
| Registered | d Owner Same as Applicant | | | |
| Name: | | Contact: | Name of Co | ontact Person |
| Address: | | | | |
| Address: | | | Postal Code | |
| Phone: | | Fax: | | |
| Email: | | | | |
| Agent Aut | horized by the Owner to File the Applic | ation (Also com | plete Section A | 1 in Schedule A) |
| Name: | STOREY SAMWAYS PLANNING LTD. | | VID FREN | |
| Address: | 55 FOREST STREET, SUITE N | Contact. | Name of Co | ontact Person |
| Address: | CHATHAM | | Postal Code | N7L 1Z9 |
| Phone: | 519-354-4351 | | | 1 |
| Email: | DAVIDF@STOREYSAMWAYS. | | | |
| 4. COM | IPANION APPLICATIONS | | | |
| Are you subn | nitting a companion Official Plan Amendment appl | ication? | NO 🗌 YE | ES 🔳 |
| Are you subn | nitting a companion Plan of Subdivision/Condomin | nium application? | NO 🔳 YE | ES 🔲 |
| Are you subn | nitting a companion Site Plan Control application? | | NO 🗌 YE | |

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5. SUBJECT LAND INFORMATION 0, 666, 676, 684 & 696 Chatham Street West, 0 Chatham Street West Municipal Address Part of Lot 2, Block B, Plan 76, & Part of Lot C, Plan 450 Legal Description Assessment Roll Number 3739 040 110 05200, 05300, 05400, 05500, 05600 & 05700 If known, the date the subject land was acquired by the current owner: February 28, 2020 & November 22, 2019 Depth (m) 39.21 m / 33.39 m Area (sq m) 1194.35 sq. m / 491.84 sq. m 30.9 m / 15 m Frontage (m) Official Plan Mixed Use - Medium Profile Designation Commercial District 3.6 (CD3.6) Current Zoning VACANT **Existing Uses** If known, the lengths of time that the existing uses have continued: Previous Uses UNKNOWN List the names and addresses of the holders of any mortgages, charges, or other encumbrances in respect of the subject land: Are there any easements or restrictive covenants affecting the subject lands? NO YES \square If yes, describe the easement or restrictive covenant and its effect: If known, has the subject land ever been subject of: (leave blank if unknown) An application for a Plan of Subdivision or Consent: NO YES 🗌 An application for an amendment to a Zoning By-law: NO YES An application for approval of a Site Plan: NO YES SPC-___ A Minister's Zoning Order (Ontario Regulation): NO YES 🗌 OR#:

City of Windsor - Zoning By-law Amendment Application

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| Amendment to Zoning By-law from | CD 3.3 |
|--|---|
| to: | |
| Proposed uses of subject land: | esidential & ancillary parking lot |
| Describe the nature and extent of the To permit the proposed residential u | he amendment(s) being requested: se and off-site ancillary parking lot; to establish site-specific performance standards |
| Why is this amendment or these an | nendments being requested? POSED MULTIPLE RESIDENTIAL DEVELOPMENT |
| Explain how the amendment to the See Planning Rationale Report | Zoning By-law is consistent with the Provincial Policy Statement: |
| Explain how the application conform See Planning Rationale Report | ns to the City of Windsor Official Plan: |
| If this application is to remove land that deals with this matter: | from an area of employment, details of the official plan or official plan amendmer |
| | See Official Plan Amendment |
| See Planning Rationale Report | |

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EXISTING BUILDINGS / STRUCTURES ON SUBJECT LAND 7. Are there any buildings or structures on the subject land? ■ NO Continue to Section 8 YES Indicate the type of building or structure, the date of construction (if known), and, in metric units, the setback from the front lot line, rear lot line and side lot lines, the height of the building or structure and its dimensions or floor area. See attached Existing Plan or Sketch of Subject Land PROPOSED BUILDINGS / STRUCTURES ON SUBJECT LAND 8. Do you propose to build any buildings or structures on the subject land? ☐ NO Continue to Section 9 YES Indicate the type of building or structure and, in metric units, the setback from the front lot line, rear lot line and side lot lines, the height of the building or structure, and its dimensions or floor area. See attached Site Plan Conceptual

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| 9. | ACCESS TO S | UBJECT I | _AND | | |
|-----|--|------------------------|----------------------|------------------|--|
| Inc | licate if access to subject | land is by: <i>(cl</i> | neck all that apply) | | |
| | Municipal Road | □ F | Provincial Highway | | Another public road or a right-of-way |
| | | | | | ng and docking facilities used or to be used from the subject land and the nearest |
| | WATER CAND | | WAGE AND G | TOPM DD | AUNIA OF |
| _ | O. WATER, SANIT ATER – Indicate whether | | 1.70.17 | | AINAGE |
| | Publicly owned & operat | ed piped wate | er system | | |
| | Privately owned & opera | ated individual | well | | |
| | Privately owned & opera | ated communa | l well | | |
| | Other | | | | |
| SA | NITARY - Indicate whe | ether sewage | disposal will be pro | vided to the sub | ject land by: |
| | Publicly owned & operat | ed sanitary se | ewage system | | |
| | Privately owned & opera | nted individual | septic system - Se | e Note below | |
| | Privately owned & opera | ated communa | ıl septic system - S | ee Note below | |
| | Other | | | | |
| No | systems, and more | than 4,500 litre | es of effluent would | be produced po | operated individual or communal septic er day as a result of the development Hydrogeological Report. |
| ST | ORM DRAINAGE - II | ndicate wheth | er storm drainage v | vill be provided | bv: |
| | | itches | ☐ Swales | ☐ Other | |
| | | | | | |

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11. SKETCH OF SUBJECT LAND

Provide a sketch showing, in metric units,

- a) the boundaries and dimensions of the subject land;
- b) the location, size, and type of all existing and proposed buildings and structures on the subject land, including their distance from the front lot line, rear lot line, and side lines;
- c) the approximate location of all natural and artificial features (for example, buildings, railways, roads, watercourses, drainage ditches, banks of rivers or streams, wetlands, wooded areas, wells and septic tanks) that are located on the subject land and on land that is adjacent to it, and in the applicant's opinion, may affect the application;
- d) the current uses of all land that is adjacent to the subject land;
- e) the location, width and name of any roads within or abutting the subject land, indicating whether it is an unopened road allowance, a public travelled road, a private road, or a right of way;
- f) if access to the subject land will be water only, the location of the parking and docking facilities to be used; and
- g) the location and nature of any easement affecting the subject land.

12. APPLICATION FEE & OTHER FEES

The amendment type is determined by the City Planner or their designate.

Verify fees before submitting the application. Fees are subject to change and are not refundable when the application is deemed complete. Method of payment: Cash, Mastercard or Visa (complete Credit Card Authorization on page 15), or by Certified Cheque or Personal Cheque payable to The Corporation of the City of Windsor.

APPLICATION FEE

| Amendment Type | Code | | Minor Rezoning | ■ M | lajor Rezoning |
|---|-------|---|----------------|-----|----------------|
| Base Fee | 53001 | | \$4,347.00 | | \$5,837.40 |
| GIS Fee | 63024 | + | \$50.00 | + | \$50.00 |
| Essex Region Conservation Authority Fee | 53023 | + | \$200.00 | + | \$300.00 |
| Total Application Fee | | | \$4,597.00 | = | \$6,187.40 |

OTHER FEES

Re-Notification/Deferral Fee

Code 53016

\$2,258.40

Required when an applicant requests a deferral after notice of a public meeting has been given.

Legal Fee - Servicing Agreement

Code 63002

\$597.64 plus \$50 per unit, lot, or block

Required when the preparation of a servicing agreement is a condition of approval.

Removal of the Holding Symbol Application Code 53001

\$1,536.00

It is the responsibility of the property owner to satisfy the conditions to remove the holding symbol and to apply and fee to remove the holding symbol.

Ontario Land Tribunal (OLT) Appeal Fee

\$1,100.00

An appeal is made through the Office of the City Clerk (519-255-6211). Fees, forms, and processes are subject to change. Visit https://olt.gov.on.ca for additional information

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City of Windsor - Zoning By-law Amendment Application

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| | for consulting with the public with respect to the application: |
|---|--|
| | Notice & Public Meeting as required per the Planning Act) |
| ☐ Open House ☐ Website | Other |
| | |
| | |
| | |
| | |
| 14. SWORN DECLARATION | OF APPLICANT |
| 나이네다 하나 있다면 하다 하다 할 때 없는 데 얼마를 하는데 하나 하나 하나 하는데 하다면 하다 하나 하나 하나 하다. | ner for Taking Affidavits. If the declaration is to be administered remotely, nicate with the Commissioner and show documentation that confirms your |
| L Omar Srour | , solemnly declare that the information required under |
| Schedule 1 to Ontario Regulation 545/06 a | and provided by the applicant is accurate and that the information contained |
| (요) 가장 아이는 아니라 보다 보다를 하나 없어? 가장 없었다. | lication is accurate, that if this declaration was administered remotely that it |
| was in accordance with Ontario Regulation | n 431/20, and I make this solemn declaration conscientiously believing it to |
| be true, and knowing that it is of the same | force and effect as if made under oath. |
| | O3/07/2024 |
| | 3.60 |
| Jan 1 | London, ON |
| Signature of Applicant | Location of Applicant at time of declaration |
| Sign in the presence of a Commissio For Taking Affidavits | ner |
| This declaration was administered rem | rotely in accordance with Ontario Regulation 431/20 |
| in the decidiant was daring the few terms | |
| 6/// | 10/0 |
| Declared before me | WAR at the CITY OF LONGON |
| Alle | |
| Declared before me | |
| Declared before me Signature of Co | Dommissioner Location of Commissioner |

READ & COMPLETE SCHEDULES A & E IN FULL & SIGN

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City of Windsor - Zoning By-law Amendment Application

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SCHEDULE A – Authorizations & Acknowledgements

A1. Authorization of Registered Owner for Agent to Make the Application

If the applicant is not the registered owner of the land that is the subject of this application, the written authorization of the registered owner that the agent is authorized to make the application must be included with this application form or the authorization below must be completed.

| Omar Srour | , am the registered owner of the land that is |
|---|--|
| Name of Registered Owner | |
| subject of this application for an amendment to the City of W | indsor Zoning By-law and I authorize |
| DAVID FRENCH (STOREY SAMWAYS PLANNING L | TD.) to make this application on my behalf. |
| Name of Agent | 03/07/2024 |
| 345 | 2/16/2023 |
| Signature of Registered Owner | Date |
| _{I,} Omar Srour | |
| Name of Registered Owner | |
| hereby authorize the Development and Heritage Standing Co Corporation of the City of Windsor to enter upon the subject application form for the purpose of evaluating the merits of the inspections on the subject lands that may be required as a c | lands and premises described in Section 5 of the nis application and subsequently to conduct any |
| 388 | 03/07/2024 |
| Chito | 2/16/2023 |
| Signature of Registered Owner | Date |
| If Corporation – I have authority to bind the corporation | |

SCHEDULE A CONTINUES ON NEXT PAGE

SCHEDULE A – Authorizations & Acknowledgements - Continued

A3. Acknowledgements

Receipt, Fees, Additional Information, Termination, and Freedom of Information

I acknowledge that receipt of this application by the City of Windsor does not guarantee it to be a complete application, that further review of the application will occur, and that I may be contacted to provide additional information and/or resolve any discrepancies or issues with the application as submitted.

I further acknowledge that after the application is deemed complete, fees are not refundable, additional information may be requested, and that after 60 days of inactivity the City of Windsor may terminate the application without notice.

I further acknowledge that pursuant to the provisions of the Planning Act and the Municipal Freedom of Information and Protection of Privacy Act, this application and all material and information provided with this application are made available to the public.

Species at Risk

Ontario's *Endangered Species Act* protects endangered and threatened species — animals and plants in decline and at risk of disappearing from the province by restricting activities that may affect these plants, animals or their habitats.

I acknowledge that it is my sole responsibility as the Applicant to comply with the provisions of the *Endangered Species Act, 2007, S. O. c.6.* This could require me to register an activity, get a permit or other authorization from the Ministry of the Environment, Conservation and Parks (MECP) prior to conducting an activity that could impact an endangered or threatened plant or animal or its habitat. I further acknowledge that any *Planning Act, R.S.O. 1990, c.P.13* approval given by the City of Windsor does not constitute an approval under the *Endangered Species Act*, nor does it absolve me from seeking the necessary authorization, approvals or permits from the MECP prior to conducting any activity that may affect endangered or threatened plant or animal or its habitat.

Additional information can be found at:

https://www.ontario.ca/page/development-and-infrastructure-projects-and-endangered-or-threatened-species or by contacting MECP at SAROntario@ontario.ca

Acknowledgement

I acknowledge that I have read and understand the above statements:

03/07/2024

Signature of Applicant or Agent

END OF SCHEDULE A
COMPLETE SCHEDULE E ON NEXT PAGE

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City of Windsor - Zoning By-law Amendment Application

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SCHEDULE E – Environmental Site Screening Questionnaire Previous Use of Property Residential Industrial Commercial Institutional ☐ Agricultural Parkland Vacant Other If previous use of the property is Industrial or Commercial, specify use: a) Has the grading of the subject land been changed by adding earth or material? Has filling occurred on the subject b) ☐ Yes Unknown □ No Has a gasoline station and/or automobile service station been located on the subject land or adjacent lands at c) any time? Yes Unknown No Has there been petroleum or other fuel stored on the subject land or adjacent lands? d) Unknown Yes □ No Are there or have there ever been underground storage tanks or buried waste on the subject land or adjacent e) lands? ☐ Yes Unknown □ No f) Have the lands or adjacent lands ever been used as an agricultural operation where cyanide products may have been applied as pesticides and/or sewage sludge applied to the lands? ☐ No Unknown Have the lands or adjacent lands ever been used as a weapons firing range? g) Yes Unknown Is the nearest boundary line of the application within 500 metres (1,640 feet) of the boundary line of an h) operational/non-operational public or private waste disposal site, landfill or dump? ☐ Yes П No Unknown If there are existing or previously existing buildings on the subject lands, are there any building materials i) remaining on site which are potentially hazardous to public health (e.g., asbestos, PCB's)? ☐ Yes П No Unknown Is there reason to believe the subject lands may have been contaminated by existing or former uses on the site or j) adjacent sites?* Yes □ No Unknown

* Possible uses that can cause contamination include but are not limited to: operation of electrical transformer stations, disposal of waste minerals, raw material storage, and residues left in containers, maintenance activities and spills. Some commercial properties such as gasoline stations, automotive repair garages, and dry cleaning plants have similar potential. The longer a property is under industrial or similar use, the greater the potential for site contamination. Also, a series of different industrial or similar uses upon a site could potentially increase the number of chemicals that are present.

k) If current or previous use of the property is Industrial or Commercial, or if YES to any of a) to j) above, attach a previous use inventory showing all former uses of the subject land, or if applicable, the land(s) adjacent to the subject lands.

SCHEDULE E CONTINUES ON NEXT PAGE

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SCHEDULE E - CONTINUED

Acknowledgement Clause

I hereby acknowledge that it is my responsibility to ensure that I am in compliance with all applicable laws, regulations, guidelines and the City's Official Plan policies pertaining to potentially contaminated sites, and to use all reasonable effort to identify the potential for contamination on the subject property.

I acknowledge that as a condition of approval of this application that the City may require me to file a Record of Site Condition signed by a qualified person in the provincial Environmental Site Registry, and provide verification to the City of Windsor of acknowledgement of this Record of Site Condition by the Ministry of Environment.

I acknowledge that the City may require the qualified person signing the Record of Site Condition to submit to the City a Declaration acknowledging that the City of Windsor may rely on the statements in the Record of Site Condition.

I acknowledge that the City of Windsor is not responsible for the identification and/or remediation of contaminated sites, and I agree, whether in, through, or as a result of any action or proceeding for environmental clean-up of any damage or otherwise, I will not sue or make claim whatsoever against the City of Windsor, its officers, officials, employees or agents for or in respect of any loss, damage, injury or costs.

| Omar Srour | 200 |
|---------------------------|--|
| Name of Applicant (print) | Signature of Applicant |
| | 03/07/2024 |
| | Date |
| David French | Digitally signed by David French DN: cn=David French, o=Storey Samways Planning Ltd., ou=Planning, email=davidf@storeysamways.ca, c=CA Date: 2023.02.16 10:15:26 -05'00' |
| Name of Agent (print) | Signature of Agent |
| | February 16, 2023 |
| | Date |

END OF SCHEDULE E

DO NOT COMPLETE BELOW - STAFF USE ONLY

| Receipt and Assignme | nt of Application | Date Received Stamp |
|--|--|-----------------------------|
| This application has been assigne | d to: | |
| Adam Szymczak (AS) | ☐ Greg Atkinson (GA) | |
| ☐ Pablo Golob (GL) | ☐ Jim Abbs (JA) | |
| ☐ Justina Nwaesei (JN) | ☐ Kevin Alexandar (KA) | |
| ☐ Laura Diotte (LD) | ☐ Melissa Gasic (MG) | |
| ☐ Simona Simion (SS) | | |
| Complete Application | | |
| This application is deemed comple | ete on | |
| Signature of Delegate Neil Robertson, MCIP, RPP Manager of Urban Design Internal Information | d Authority ☐ Michael Cooke, MCIP, R Manager of Planning Po | |
| | | |
| Fee Paid: \$ | Receipt No: | Date: |
| Payment Type: Cash | Certified Cheque | Credit Card Personal Cheque |
| NEW Zoning File No. ZNG/_ | Z | |
| Previous Zoning File No. ZNG/_ | Z | |
| Related OPA File No. OPA/_ | OPA | |
| Other File Numbers: | | |
| Notes: | | |
| | | |

THIS IS THE LAST PAGE OF THE APPLICATION FORM

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City of Windsor - Zoning By-law Amendment Application

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Office of the City Solicitor Planning & Building Department Planning Division

OFFICIAL PLAN AMENDMENT APPLICATION

INSTRUCTIONS

Verify that you are using the most current application form.

- Section 1: Pre-Submission consultation with a staff Planner is mandatory per By-law 199-2007. If you do not have a valid Pre-Submission Letter, you must meet with a staff Planner who must sign and date this section.
- Section 2: During Pre-Submission consultation a staff Planner will indicate what supporting information must be submitted with the application.
- Section 3: Provide the full name, address, phone number, fax number and email address of the applicant, agent, and registered owner. If any of these are a corporation, provide the full corporate name. Include the full name of the contact person. If there is more than one person, corporation, or registered owner, use additional sheets.
- Section 4: Indicate if you are submitting other companion applications with this application.
- Section 5: Provide information about the subject land. This information is used to determine supporting information requirements and to assist in the review of the application.
- Section 6: Describe the amendment and answer all questions. If some of this information is in a Planning Rationale Report, check the box beside "See Planning Rationale Report". If the question is not applicable, check the box beside "Not Applicable".
- Section 7: Provide details about any other Planning Act applications by the applicant for the subject land or any land within 120 metres of it.
- Section 8: Provide information about water service and sanitary sewage disposal.
- Section 9: Check the appropriate box based on the pre-submission consultation with the Planner.
- Section 10: Explain your proposed strategy for consulting with the public with respect to the application.
- Section 11: Complete and sign in the presence of a Commissioner of Taking Affidavits.

Schedules: Read and complete Schedule A in full and sign.

Other: Complete Credit Card Authorization if paying by credit card

Submit application form, supporting information, and application fee / credit card authorization to the Senior Steno Clerk at Planning Division, Suite 210, 350 City Hall Square West, Windsor ON N9A 6S1 or planningdept@citywindsor.ca.

Any timelines noted in this application form are subject to change.

The application is reviewed to ensure all prescribed information and the required fee have been submitted. Within 30 days of the receipt of the application, the applicant will be notified in writing that the application is deemed complete. If deemed incomplete, the application and fee will be returned. If deemed complete, the application fee is not refundable.

The applicant, agent and all other interested parties will be notified by the City Clerk of the date, time, and location of the Development & Heritage Standing Committee (DHSC) meeting and the Council meeting.

An application will be terminated without notice after 60 days of inactivity.

DATE RECEIVED STAMP

CONTACT INFORMATION

Planning & Building Department - Planning Division

Suite 210

Fax: 519-255-6544

350 City Hall Square West

Email: planningdept@citywindsor.ca

Windsor ON N9A 6S1

Web Site: www.citywindsor.ca

Telephone: 519-255-6543

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City of Windsor - Official Plan Amendment Application

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| 1. | PRE-SUBMISSI | ON | CONSULTATI | ON | | | |
|------|--|-------|--|------------|------------------------------------|--------|----------------------------------|
| rec | -law 199-2007 requires pre quired, to verify fee payable e-Submission Letter or a st | e, an | d to review the proces Planner signs below. | ss. This a | oplication is incomplete | | |
| Va | lid Pre-Submission Letter? | NC | YES Fil | le Numbe | :: PS-014/22 | | |
| Sta | aff Use Only | | | | | | |
| | | | | | | | |
| | Signature of Staff P | lann | er [| Date of C | onsultation | | |
| | Jim Abbs | | Greg Atkinson | ☐ La | aura Diotte | | Melissa Gasic |
| | Justina Nwaesei | | Simona Simion | ☐ La | aura Strahl | | Adam Szymczak |
| П | | | | | | | |
| | | | | | | | |
| 2. | REQUIRED SUF | PC | ORTING INFOR | MATIC | N (To be completed | hvas | taff Planner) |
| sul | less you have a valid Pre-omitted with the application ditional supporting informates. | dur | ing pre-submission co | nsultation | . The City of Windsor r | eserve | s the right to require |
| | ailable for public review. | | during the processing | or the app | modition. 7 in dapporting | mionin | ation submitted to made |
| dra | r each document, provide of the control of the cont | lette | r size (8.5 x 11 inches |) in JPG a | and PDF format. All oth | | |
| lf y | ou are submitting a compa | nion | application submit on | nly one se | t of documents. | | |
| | Deed or Offer to Purchase | | Corporation Profile Report | | Site Plan Conceptual | | Sketch of Subject Land |
| | Archaeological Assessment – Stage 1 | | Built Heritage Impact Study | | Environmental Evaluation Report | | Environmental Site Assessment |
| | Floor Plan and Elevations | | Geotechnical Study | | Guideline Plan | | Lighting Study |
| | Market Impact Assessment | | Micro-Climate Study | | Noise Study | | Planning Rationale Report |
| | Record of Site Condition (see Schedule E) | | Sanitary Sewer Study | у 🗆 | Species at Risk Screening | | Storm Sewer Study |
| | Storm Water Retention Scheme | | Topographic Plan of Survey | | Transportation Impact Statement | | Transportation Impact Study |
| | Tree Preservation | | Tree Survey Study | | Urban Design Study | | Vibration Study |
| | Wetland Evaluation Study | Oth | ner Required Informati | ion: | | | |
| | | | | | | | |

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City of Windsor - Official Plan Amendment Application

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3. APPLICANT, REGISTERED OWNER AND AGENT INFORMATION

Provide in full the name of the applicant, registered owner and agent, the name of the contact person, and address, postal code, phone number, fax number and email address.

If the applicant or registered owner is a numbered company, provide the name of the principals of the company. If there is more than one applicant or registered owner, copy this page, complete in full and submit with this application.

All communication is with the Agent authorized by the Owner to file the application. If there is no Agent, all communication is with the Applicant.

| Name: 2743331 Ontario Inc. | Applicant | | | |
|--|--------------|--|---|-------------------------|
| Address: 425 Newbold Street London Postal Code: N6E 1K2 | Name: | 2743331 Ontario Inc. | Contact: C | mar Srour, President |
| Phone: 519-204-2044 | Address: | 425 Newbold Street | | Name of Contact Person |
| Phone: 519-204-2044 | Address: | London | | Postal Code: N6E 1K2 |
| Registered Owner Same as Applicant Name: Contact: Name of Contact Person Address: Postal Code: Fax: Fax: Email: Agent Authorized by the Owner to File the Application (Also complete Section A1 of Schedule A) Name: STOREY SAMWAYS PLANNING LTD. Contact: DAVID FRENCH Address: Address: CHATHAM Postal Code: N7L 1Z9 Phone: Email: DAVIDF@STOREYSAMWAYS.CA Accompanie Address: DAVIDF@STOREYSAMWAYS.CA Accompanie Address: DAVIDF@STOREYSAMWAYS.CA | | 510 204 2044 | | |
| Name: Address: Address: Phone: Email: Agent Authorized by the Owner to File the Application (Also complete Section A1 of Schedule A) Name: Agent Authorized by the Owner to File the Application (Also complete Section A1 of Schedule A) Name: Address: Address: Address: CHATHAM Postal Code: DAVID FRENCH Name of Contact Person Fax: CHATHAM Postal Code: N7L 1Z9 Address: DAVIDF@STOREYSAMWAYS.CA COMPANION APPLICATIONS Are you submitting a companion Rezoning application? NO YES Are you submitting a companion Plan of Subdivision/Condominium application? NO YES Tree you submitting a companion Plan of Subdivision/Condominium application? NO YES Tree you submitting a companion Plan of Subdivision/Condominium application? NO YES Tree you submitting a companion Plan of Subdivision/Condominium application? NO YES Tree you submitting a companion Plan of Subdivision/Condominium application? NO YES | | | | |
| Address: | Registered | d Owner Same as Applicant | | |
| Address: | Name: | | Contact: | Name of Contact Person |
| Phone: | Address: | | | wante of contact reison |
| Agent Authorized by the Owner to File the Application (Also complete Section A1 of Schedule A) Name: STOREY SAMWAYS PLANNING LTD. Contact: DAVID FRENCH Address: 55 FOREST STREET, SUITE N Address: CHATHAM Postal Code: N7L 1Z9 Phone: Email: DAVIDF@STOREYSAMWAYS.CA A. COMPANION APPLICATIONS Are you submitting a companion Rezoning application? NO YES Are you submitting a companion Plan of Subdivision/Condominium application? NO YES | Address: | | | Postal Code: |
| Agent Authorized by the Owner to File the Application (Also complete Section A1 of Schedule A) Name: STOREY SAMWAYS PLANNING LTD. Contact: DAVID FRENCH Address: 55 FOREST STREET, SUITE N Address: CHATHAM Postal Code: N7L 1Z9 Phone: Email: DAVIDF@STOREYSAMWAYS.CA A. COMPANION APPLICATIONS Are you submitting a companion Rezoning application? NO YES Are you submitting a companion Plan of Subdivision/Condominium application? NO YES | Phone: | | Fax: | A 40 10 01 4 4 |
| Agent Authorized by the Owner to File the Application (Also complete Section A1 of Schedule A) Name: STOREY SAMWAYS PLANNING LTD. Address: Address: CHATHAM Postal Code: DAVID FRENCH Name of Contact Person ATEL 129 Phone: Email: DAVIDF@STOREYSAMWAYS.CA COMPANION APPLICATIONS Are you submitting a companion Rezoning application? NO YES Are you submitting a companion Plan of Subdivision/Condominium application? NO YES | Email: | | | |
| Address: 55 FOREST STREET, SUITE N CHATHAM Postal Code: N7L 1Z9 Fax: DAVIDF@STOREYSAMWAYS.CA Are you submitting a companion Rezoning application? NO YES Are you submitting a companion Plan of Subdivision/Condominium application? NO YES YES | | | - Charles and the second control of the control of | |
| Address: CHATHAM Postal Code: N7L 1Z9 Thoma: DAVIDF@STOREYSAMWAYS.CA Are you submitting a companion Rezoning application? Are you submitting a companion Plan of Subdivision/Condominium application? NO YES Are you submitting a companion Plan of Subdivision/Condominium application? NO YES | Name: | 510KLT SAMWATS FLAMMING LTD. | Contact: | Name of Contact Person |
| Phone: 519-354-4351 Fax: Email: DAVIDF@STOREYSAMWAYS.CA I. COMPANION APPLICATIONS Are you submitting a companion Rezoning application? NO YES VICTORIES IN THE YES VICTORIES VICTORIES IN THE YES VICTORIES VICT | Address: | | | 112. 722 |
| Phone: 519-354-4351 Fax: Email: DAVIDF@STOREYSAMWAYS.CA I. COMPANION APPLICATIONS Are you submitting a companion Rezoning application? NO YES VICTORIES IN THE YES VICTORIES VICTORIES IN THE YES VICTORIES VICT | Address: | CHATHAM | | Postal Code: N7L 1Z9 |
| Are you submitting a companion Rezoning application? Are you submitting a companion Plan of Subdivision/Condominium application? NO YES YES | Phone: | 519-354-4351 | | |
| Are you submitting a companion Rezoning application? NO YES YES YES YES | Email: | DAVIDF@STOREYSAMWAYS. | CA | |
| Are you submitting a companion Plan of Subdivision/Condominium application? NO YES | 4. COM | IPANION APPLICATIONS | | |
| | Are you subn | nitting a companion Rezoning application? | | NO ☐ YES ✓ |
| Are you submitting a companion Site Plan Control Application? | Are you subn | nitting a companion Plan of Subdivision/Condomir | nium application? | P NO ☐ YES ☐ |
| | Are you subn | nitting a companion Site Plan Control Application? | ? | NO YES |

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City of Windsor - Official Plan Amendment Application

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| Municipal Address | 0, 666, 676, 6 | 684 & 696 Chathar | n Street Wes | t |
|--|--|--|--|--|
| Legal Description | Part of Lot 2, | Block B, Plan 76 | | |
| Assessment Roll Number | | 0 05200, 05300, 0 | 5400, 05500, | 05600 |
| Frontage (m) | 30.9 | Depth (m) 39.2 | 21 | Area (sq m) 1,194.35 |
| | | Mixed Use - Medi | um Profile | |
| What land us | ses are permitted by | the Official Plan Designatio | n? Commercial, resid | lential, office - Medium profile residential |
| | | | | |
| Name of Offi | | OFFICIAL PLAN As be amended: The City of Mixed Use | | |
| Name of Offi Amendment | cial Plan proposed to | be amended: <i>The City of</i> Mixed Use | Windsor Official Pla | n |
| Name of Offi Amendment Purpose of th | cial Plan proposed to to Official Plan from ne proposed OPA: | be amended: <i>The City of</i> Mixed Use SSPA to permit stand | Windsor Official Pla to I-alone residentia | Mixed Use - Very High Profile |
| Name of Offi Amendment Purpose of th What land us Does the pro | cial Plan proposed to Official Plan from to Official Plan from the proposed OPA: ses will the proposed oposed OPA change, the policy to be char | be amended: The City of Mixed Use SSPA to permit stand official plan amendment (Control of the control of the | Windsor Official Planto to I-alone residential DPA) authorize? The Official Plan? | Mixed Use - Very High Profile al building 16 storeys in height |

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City of Windsor - Official Plan Amendment Application

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| Does the proposed OPA | change or replace a designation in the Official Plan? | No ■ Yes □ |
|--|---|---|
| | | |
| If yes, the design | nation to be changed or replaced: | |
| If a policy is being chang | ed, replaced or deleted or if a policy is being added, t | the text of the proposed OPA: |
| ☐ Not Applicable | See Planning Rationale Report | See Attached |
| If the proposed OPA cha | nges or replaces a schedule in the Official Plan, the re | requested schedule and the text that |
| | | ☐ See Attached |
| | See Planning Rationale Report rs all or any part of the boundary of an area of a settle | ement or establishes a new area of |
| If the proposed OPA alte settlement, the current of | | ement or establishes a new area of |
| If the proposed OPA alte settlement, the current of Not Applicable If the proposed OPA rem | rs all or any part of the boundary of an area of a settle fficial policies, if any, dealing with the alteration or esta | ement or establishes a new area of ablishment of an area of settlement: |
| If the proposed OPA alte settlement, the current of Not Applicable If the proposed OPA rem | rs all or any part of the boundary of an area of a settle fficial policies, if any, dealing with the alteration or estance See Planning Rationale Report | ement or establishes a new area of ablishment of an area of settlement: |
| If the proposed OPA alte settlement, the current of Not Applicable If the proposed OPA rem dealing with the removal Not Applicable | rs all or any part of the boundary of an area of a settle fficial policies, if any, dealing with the alteration or estandard See Planning Rationale Report oves the subject land from an area of employment, the of land from an area of employment: | ement or establishes a new area of ablishment of an area of settlement: See Attached current Official Plan policies, if any See Attached |

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City of Windsor - Official Plan Amendment Application

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OTHER APPLICATION INFORMATION Is the subject land or land within 120 metres the subject of an application by the applicant under the Planning Act for: A Minor Variance or Consent? No Yes \square Status: File number: Approval authority: Affected lands: Purpose of Minor Variance or Consent: Effect on the proposed OPA: An amendment to an Official Plan, a Zoning By-law or a Minister's Zoning Order? No Yes 🔳 unknown filed concurrently File number: Status: City of Windsor Approval authority: Subject lands Affected lands: Purpose of OP or ZBL amendment or Zoning Order: To permit the residential use and establish site-specific zone performance standards; to permit ancillary off-site parking None Effect on the proposed OPA: Approval of a plan of subdivision or a site plan? No Yes 🔳 filed concurrently unknown File number: Status: City of Windsor Approval authority: Subject lands Affected lands:

2021 Jun 17

Purpose of plan of subdivision or site plan:

Effect on the proposed OPA:

and ancillary off-site parking area.

None

to permit proposed 16-storey residential building

| WATER – Indicate whether water will be provided | to the subject land | d by: | |
|---|--|--|-------------------------|
| | | | |
| Publicly owned & operated piped water syste | em L | A lake or other water bo | 100 |
| Privately owned & operated individual well | L | Other means: | |
| Privately owned & operated communal well | | | |
| SANITARY - Indicate whether sanitary sewage dis | posal will be provi | ded to the subject land by: | |
| Publicly owned & operated sanitary sewage s | system |] A privy | |
| ☐ Privately owned & operated individual septic | system | Other means: | |
| ☐ Privately owned & operated communal seption | system | | |
| If the application would permit development on property and more than 4500 litres of effluent would be property as Servicing Options Report and a Hydrogon TYPE OF AMENDMENT, APP | oduced per day as eological Report. | a result of the developme | ent being completed |
| TYPE OF OFFICIAL PLAN AMENDMENT (OPA) | | | |
| The type of amendment is determined by the City | / Planner or their o | lesignate. | |
| Minor OPA: A minor revision to the text of the O | fficial Plan or a Sit | e Specific Policy direction. | |
| Major OPA: A change from one land use design the City of Windsor Official Plan, or | | 이 없는 지난 일은 없는 것이 없는 이 유리를 하지 않는 것이 없는 것이 없는 것이 없다. | nge to any Schedule in |
| APPLICATION FEE | | | |
| Verify fees before submitting the application. Fee is deemed complete. Method of payment: Cash, l Certified Cheque or Personal Cheque payable to | Mastercard or Visa | a (complete Credit Card A | |
| | Code | ☐ Minor OPA | Major OPA |
| Base Fee | 63003 | \$2,258.40 | \$8,112.35 |
| GIS Fee | 63024 | + \$50.00 | + \$50.00 |
| Essex Region Conservation Authority Fee | 53023 | + \$200.00 | + \$300.00 |
| Total Application Fee | | = \$2,508.40 | = \$8,462.35 |
| OTHER FEES | | | |
| Re-Notification/Deferral Fee | 53016 | \$2,258.40 | |
| Required when an applicant requests a defer | ral after notice of | a public meeting has been | given. |
| Ontario Land Tribunal (OLT) Appeal Fee | | \$1,100.00 | |
| An appeal is made through the Office of the Cochange. Visit https://olt.gov.on.ca for addition | | 5-6211). Fees, forms, and | processes are subject t |

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City of Windsor - Official Plan Amendment Application

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| 10. PROPOSED PUBLIC CONS | SULTATION STRATEGY |
|---|--|
| Select or describe your proposed strategy for | consulting with the public with respect to the application: |
| Required Public Consultation (Public Notice | ce & Public Meeting as required per the Planning Act) |
| ☐ Open House ☐ Website ☐ | Other |
| | |
| 11. SWORN DECLARATION O | F APPLICANT for Taking Affidavits. If the declaration is to be administered remotely, |
| you must be able to see, hear and communication identity. | te with the Commissioner and show documentation that confirms your |
| _{I,} Omar Srour | , solemnly declare that the information required under |
| | 03/07/2024 |
| | 2/16/2023 |
| Signature of Applicant Sign in the presence of a Commissioner For Taking Affidavits | Location of Applicant at time of declaration |
| This declaration was administered remote | y in accordance with Ontario Regulation 431/20 |
| Declared before me | at the CITY OF LONDON |
| Signalure of Comm | issioner Location of Commissioner |
| this 16th day of FEBRU | 1AY ,20 <u>23</u> |
| | nonth year |
| PLACE AN IMPRINT OF YOUR | |
| JACK M. Se | USA- COMMISSIONER, LAWYER |

READ & COMPLETE SCHEDULE A IN FULL & SIGN

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City of Windsor - Official Plan Amendment Application

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SCHEDULE A – Authorizations & Acknowledgement

A1. Authorization of Registered Owner for Agent to Make the Application

If the applicant is not the registered owner of the land that is the subject of this application, the written authorization of the registered owner that the agent is authorized to make the application must be included with this application form or the authorization below must be completed.

| Omar Srour | am the registered owner of the land that is |
|---|---|
| name of registered owner | |
| subject of this application for an amendment to the City of Windson | or Official Plan and I authorize |
| DAVID FRENCH (STOREY SAMWAYS PLANNING LTD.) | to make this application on my behalf. |
| name of agent | |
| 3386 | 03/07/2024 |
| Zato | 2/16/2023 |
| Signature of Registered Owner | Date |
| If Corporation - I have authority to bind the corporation A2. Authorization to Enter Upon the Subject Lan | ds and Premises |
| _{I,} Omar Srour | hereby authorize the Development and Heritage |
| Standing Committee, City Council, and staff of The Corporation of and premises described in Section 5 of the application form for the and subsequently to conduct any inspections on the subject lands is their authority for doing so. | f the City of Windsor to enter upon the subject lands e purpose of evaluating the merits of this application |
| 3385 | 03/07/2024 |
| Jems | 2/16/2023 |
| Signature of Registered Owner | Date |

SCHEDULE A CONTINUES ON NEXT PAGE

If Corporation – I have authority to bind the corporation

SCHEDULE A - Authorizations & Acknowledgements - Continued

A3. Acknowledgements

Receipt, Fees, Additional Information, Termination, and Freedom of Information

I acknowledge that receipt of this application by the City of Windsor does not guarantee it to be a complete application, that further review of the application will occur, and I may be contacted to provide additional information and/or resolve any discrepancies or issues with the application as submitted.

I further acknowledge that once the application is deemed complete, fees are not refundable, additional information may be requested, and that after 60 days of inactivity the City of Windsor may terminate the application without notice.

I further acknowledge that pursuant to the provisions of the Planning Act and the Municipal Freedom of Information and Protection of Privacy Act, this application and all material and information provided with this application are made available to the public.

Species at Risk

Ontario's *Endangered Species Act* protects endangered and threatened species — animals and plants in decline and at risk of disappearing from the province by restricting activities that may affect these plants, animals or their habitats.

I acknowledge that it is my sole responsibility as the Applicant to comply with the provisions of the *Endangered Species Act, 2007, S. O. c.6.* This could require me to register an activity, get a permit or other authorization from the Ministry of the Environment, Conservation and Parks (MECP) prior to conducting an activity that could impact an endangered or threatened plant or animal or its habitat. I further acknowledge that any *Planning Act, R.S.O. 1990, c.P.13* approval given by the City of Windsor does not constitute an approval under the *Endangered Species Act*, nor does it absolve me from seeking the necessary authorization, approvals or permits from the MECP prior to conducting any activity that may affect endangered or threatened plant or animal or its habitat.

Additional information can be found at:

https://www.ontario.ca/page/development-and-infrastructure-projects-and-endangered-or-threatened-species or by contacting MECP at SAROntario@ontario.ca

Acknowledgement

I acknowledge that I have read and understand the above statements:

03/07/2024

Date

16/2023

Signature of Applicant or Agent

END OF SCHEDULE A

DO NOT COMPLETE BELOW - STAFF USE ONLY

| Receipt and Assignme | ent of Application | | Date Received Stamp |
|--|---|---------------|--|
| This application has been assign | ed to: | | |
| ☐ Adam Szymczak (AS) | ☐ Greg Atkinson (GA) | | |
| ☐ George Robinson (GR) | ☐ Jim Abbs (JA) | | |
| ☐ Justina Nwaesei (JN) | ☐ Kevin Alexandar (K | A) | |
| ☐ Laura Diotte (LD) | ☐ Melissa Gasic (MG) | | |
| ☐ Simona Simion (SS) | | | |
| Complete Application | | | |
| This application is deemed comp | lete on | Date | |
| Signature of Delegate Neil Robertson, MCIP, RPP Manager of Urban Design Internal Information | ed Authority Michael Cooke, M Manager of Plann | | om Hunt, MCIP, RPP v Planner & Executive Director |
| Fee Paid: \$ | Receipt No: | Date: | |
| Payment Type: | ☐ Certified Cheque | ☐ Credit Card | Personal Cheque |
| NEW File No. OPA/ | | | |
| Previous OPA File No. OPA/_ | | | |
| Related Zoning File No. ZNG/_ | | | |
| Other File Numbers: | | | |
| Notes: | | | |
| | | | |

THIS IS THE LAST PAGE OF THE APPLICATION FORM

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City of Windsor - Official Plan Amendment Application

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PLANNING DEPARTMENT – DEVELOPMENT DIVISION

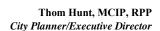
Memo

| To: | City Clerk | |
|---|---|--|
| From: | City Planner/Executive Director | |
| Date: | April 5, 2024 | |
| Subject: | TRANSMITTAL OF NEW FILE | Our File Number: Z-007/24 [ZNG/7181] |
| RE: | Application For: (X) Zoning Amendment () Part Lot Control | () Official Plan Amendment () Draft Plan of Subdivision/Condominium |
| Applicant: Agent: Location: Descriptio | Cindy Prince 3589 VICTORIA BOULEVARD | 4 to permit a maximum building height of 9.75 of 647 square meters. |
| | NG AMENDMENT application submitted by Ku BOULEVARD HAS been deemed as complete | · - |
| Enclosures | 5: | |
| () 1 | I copy of Application Form I copy of Drawings I copy of Site Plan | |

Thom Hunt, MCIP, RPP

City Planner, Executive Director

/nm





March 28, 2024

Cindy Prince 3240 McCormick Rd Harrow, ON NOR 1G0

Dear Agent,

Re: ZONING BYLAW AMENDMENT APPLICATION

APPLICANT: KUSHAL & KRUPA DIGHE LOCATION: 3589 VICTORIA BOULEVARD

FILE NO.: Z007/24 [ZNG/7181]

This is to acknowledge receipt of the applications for a rezoning amendment which has been assigned the above-referenced file number. In accordance with the delegation authority as prescribed by By-Law 139-2013, the information and material required has been provided, therefore the application was deemed COMPLETE on March 25, 2024, and processing has begun.

You will be advised prior to the Development & Heritage Standing Committee and Council meetings of the position of the Planning Department on the application and the dates of the public meetings.

Please email me at lstrahl@citywindsor.ca, if you have any questions.

Sincerely,

Laura Strahl, MCIP, RPP

Planner II – Development Review

LS/nm



Office of the Commissioner of Economic Development & Innovation Planning & Development Services

ZONING BY-LAW AMENDMENT APPLICATION

INSTRUCTIONS

Verify that you are using the most current application form.

- Section 1: Before this application can be submitted, you must complete both Stage 1 and Stage 2 Planning Consultation Applications.
- Section 2: During the Stage 2 process, any required studies must be completed and submitted for review and comment.

 The final studies for Stage 2 must be included with this application and the proposal must remain unchanged.
- Section 3: Provide the full name, address, phone number, fax number and email address of the applicant, agent, and registered owner. If any of these are a corporation, provide the full corporate name. Include the full name of the contact person. If there is more than one person, corporation, or registered owner, use additional sheets.
- Section 4: Indicate if you are submitting other companion applications with this application. Please note that an application to amend the Official Plan or an application for Plan of Subdivision/Condominium are the only applications that will be accepted for processing concurrently with a Zoning Amendment.
- Section 5: Provide information about the subject land. This information is used to determine supporting information requirements and to assist in the review of the application.
- Section 6: Indicate the amendment, proposed uses and describe the nature and extent of the amendment being requested. Indicate why the amendment is being requested and how it is consistent with the Provincial Policy Statement and conforms to the City of Windsor Official Plan.
- Section 7: If there are any existing buildings or structures on the subject land, provide the required information or submit a sketch, drawing or plan that shows this information.
- Section 8: If you propose to build any buildings or structures on the subject land, provide the required information or submit a sketch, drawing or plan that shows the information.
- Section 9: Indicate how the property is accessed. Check all boxes that apply.
- Section 10: Provide information about water service, sanitary sewage disposal, and storm drainage.
- Section 11: Provide a sketch of the subject land showing, in metric units, the items listed or indicate if this information is provided on an existing plan or a conceptual site plan.
- Section 12: Please refer to the Stage 2 Planning Consultation letter for details regarding the fees needing to be paid.
- Section 13: Explain your proposed strategy for consulting with the public with respect to the application.
- Section 14: Complete and sign in the presence of a Commissioner of Taking Affidavits.

Other: Read, complete in full, and sign Schedules A & E.

Submit application form, supporting information, and application fee to Senior Steno Clerk at Planning & Development Services, Suite 210, 350 City Hall Square West, Windsor ON N9A 6S1 or planningdept@citywindsor.ca

TYPE OF REZONING AMENDMENT

DATE RECEIVED STAMP

The type of amendment is stated in the Stage 2 Consultation letter. **Minor Zoning Amendment**:

- Site zoned commercial, institutional, or manufacturing
 - Addition to the list of permitted uses
- Site already zoned
 - Change to existing regulations or to zoning district boundary to match lot lines
- Site designated in the Official Plan for residential use
 - Rezoning to accommodate a maximum of six dwelling units
 - Site designated in the Official Plan for the proposed use other than residential
 - Site-specific zoning for a site with a lot area of less than 1,000.0 m²

Major Zoning Amendment: Any other amendment not listed as minor.

ZONING BY-LAW AMENDMENT PROCESS

The application will be terminated without notice after 60 days of inactivity. The following is for your information only. Review the Planning Act and relevant regulations for statutory requirements. The processing of the application is subject to change. Direct all questions to the assigned Planner. The process is generally as follows:

- 1. The application is reviewed to ensure all prescribed and required information and the fee have been submitted. Within 30 days of the receipt of the application, you will be notified in writing that the application is deemed incomplete or complete.
- 2. If deemed incomplete, the application and fee will be returned. If deemed complete, fees are not refundable, the application is circulated to departments and external agencies for review and comment, and all submitted documents are made available to the public.
- 3. Following circulation, a draft staff report containing a recommendation and any conditions is prepared. The City Planner and other staff review the draft staff report.
- 4. When the staff report is approved by appropriate municipal staff, it will be scheduled for a future meeting of the Development and Heritage Standing Committee (DHSC).
- 5. The DHSC meeting is the public meeting required by the Planning Act. Public notice of the DHSC meeting is advertised in the Windsor Star, a local newspaper, at least 20 days in advance of the DHSC meeting. A courtesy notice may be mailed to property owners and/or tenants within 120 metres or more of the subject land.
- 6. 10 days prior to the DHSC meeting, the staff report is circulated to the applicant and DHSC members and made available to the public. All supporting documentation submitted by the applicant is available for review.
- 7. At the DHSC meeting, a staff planner may make a presentation. The applicant and other parties have an opportunity to provide verbal and/or written submissions. The DHSC may ask questions of staff, the applicant, agent, and other parties. The DHSC may decide to defer or recommend approval or denial of the application.
- 8. If deferred, the application along with any additional information or a new staff report will be considered at a future DHSC meeting. If recommended for approval or denial, the staff report, the minutes of the DHSC meeting, and the amending by-law are forwarded to City of Windsor Council for consideration at a future date. The applicant, agent and all interested parties will be notified by Council Services of the date, time, and location of the Council meeting. Call 311 or contact Council Services at 519-255-6211 or clerks@citywindsor.ca.
- 9. The application may be placed on the Consent Agenda of the Council Meeting, a part of the meeting where Council approves several matters with a single motion. If the application is not on the Consent Agenda, the staff planner may introduce the application, review the staff recommendation and any additional information provided to Council, and advise Council of any differences between the staff and DHSC recommendations. The applicant and other interested parties have an opportunity to make verbal and/or written submissions. Council may decide to approve, deny, or defer the application. If Council approves the application, the amending by-law may be approved at the same Council meeting, otherwise it will be approved at a future Council meeting.
- 10. When the amending by-law is passed, Council Services will mail a notice of the passing of the amending by-law to property owners and various public agencies within 15 days. There is a 20-day appeal period commencing the day after this notice is given. The notice will include the last day to file an appeal. An appeal is made to the Ontario Land Tribunal (OLT) through Council Services. If no appeal is filed, the amending by-law is final and binding as of the date of Council's passing of the by-law. Contact Council Services at 519-255-6211 or clerks@citywindsor.ca.
- 11. If the rezoning is subject to a holding symbol, it is the responsibility of the property owner to satisfy the conditions to remove the holding symbol, to apply, and to pay the fee to remove the holding symbol.

CONTACT INFORMATION

Planning & Development Services Suite 210 350 City Hall Square West Windsor ON N9A 6S1 Telephone: 519-255-6543 Fax: 519-255-6544

Email: planningdept@citywindsor.ca
Web Site: www.citywindsor.ca

PLANNING CONSULTATION - Completion of Stage 2

| Pla | nning Consultation (Stage | 2 A | oplication) must be co | ompleted | before this applicat | tion can be | submitted. |
|-----|--|-------|--------------------------------|-----------|-------------------------------------|-------------|--|
| | s the Planning Consultatio aff Use Only | n Sta | age 2 Application bee | en comple | ted? NO 🗌 Y | ŒS∏ File | Number: PC |
| | | | | | | | |
| | Signature of Staff P | lanne | er | Date of C | onsultation | | |
| | Jim Abbs | | Kevin Alexander | ПΤ | racy Tang | | Frank Garardo |
| | Brian Nagata | | Justina Nwaesei | | imona Simion | | Laura Strahl |
| | Adam Szymczak | | | | | | |
| | | | | | | | |
| 2. | REQUIRED SUF | PC | RTING INFOR | ΜΔΤΙ |)N as Identif | ied in t | he Planning |
| | onsultation Stage | | | | ort do idonim | iou iii t | |
| dra | r each document, provide on wings or plans shall be in Word and PDF format. All | lette | size (8.5 x 11 inches | s) in JPG | and PDF format. A | | · · |
| | e City of Windsor reserves plication. All supporting info | | • | | - | | processing of the |
| | ou are submitting a compa | | | | | | |
| Ste | aff Use Only | | | | | | |
| Ø | Deed or Offer to Purchase | | Corporation Profile Report | | Site Plan Concep (see Section 8) | tual 🗵 | Sketch of Subject Land (see Section 11) |
| | Archaeological Assessment – Stage 1 | | Built Heritage Impact Study | | Environmental Evaluation Repo | rt 🗆 | Environmental Site Assessment |
| | Floor Plan and Elevations | | Geotechnical Study | | Guideline Plan | | Lighting Study |
| | Market Impact Assessment | | Micro-Climate Study | | Noise Study | | Planning Rationale Report |
| | Record of Site Condition (see Schedule E) | | Sanitary Sewer Stud | dy 🗆 | Species at Risk Screening | | Storm Sewer Study |
| | Storm Water Retention Scheme | | Topographic Plan of Survey | | Transportation Impact Statemen | nt [| Transportation Impact Study |
| | Tree Preservation | | Tree Survey Study | | Urban Design Stu | dy 🗆 | Vibration Study |
| | Wetland Evaluation Other Required Information:Study | | | | | | |

3. APPLICANT, REGISTERED OWNER, AND AGENT INFORMATION

Provide in full the name of the applicant, registered owner, and agent, the name of the contact person, and address, postal code, phone number, fax number and email address.

If the applicant or registered owner is a numbered company, provide the name of the principals of the company. If there is more than one applicant or registered owner, copy this page, complete in full and submit with this application.

All communication is with the Agent authorized by the Owner to file the application. If there is no Agent, all communication is with the Applicant.

| Applicant | | | | |
|---------------------------------|--|------------|---|-------------------------------|
| Name: | Cindy Prince | Contact: C | indy Prince | |
| Address: | 3240 McCormick Road | | Name of Cor | |
| Address: | Harrow Ontario | | _ Postal Code: | N0R1G0 |
| Phone: | 519 796 6400 | Fax: | | |
| Email: | cindy/prince@amico.build | | | |
| Registered Name: | d Owner ☐ Same as Applicant Kushal and Krupa Dighe | Contact: K | rupa Dighe | ntact Person |
| Address: | 3589 Victoria Boulevard Windsor Ontario | | | NOE3I 4 |
| Address: | na | Fax: na | Postal Code: | 110004 |
| Phone: Email: | na | Fax: | | |
| Agent Auti Name: Address: | horized by the Owner to File the Appl Cindy Prince 3240 McCormick Road | • | mplete Section A1 indy Prince Name of Cor | |
| Address: | Harrow, Ontario | | _ Postal Code: | N0R1G0 |
| Phone: | 519 796 6400 | Fax: | _ TOOMTOODS. | |
| Email: | cindy.prince@amico.build | | | |
| 4. COM | PANION APPLICATIONS | | | |
| • | nitting a companion Official Plan Amendment ap | • | E | |
| • | nitting a companion Plan of Subdivision/Condom hat if a development proposal requires site plan | | | S [] e submitted after the |

July 27, 2023

zoning amendment has been considered by City Council and the appeal period has concluded.

5. SUBJECT LAND INFORMATION

| Municipal | 3589 Victoria Boulevard | | | | | | |
|--|---|--|--|--|--|--|--|
| Address | Windsor Ontario | | | | | | |
| Legal | Plan 1124, S Part Lot 223 N Part Lot 225 | | | | | | |
| Description | | | | | | | |
| Assessment | 373908005009200 | | | | | | |
| Roll Number | | | | | | | |
| If known, the d | ate the subject land was acquired by the current owner: | | | | | | |
| Frontage (m) | 30.48 Depth (m) 45.72 Area (sq m) 1393 square metres | | | | | | |
| Official Plan Designation | Residential | | | | | | |
| Current Zoning | Residential RD1.4 | | | | | | |
| Existing Uses | Vacant residential. Single unit dwelling recently demolished. | | | | | | |
| If known the le | engths of time that the existing uses have continued: since 1964. Demolition within the last two years | | | | | | |
| Previous Uses | single unit residential | | | | | | |
| | | | | | | | |
| List the names subject land: | and addresses of the holders of any mortgages, charges, or other encumbrances in respect of the | | | | | | |
| No mortga | ge | | | | | | |
| | | | | | | | |
| - | easements or restrictive covenants affecting the subject lands? NO YES Cribe the easement or restrictive covenant and its effect: | | | | | | |
| If known has t | he subject land ever been subject of: <i>(leave blank if unknown)</i> | | | | | | |
| An application for a Plan of Subdivision or Consent: NO YES File: | | | | | | | |
| An | application for an amendment to a Zoning By-law: NO YES File: | | | | | | |
| | An application for approval of a Site Plan: NO YES SPC | | | | | | |
| | A Minister's Zoning Order (Ontario Regulation): NO 🔳 YES 🗌 OR#: | | | | | | |

DESCRIPTION OF AMENDMENT 6. **RD1.4** Amendment to Zoning By-law from: RD1.4 with special provisions Residential single unit dwelliling Proposed uses of subject land: Describe the nature and extent of the amendment(s) being requested: In the RD1.4 zone, the maximum allowable building height is 9.0 metres. This proposal is to permit a maximum building height of 9.75 metres. In addition, the maximum gross floor area in the RD1.4 zone is 400 square metres. This proposal is to permit a maximum gross floor area of 647 square metres. Why is this amendment or these amendments being requested? To allow for the construction of a new home that is consistent with the size and quality of the existing neighbourhood. Explain how the amendment to the Zoning By-law is consistent with the Provincial Policy Statement: Redevelopment in a fully serviced area within the urban boundary. See Planning Rationale Report Explain how the application conforms to the City of Windsor Official Plan: The Official Plan designates the subject property for residential use. See Planning Rationale Report If this application is to remove land from an area of employment, details of the official plan or official plan amendment that deals with this matter: See Planning Rationale Report See Official Plan Amendment na

EXISTING BUILDINGS / STRUCTURES ON SUBJECT LAND Are there any buildings or structures on the subject land? NO Continue to Section 8 ☐ YES Indicate the type of building or structure, the date of construction (if known), and, in metric units, the setback from the front lot line, rear lot line and side lot lines, the height of the building or structure and its dimensions or floor area. See attached Existing Plan or Sketch of Subject Land Currently vacant. PROPOSED BUILDINGS / STRUCTURES ON SUBJECT LAND 8. Do you propose to build any buildings or structures on the subject land? Continue to Section 9 YES Indicate the type of building or structure and, in metric units, the setback from the front lot line, rear lot line and side lot lines, the height of the building or structure, and its dimensions or floor area. See attached concept plan New single unit dwelling with setbacks as follows: Front Yard 11.6 metres Rear Yard 11.6 metres Side Yard 1.8 metres and 4.8 metres

| 9. | ACCESS TO S | UBJECT | LAND | | |
|--------|----------------------------|-----------------|--------------------------|----------------|---|
| Ind | licate if access to subjec | t land is by: (| check all that apply) | | |
| | Municipal Road | | Provincial Highway | | Another public road or a right-of-way |
| | | - | • | | ing and docking facilities used or to be use is from the subject land and the nearest |
| | WATER CAN | TADV CE | SWACE AND S | TOPM DE | PAINACE |
| _ | ATER – Indicate wheth | | | | KAINAGE |
| | Publicly owned & opera | | • | , | |
| | Privately owned & oper | | • | | |
| \Box | Privately owned & oper | | | | |
| | Other | | | | |
| SA | NITARY - Indicate wh | ether sewage | e disposal will be provi | ded to the su | bject land by: |
| | Publicly owned & opera | ited sanitary | sewage system | | |
| | Privately owned & oper | ated individu | al septic system - See | Note below | |
| | Privately owned & oper | ated commu | nal septic system - Se | e Note below | |
| | Other | | | | |
| Not | systems, and more | than 4,500 li | tres of effluent would I | e produced p | operated individual or communal septic per day as a result of the development a Hydrogeological Report. |
| ST | ORM DRAINAGE - | ndicate whet | her storm drainage wi | ll be provided | by: |
| | Sewers | Ditches | Swales | ☐ Other | - |

11. SKETCH OF SUBJECT LAND

Provide a sketch showing, in metric units,

- a) the boundaries and dimensions of the subject land;
- b) the location, size, and type of all existing and proposed buildings and structures on the subject land, including their distance from the front lot line, rear lot line, and side lines;
- the approximate location of all natural and artificial features (for example, buildings, railways, roads, watercourses, drainage ditches, banks of rivers or streams, wetlands, wooded areas, wells and septic tanks) that are located on the subject land and on land that is adjacent to it, and in the applicant's opinion, may affect the application;
- d) the current uses of all land that is adjacent to the subject land;
- e) the location, width and name of any roads within or abutting the subject land, indicating whether it is an unopened road allowance, a public travelled road, a private road, or a right of way;
- f) if access to the subject land will be water only, the location of the parking and docking facilities to be used; and
- g) the location and nature of any easement affecting the subject land.

12. APPLICATION FEE & OTHER FEES

The amendment type and corresponding application fees are identified in the Planning Consultation Stage 2 process.

Fees may be subject to change and are not refundable once the application is deemed complete. Method of payment: Cash, Mastercard, Visa or Certified Cheque or Personal Cheque payable to The Corporation of the City of Windsor. If paying by Mastercard or Visa, contact the Senior Steno Clerk for further direction at planningdept@citywindsor.ca or 519-255-6543.

APPLICATION FEE

| Amendment Type | Code | ☐ Minor R | Minor Rezoning | | Major Rezoning | |
|---|-------------------------|-----------|----------------|---|-----------------|--|
| Base Fee | <i>53001</i> \$4,347.00 | | \$5,837.40 | | | |
| GIS Fee | 63024 | + \$5 | 0.00 | + | \$50.00 | |
| Essex Region Conservation Authority Fee | 53023 | + \$20 | 0.00 | + | <u>\$300.00</u> | |
| Total Application Fee | | = \$4,59 | 7.00 | = | \$6,187.40 | |

The following fees are provided for information purposes. They are not due at this time but may be assessed depending on the type(s) of applications associated with the development proposal

OTHER FEES

Re-Notification/Deferral Fee

Code 53016

\$2,258.40

Required when an applicant requests a deferral after notice of a public meeting has been given.

Legal Fee - Servicing Agreement

Code 63002

\$597.64 plus \$50 per unit, lot, or block

Required when the preparation of a servicing agreement is a condition of approval.

Removal of the Holding Symbol Application Code 53001

\$1,536.00

It is the responsibility of the property owner to satisfy the conditions to remove the holding symbol and to apply and fee to remove the holding symbol.

Ontario Land Tribunal (OLT) Appeal Fee

\$1,100.00

An appeal is made through Council Services (519-255-6211 or clerks@citywindsor.ca). Fees, forms, and processes are subject to change. Visit https://olt.gov.on.ca for additional information

| 13. PROPOS | SED PUBLIC C | ONSULTATIO | N STRATEC | GY |
|--|---|-------------------------|--------------------|--|
| Select or describe | your proposed strate | gy for consulting with | the public with re | espect to the application: |
| Required Publi | c Consultation (Publi | c Notice & Public Mee | ting as required | per the Planning Act) |
| Open House | ☐ Website | Other | | |
| | | | | |
| 14. SWORN | DECLARATIO | N OF APPLICA | NT | |
| you must be able to identity. | o see, hear and com | - | | aration is to be administered remotely, show documentation that confirms your |
| _{I,} Cindy Prir | nce | | solemnly declar | re that the information required under |
| in the documents the was in accordance | nat accompany this a with Ontario Regulat | pplication is accurate, | that if this decla | urate and that the information contained ration was administered remotely that it eclaration conscientiously believing it to ath. |
| allo | - | | Town | of Tecumseh |
| Sign in the | Signature of Applicant presence of a Commis For Taking Affidavits | esioner | Locati | on of Applicant at time of declaration |
| This declaration | 1/108 | emotely in accordance | | of Tecumseh |
| | Signature of | Commissioner | | Location of Commissioner |
| this 27th | _{day of} Febr | uary | , 20 <u>24</u> | _ |
| day Pi | LACE AN IMPRINT OF | month YOUR STAMP BELOW | year , | |
| | | | | |

Jeffrey David Bolton, a
Commissioner, etc., Province of Ontarto,
for Amico Development LP and its subsidiaries,
associated companies, and affiliates.
Expires August 30, 2024.

READ & COMPLETE SCHEDULES A & E IN FULL & SIGN

SCHEDULE A – Authorizations & Acknowledgements

A1. Authorization of Registered Owner for Agent to Make the Application

If the applicant is not the registered owner of the land that is the subject of this application, the written authorization of the registered owner that the agent is authorized to make the application must be included with this application form or the authorization below must be completed.

| , Kushal Dighe | , am the registered owner of the land that is | | | |
|---|---|--|--|--|
| Name of Registered Owner | | | | |
| subject of this application for an amendment to the City of V | Vindsor Zoning By-law and I authorize | | | |
| Cindy Prince Name of Agent | to make this application on my behalf. | | | |
| Ratie | February 27th, 2024 | | | |
| Signature of Registered Owner | Date | | | |
| If Corporation - I have authority to bind the corporation | | | | |
| A2. Authorization to Enter Upon the Subject | Lands and Premises | | | |
| Name of Registered Owner | | | | |
| hereby authorize the Development and Heritage Standing C Corporation of the City of Windsor to enter upon the subject application form for the purpose of evaluating the merits of to inspections on the subject lands that may be required as a | t lands and premises described in Section 5 of the this application and subsequently to conduct any | | | |

Signature of Registered Owner

Date

February 27, 2024

If Corporation - I have authority to bind the corporation

SCHEDULE A CONTINUES ON NEXT PAGE

SCHEDULE A – Authorizations & Acknowledgements - Continued

A3. Acknowledgements

Receipt, Fees, Additional Information, Termination, and Freedom of Information

I acknowledge that receipt of this application by the City of Windsor does not guarantee it to be a complete application, that further review of the application will occur, and that I may be contacted to provide additional information and/or resolve any discrepancies or issues with the application as submitted.

I further acknowledge that after the application is deemed complete, fees are not refundable, additional information may be requested, and that after 60 days of inactivity the City of Windsor may terminate the application without notice.

I further acknowledge that pursuant to the provisions of the Planning Act and the Municipal Freedom of Information and Protection of Privacy Act, this application and all material and information provided with this application are made available to the public.

Species at Risk

Ontario's *Endangered Species Act* protects endangered and threatened species — animals and plants in decline and at risk of disappearing from the province by restricting activities that may affect these plants, animals or their habitats.

I acknowledge that it is my sole responsibility as the Applicant to comply with the provisions of the *Endangered Species Act, 2007, S. O. c.6.* This could require me to register an activity, get a permit or other authorization from the Ministry of the Environment, Conservation and Parks (MECP) prior to conducting an activity that could impact an endangered or threatened plant or animal or its habitat. I further acknowledge that any *Planning Act, R.S.O. 1990, c.P.13* approval given by the City of Windsor does not constitute an approval under the *Endangered Species Act*, nor does it absolve me from seeking the necessary authorization, approvals or permits from the MECP prior to conducting any activity that may affect endangered or threatened plant or animal or its habitat.

Additional information can be found at:

https://www.ontario.ca/page/development-and-infrastructure-projects-and-endangered-or-threatened-species or by contacting MECP at SAROntario@ontario.ca

Acknowledgement

I acknowledge that I have read and understand the above statements:

February 27, 2024

Signature of Applicant or Agent

Date

END OF SCHEDULE A COMPLETE SCHEDULE E ON NEXT PAGE

SCHEDULE E – Environmental Site Screening Questionnaire

| Pre | vious Use of Property | | | | |
|-----|---|--|---|---|-----|
| | Residential | ☐ Industrial | ☐ Commercial | ☐ Institutional | |
| | ☐ Agricultural | ☐ Parkland | ☐ Vacant | ☐ Other | |
| a) | If previous use of the prop | perty is Industrial or Com | mercial, specify use: | | |
| b) | Has the grading of the sulland? | bject land been changed | by adding earth or ma | terial? Has filling occurred on the subje | eci |
| | ☐ Yes ■ No | Unknown | | | |
| c) | Has a gasoline station and any time? | d/or automobile service s | tation been located on | the subject land or adjacent lands at | |
| | ☐ Yes 🔳 No | Unknown | | | |
| d) | Has there been petroleum | or other fuel stored on the | ne subject land or adja | icent lands? | |
| | ☐ Yes 🔳 No | Unknown | | | |
| e) | Are there or have there evaluates? | ver been underground sto | orage tanks or buried v | vaste on the subject land or adjacent | |
| | ☐ Yes 🔳 No | Unknown | | | |
| f) | Have the lands or adjacer been applied as pesticide | | | ation where cyanide products may have | е |
| | ☐ Yes 🔳 No | Unknown | | | |
| g) | Have the lands or adjacer | nt lands ever been used a | is a weapons firing rar | nge? | |
| | ☐ Yes 🔳 No | Unknown | | | |
| h) | Is the nearest boundary line operational/non-operation | | | eet) of the boundary line of an or dump? | |
| | ☐ Yes 🔳 No | Unknown | | | |
| i) | If there are existing or pre remaining on site which a | | | are there any building materials asbestos, PCB's)? | |
| | ☐ Yes 🔳 No | Unknown | | | |
| j) | Is there reason to believe adjacent sites?* | the subject lands may ha | ve been contaminated | d by existing or former uses on the site | O |
| | ☐ Yes 🔳 No | Unknown | | | |
| | stations, disposal of wa activities and spills. So dry cleaning plants hav the potential for site co | aste minerals, raw materi me commercial propertie ve similar potential. The lo | al storage, and residue s such as gasoline sta onger a property is und es of different industria | ed to: operation of electrical transforme es left in containers, maintenance ations, automotive repair garages, and der industrial or similar use, the greater al or similar uses upon a site could | |
| k) | | | | YES to any of a) to j) above, attach a pplicable, the land(s) adjacent to the | |

SCHEDULE E CONTINUES ON NEXT PAGE

SCHEDULE E - CONTINUED

Acknowledgement Clause

I hereby acknowledge that it is my responsibility to ensure that I am in compliance with all applicable laws, regulations, guidelines and the City's Official Plan policies pertaining to potentially contaminated sites, and to use all reasonable effort to identify the potential for contamination on the subject property.

I acknowledge that as a condition of approval of this application that the City may require me to file a Record of Site Condition signed by a qualified person in the provincial Environmental Site Registry, and provide verification to the City of Windsor of acknowledgement of this Record of Site Condition by the Ministry of Environment.

I acknowledge that the City may require the qualified person signing the Record of Site Condition to submit to the City a Declaration acknowledging that the City of Windsor may rely on the statements in the Record of Site Condition.

I acknowledge that the City of Windsor is not responsible for the identification and/or remediation of contaminated sites, and I agree, whether in, through, or as a result of any action or proceeding for environmental clean-up of any damage or otherwise, I will not sue or make claim whatsoever against the City of Windsor, its officers, officials, employees or agents for or in respect of any loss, damage, injury or costs.

| Kushal Dighe | Deglie |
|---------------------------|------------------------|
| Name of Applicant (print) | Signature of Applicant |
| | February 27, 2024 |
| | Date |
| Cindy Prince | 7/27 |
| Name of Agent (print) | Signature of Agent |
| | February 27, 2024 |
| | Date |

END OF SCHEDULE E

DO NOT COMPLETE BELOW - STAFF USE ONLY

| Receipt and Assignm | ient of Application | | Date Received Stamp |
|--|--|----------------------------|--|
| This application has been assig | ned to: | | |
| Adam Szymczak (AS) | ☐ Brian Nagata (BN) | | |
| ☐ Frank Garardo (FG) | ☐ Tracy Tang (TT) | | |
| ☐ Jim Abbs (JA) | ☐ Justina Nwaesei (JN | | |
| ☐ Kevin Alexander (KA) | ☐ Laura Strahl (LS) | | |
| ☐ Simona Simion (SS) | | | |
| This application is deemed com | | Date | |
| Signature of Delega | ☐ Greg Atkinson, MC | | om Hunt, MCIP, RPP |
| ☐ Neil Robertson, MCIP, RPF Manager of Urban Design | ☐ Greg Atkinson, MC | | om Hunt, MCIP, RPP y Planner & Executive Director |
| ☐ Neil Robertson, MCIP, RPF | Greg Atkinson, MC Manager of Develo | pment Cit | |
| ☐ Neil Robertson, MCIP, RPF Manager of Urban Design Internal Information | Greg Atkinson, MC Manager of Develo | pment Cit | y Planner & Executive Director |
| □ Neil Robertson, MCIP, RPF Manager of Urban Design Internal Information Fee Paid: \$ Payment Type: □ Cash | Greg Atkinson, MC Manager of Develo Receipt No: Certified Cheque | pment Cit | y Planner & Executive Director |
| □ Neil Robertson, MCIP, RPF Manager of Urban Design Internal Information Fee Paid: \$ Payment Type: □ Cash NEW Zoning File No. ZNG | Greg Atkinson, MC Manager of Develo Receipt No: Certified Cheque Z | pment Cit Date Credit Card | y Planner & Executive Director |
| □ Neil Robertson, MCIP, RPF Manager of Urban Design Internal Information Fee Paid: \$ Payment Type: □ Cash NEW Zoning File No. ZNG Previous Zoning File No. ZNG | Greg Atkinson, MC Manager of Develor Receipt No: Certified Cheque Z Z | pment Cit | y Planner & Executive Director |
| □ Neil Robertson, MCIP, RPF Manager of Urban Design Internal Information Fee Paid: \$ Payment Type: □ Cash NEW Zoning File No. ZNG | Greg Atkinson, MC Manager of Develor Receipt No: Certified Cheque Z- Z- OPA | pment Cit | y Planner & Executive Director |

THIS IS THE LAST PAGE OF THE APPLICATION FORM



PLANNING DEPARTMENT – DEVELOPMENT DIVISION

Memo

To:

| From: | City Planner/Executive Director | | | | | |
|----------|--|--|--|--|--|--|
| Date: | April 5, 2024 | | | | | |
| Subject: | TRANSMITTAL OF NEW FILE | Our File Number: CDM-003/24 [CDM/7192] | | | | |
| RE: | Application For: () Zoning Amendment () Part Lot Control | () Official Plan Amendment (X) Draft Plan of Subdivision/Condominium | | | | |

Applicant: SEIKO HOMES INC.

City Clerk

Location: 705 & 755 GRAND MARAIS RD E.

Description: Application to approve a Plan of Condominium for an 80-unit residential development

consisting of two 4-storey multiple dwellings.

The CONDOMINIUM application submitted by Seiko Homes Inc. for 705 & 755 Grand Marais Rd. E. has been deemed as complete.

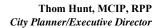
Enclosures:

- (X) 1 copy of Application Form
- () 1 copy of Drawings
- (X) 1 copy of Site Plan

Thom Hunt, MCIP, RPP

City Planner, Executive Director

TH/nm





April 4, 2024

Seiko Homes Inc. Attn: Hessan Habib 851 North Talbot Rd Windsor, ON N9G 1M8

Dear Mr. Habib,

Re: PLAN OF CONDOMINIUM APPLICATION

APPLICANT: SEIKO HOMES INC.

LOCATION: 705 & 755 GRAND MARAIS RD. E.

FILE NO.: CDM-003/24 [CDM/7192]

This is to acknowledge receipt of the application for draft plan of condominium, which has been assigned the above-referenced file number. In accordance with the delegation authority as prescribed by By-Law 139-2013, the information and material required have been provided; therefore, the application was deemed COMPLETE on April 4, 2024 and processing has begun.

You will be advised prior to the Development & Heritage Standing Committee and Council meetings of the position of the Planning Department on the application and the dates of the public meetings.

Please email me at inwaesei@citywindsor.ca, if you have any questions.

Yours truly,

Justina Nwaesei, MCIP, RPP Planner III - Subdivisions

JN/nm



Office of the Commissioner of Economic Development & Innovation Planning & Development Services

SUBDIVISION/CONDOMINIUM APPLICATION

INSTRUCTIONS

Verify that you are using the most current application form.

This application is valid for: Plan of Subdivision, Plan of Condominium, Condominium Conversion, Extension of Draft Approval, Amendment to Draft Approval, Final Approval & Registration, Amendment to Agreement, or Amalgamation of Condominium Corporation. Discuss with a staff Planner to determine what must be completed for the application type.

- Section 1: Pre-Submission consultation with a staff Planner is mandatory per By-law 199-2007. If you do not have a valid Pre-Submission Letter, you must meet with a staff Planner who must sign and date this section.
- Section 2: During Pre-Submission consultation a staff Planner will indicate what supporting information must be submitted with the application. Read Pages 2 to 4 before submitting this application and other documents.
- Section 3: Provide the full name, address, phone number, fax number and email address of the applicant, registered owner, agent, and Ontario Land Surveyor. For a corporation, provide full corporate name. Include the full name of a contact person. For more than one person, corporation, or registered owner, use additional sheets.
- Section 4: Indicate if you are resubmitting a previous or earlier plan and if yes, provide the file number.
- Section 5: Provide information about the Subject Land. This information is used to determine supporting information requirements and to assist in the review of the application.
- Section 6: Indicate if the plan is consistent with the Provincial Policy Statement and conforms to the City of Windsor Official Plan and the appropriate Zoning By-law. If an Official Plan Amendment and/or Zoning By-law Amendment is required, you must have already submitted those applications, or must submit them with this application, otherwise this application will be returned.
- Section 7: Complete this section if you are applying for approval of a Plan of Condominium. New construction applies to buildings that were recently built, under construction, or not yet under construction. Conversion applies to existing buildings that contain residential rental units that are being converted to Condominium Status. To be considered for an exemption from Section 9(3) of the Condominium Act, you must formally request such exemption. Submit all the documents indicated in Section 7 with this application.
- Section 8: Provide the number of lots, blocks, units or dwellings, the number of hectares, the density measured as units per hectare and the number of parking spaces for the proposed land use for all applications. For Plan of Condominium applications also provide the date of construction and the floor coverage in square metres.
- Section 9: Indicate how the property is accessed. Check all boxes that apply.
- Section 10: Provide information about water service, sanitary sewage disposal and storm drainage. Submit all required documents indicated in Section 10 with this application.
- Section 11: Provide a description of the existing land use, buildings & infrastructure, vegetation, topography & drainage of the subject land or check the box beside "See Planning Rationale Report" if described in the report.
- Section 12: Provide a description of what measures have been or will be taken to mitigate adverse environmental effects from the proposed development on the surrounding areas and from the surrounding areas on the proposed development or check the box beside "See Planning Rationale Report" if described in the report.
- Section 13: Explain your proposed strategy for consulting with the public.
- Section 14: Check the appropriate application fee box based on the pre-submission consultation with the Planner.

DATE RECEIVED STAMP

Section 15: Print you name in full and sign the sworn declaration in the presence of a Commissioner for Taking Affidavits.

Schedules: Read, complete in full, and sign Schedules A & E.

Submit application form, supporting information, & application fee to Senior Steno Clerk at Planning & Development Services, Suite 210, 350 City Hall Square West, Windsor ON N9A 6S1 or planningdept@citywindsor.ca

PLAN REQUIREMENTS

A. NUMBER OF COPIES REQUIRED

The Planning Act, R.S.O. 1990, c. P.13, requires that copies of the draft plan as required by the Minister must accompany all applications.

- A1. Submit six (6) full size paper copies of the draft plan; AND
- A2. A digital copy of the CAD files of the draft plan in DWG, PDF, and JPG formats.

File names should be logical and clearly indicate the nature of the file and include either the SDN or CDM file number (SDN 000-00 or CDM 000-00) or the name of the applicant and site location.

For example, "SDN000-00 draft plan.dwg" or "Applicant Name-Site Location-Draft Plan.dwg".

If further copies are required, we will notify you. To submit drawings on an alternate device, please discuss with the assigned Planner.

B. DRAFT PLAN REQUIREMENTS

All plans and measurements must be in metric. Draft plans must be drawn to scale and indicate all items as required by Section 51(17) of the Planning Act and the City of Windsor as follows:

- B1. Boundaries of the land to be subdivided, certified by an Ontario Land Surveyor, and based on NAD83, Zone 17.
- B2. Locations, widths and names of proposed roads, streets, highways and rights-of-way within the proposed subdivision and existing roads, streets, highways, and rights-of-way abutting the proposed subdivision;
- B3. On a small key plan, with a scale of not less than one centimetre to 100 metres, all of the land adjacent to the proposed subdivision that is owned by the applicant or in which the applicant has an interest, every subdivision adjacent to the proposed subdivision and the relationship of the boundaries of the land to be subdivided to the boundaries of the township lot or other original grant of which such land forms the whole or part;
- B4. Purpose for which the proposed lots are to be used;
- B5. Existing uses of all adjoining lands;
- B6. Approximate dimensions and layout of the proposed lots and/or blocks;
- B7. If any affordable housing units are being proposed, the shape and dimensions of each proposed affordable housing unit and the approximate location of each proposed affordable housing unit in relation to other proposed residential units;
- B8. Natural and artificial features such as buildings or other structures or installations, railways and rail yards, highways, roads, streets and recreational trails, hydro lines and other public utilities, watercourses, drainage ditches, wetlands and wooded areas, archaeological or heritage features, and significant plant and wildlife habitat (including ESAs & ANSIs) within or adjacent to the land proposed to be subdivided;
- B9. Availability and nature of domestic water supplies:
- B10. Nature and porosity of the soil;
- B11. Existing contours or elevations as may be required to determine the grade of the streets, roads and highways and the drainage of the land proposed to be subdivided;
- B12. Municipal services available or are to be available to the land proposed to be subdivided;
- B13. Nature and extent of any restrictions affecting the land proposed to be subdivided including restrictive covenants, easements, or the Airport Operating Area; and
- B14. Floodplains, flood ways, flood prone areas, and flood elevations

C. CONDOMINIUM DRAFT PLAN REQUIREMENTS

In addition to the above requirements, draft plans proposing condominium ownership must include:

- C1. Proposed exclusive use areas of the common element such as backyards and parking;
- C2. Roadways and pedestrian access to proposed private units.

APPLICATION PROCESSING

The applicant or their agent is responsible for researching and evaluating the site and the proposal to ensure that the development will conform to the interests of the health, safety, and welfare of existing and future residents, and for filling in the application and for supplying all documents necessary to constitute a complete application. Supporting studies must be conducted prior to the submission of the application. This information will used to review and assess the application

Section 51(24) of the Planning Act and Section 11.4.2.3 of the City of Windsor Official Plan list the criteria that are used in evaluating a draft plan. Where additional copies of the plan or supporting documents are subsequently requested by staff or review agencies, the applicant is responsible for supplying them at their cost

Timelines in the Planning Act have been suspended during the State of Emergency. The following is for your information only. Review the Planning Act and relevant regulations for statutory requirements. The processing of the application is subject to change. The application will be terminated without notice after 60 days of inactivity. Direct all questions about the application to the assigned Planner. The procedure generally encompasses the following steps:

- Within 30 days of receiving this application, the City Planner, or their designate, will review the application to determine if it is or is not complete. If deemed incomplete, the application, supporting documents, and fee may be returned for completion, correction, or clarification, or the applicant may be requested to submit additional or revised supporting information. Administration, the Development & Heritage Standing Committee (DHSC), and City of Windsor Council reserve the right to request additional information any time during the processing of the application.
- If deemed complete, fees are not refundable, the application is circulated to departments and external agencies for review and comment, and all submitted documents are made available to the public.
- Following circulation, a draft staff report containing a recommendation and any conditions is prepared. The City Planner and other staff review the draft staff report.
- 4. When the staff report is approved by appropriate municipal staff, it will be scheduled for a future meeting of the Development and Heritage Standing Committee (DHSC).
- 5. Mandatory public notice of the DHSC meeting is advertised in the Windsor Star at least 20 days in advance of the DHSC meeting. A courtesy notice may be mailed to all property owners and/or tenants within 120 metres of the subject land. The DHSC meeting is the public meeting required by the Planning Act. The staff report is provided to the applicant and DHSC members, and is made available to the public, 10 days before the DHSC meeting.
- 6. At the DHSC meeting, a staff planner may introduce the application and review the recommendation in the staff report. The applicant and other interested parties are given an opportunity to make verbal or written submissions. The DHSC may ask questions of the staff planner, the applicant and their representatives and any party that made verbal or written submissions. The DHSC may choose to recommend draft approval, denial or deferral of the application. It may also modify the recommendation of the Planning Department.
- 7. If recommended for draft approval or denial, the staff report and the minutes of the DHSC meeting are forwarded to City of Windsor Council for consideration at a future date. Planning staff have no control over the placement of an application on a Council Meeting agenda. Council Services will forward the date and time of the Council Meeting to the contacts in Section 3. Call 311 or contact Council Services at 519-255-6211 or clerks@citywindsor.ca
- 8. The City Council meeting, the applicant and the other parties may make verbal or written submissions. If the applicant concurs with the recommendation of DHSC, and there is no opposition to the application, Council may place the application on the Consent Agenda, a part of the Council meeting containing items that are grouped together and passed with one motion. Council may choose to draft approve, deny, or defer the application.
- Applications may be referred, or the decision of Council may be appealed, to the Ontario Land Tribunal (OLT).
 Appeals are filed with Council Services. Contact Council Services at 519-255-6211 or clerks@citywindsor.ca
- 10. If City Council approves the draft plan and no appeals are received, an agreement is prepared for signature and registration on title.
- 11. The conditions of draft approval must be fulfilled prior to the expiry of draft approval. It is the responsibility of the property owner or applicant to obtain confirmation from agencies and departments that the conditions of draft approval have been fulfilled. Some agencies may require that a copy of the completed subdivision agreement be forwarded to them prior to notifying the City that the conditions have been fulfilled.

FINAL APPROVAL & REGISTRATION REQUIREMENTS

When you are ready to obtain final approval and register the plan, the following must be submitted:

- 1. Fee for Final Approval & Registration see Section 14 Fees on page 13;
- 2. One (1) mylar copy of the plan to be registered;
- Five (5) paper copies of the plan to be registered, one of which has the AOLS Plans Submission Form attached to it; and
- 4. One digital file transfer device containing geo-referenced CAD files of the plan to be registered.

OTHER INFORMATION

Read the staff report, draft approval, final approval, and agreements carefully and take note of all conditions and expiry dates in these documents.

Other municipal departments and external agencies may have their own requirements, fees and approvals in addition to the requirements, fees and approvals listed in this application form.

The City of Windsor does not send reminders regarding conditions and expiry dates. It is the responsibility of the property owner to complete all conditions or obtain approval from City Council or the delegated approval authority to extend draft approval, prior to the expiry date.

When submitting an extension to draft approval, you must allow for sufficient time to process the application and to obtain approval of the extension. Submission, or acceptance, of an application for an extension to draft approval does not automatically extend the expiry date. It is the responsibility of the property owner to be aware of all conditions and expiry dates.

Planning legislation, regulations, fees, and processes are subject to change.

CONTACT INFORMATION

Planning & Development Services Suite 210 350 City Hall Square West Windsor ON N9A 6S1 Telephone: 519-255-6543 Fax: 519-255-6544

Email: planningdept@citywindsor.ca Web Site: www.citywindsor.ca

1. PRE-SUBMISSION CONSULTATION

| requ | | e, and to rev | iew the process. T | | ff Planner to determine who pplication is incomplete un | | |
|-------|---|------------------------------|--|-------------------|--|-------------|---------------------------------------|
| | d Pre-Submission Letter? ff Use Only |) NO 🗌 | YES File Nu | ımbeı | r: PS | | |
| | 0: | N | | | | | |
| | Signature of Staff F Jim Abbs | · | Date a Nwaesei | of C | onsultation | | |
| 2. | REQUIRED SU | PPORTII | NG INFORMA | ATIC | N (To be completed by | ⁄ a st | aff Planner) |
| sub | mitted with the applicatio | n. The City o | of Windsor reserves | s the | will indicate below what suright to require additional state available for public re | supp | orting information during |
| pro | vided in DWG, PDF & JP | G format. Of | ther drawings shall | be pr | er copy and one digital co ovided in letter size (8.5 b format. PDF documents st | y 11 | inches) in JPG and PDF |
| If yo | ou are submitting a comp uired supporting informat | anion planni ion. Include | ng application (offi checked supporting | cial pl g info | an or rezoning), you need | only | submit one set of the |
| | Deed and/or Offer to Purchase | ⊠ Торос | | T. 11 | Draft Plan (6 copies + digital Files) | | Conceptual Site Plan |
| | Structural Integrity Report | ☐ Rent I | Roll | | Section 9(3) Exemption Request | | Approved Site Plan |
| | Planning Rationale Report | ☐ Noise | Study | | Vibration Study | | Site Plan Agreement |
| | Watershed/ Subwatershed Plan | ☐ Maste | er Drainage | | Sanitary and/or Storm Sewer Study | | Building Permit |
| | Hydrogeological Report | ☐ Servio | cing Option rt | | Stormwater Management Plan | | Micro-Climate Study |
| | Transportation Impact Study | | portation ct Statement | | Environmental Evaluation Report | | Tree Inventory and Preservation Study |
| | Environmental Site Assessment | ☐ Reco | rd of Condition (RSC) | | Lighting Study | | Market Impact Assessment |
| | Archaeological Assessment | — . | Heritage ct Study | | Urban Design Study | | Guideline Plan |
| | Conservation Plan | Other Red | quired Information: | | | | |

3. CONTACT INFORMATION

Applicant

Provide in full the name of the applicant & contact person, registered owner, agent, & Ontario Land Surveyor and mailing address, phone & fax number and email address. If the case of a numbered company, provide the name of the principals of the company. If there is more than one applicant or registered owner, copy this page, complete in full and submit with this application. All communication regarding the application will be with the Agent authorized by the Owner to file the application. If there is no Agent, all communication will be with the Applicant.

| Name: | Seiko Homes Inc. | Contact: | Hessan Habib |
|------------|--|---------------|---|
| Address: | 851 North Talbot Road | | Name of Contact Person |
| Address: | Windsor | | Postal Code: N9G 1M8 |
| Phone: | 519-330-1200 | | |
| Email: | soikahamaa?@amail.aam | | |
| Registere | d Owner 🔳 Same as Applicant | | |
| Name: | *************************************** | Contact: | Name of Contact Person |
| Address: | | | |
| | | | |
| Phone: | | . Fax: | |
| Email: | | | |
| Agent Aut | thorized by the Owner to File the Applic | ation (If app | licable, complete Section A1 in Schedule A) |
| Name: | | Contact: | |
| Address: | | | Name of Contact Person |
| Address: | | | Postal Code: |
| Phone: | | Fax: | |
| Email: | | | |
| Ontario La | and Surveyor | | |
| Name: | Verhaegen Land Surveyors | Contact: | Roy Simone, B.Sc., O.L.S. |
| Address: | 944 Ottawa Street, Windsor Ontario | | Name of Contact Person |
| Address: | | | Postal Code: N8X 2E1 |
| Phone: | 519-258-1772 | Fax: | |
| Email: | rsimone@vshbbsurveys.com | | |

| No 🔳 | Yes Previous Plan/File No | Do Not Know |
|-----------------------------|---|---|
| 5. SUBJE | ECT LAND INFORMATION (attach additional | sheets as required) |
| Municipal Address | 705 & 755 Grand Marais Road East | |
| Legal Description | Part of Lot 88, Concession 2, Sandwid | h East |
| Assessment Roll Number | 705: 070-070-00801; 755: 070-070-01 | 101 |
| Frontage (m) | 280.6 Depth (m) irregular | Area (sq m) 1.06 ha |
| Official Plan De | signation Residential RD3.1 | |
| Existing Uses Previous Uses | Two multiple-residential buildings Vacant | |
| List the names | & addresses of the holders of any mortgages, charges or | encumbrances in respect of the subject land: |
| If YES, des | asements or restrictive covenants affecting the subject lar cribe the easement or restrictive covenant and its effect: er to parcel register attached. | nd? No □ Yes ■ |
| • | and located in an area of high archaeological potential? | No ■ Yes □ |
| If YES, sub to the subje | ermit development on land that has high archaeological po mit: An Archaeological Assessment prepared by a person ect land, issued under Part VI (Conservation of Resources Conservation Plan for any archaeological resources identi | who holds a licence that is effective with respect of Archaeological Value) on the Ontario Heritage |
| • | t land ever been subject of: (leave blank if unknown) | o □ Yes □ File:unknown |
| | tion for a plan of subdivision/condominium or consent? No | unknown |
| Ан аррисацоі | n for a zoning by-law amendment or a minor variance? No An application for approval of a site plan? No | SDC 010/10 |
| | A Minister's Zoning Order (Ontario Regulation)? No | |

6. PLANNING CONFORMITY

| If an Official Plan Amendment and/or a Zoning By-law Amendment is required, the Planning Division must have already received it or it must be submitted with this application, otherwise this application will be returned as incomplete. | | | | | |
|---|---------------|----------------|--------------------------------------|------------------|--|
| Is the plan consist | tent with Pro | vincial Polic | y Statement? | No 🗌 | Yes ■ |
| Does the plan cor | nform to the | Official Plan | ? | No 🗌 | Yes ■ |
| If No, you mu | st submit a c | companion a | ndment to the | e Official Plan. | |
| Does the plan conform to the Zoning By-law? | | | | | Yes 🔳 |
| If No, you mu | st submit a c | companion a | application for an Ame | ndment to the | e Zoning By-law. |
| 7. PLAN O | F COND | OMINIU | M INFORMATION | ON | |
| New Construct | ion | | | | |
| Has the City ap | proved a Sit | e Plan? | No 🗌 | Yes 🗸 | If Yes, attach the approved Site Plan. |
| Site Plan Agree | ement registe | ered? | No 🗌 | Yes 🗸 | If Yes, attach the Site Plan Agreement. |
| Has a Building I | Permit been | issued? | No 🗌 | Yes 🗸 | If Yes, attach the Building Permit. |
| Status of Building | ng: Not Und | er Construct | tion 🔲 Under Constr | uction 🔳 | Completed |
| | | | | | Date Completed: |
| Are any units o | ccupied? | | No 🔳 | Yes 🗌 | If Yes, number of units: |
| Conversion of | a Building | Containin | g Residential Rent | al Units (Co | ondominium Conversion) |
| Is this an applic | cation to con | vert a buildir | ng containing resident | ial units to co | ndominium status? |
| No 🔳 | Yes 🗌 | If Yes, sub | mit a Structural Integri | ty Report | |
| Does the building | ng contain a | ny residentia | al rental units? | | |
| No 🔳 | Yes 🗌 | | ch a Rent Roll with the ment number. | e names of al | Il tenants, the rent paid by each tenant and |
| | | How many | rental units are to be | converted: | units |
| Are tenants will | ling to purch | ase units if o | converted to condomir | nium? | |
| No 🗌 | Yes 🗌 | If Yes, atta | ch documentation sig | ned by tenant | ts. Do Not Know |
| Exemption from | m Section | 9(3) of the | Condominium Act | : | |
| Are you applyin | ng for an exe | mption purs | uant to Section 9(3) o | f the Condon | ninium Act? |
| No 🗌 | Yes 🔳 | If Yes, atta | ch a request for such | exemption si | gned by the owner or agent. |

7. PROPOSED LAND USES

Indicate the intended uses of the land in the proposal. Complete this section in full.

| | Condomin | ium Only | | | | | |
|----------------------------------|--------------------------------|------------------------------------|------------------|------------------------|--------------------------------|-------------------------|-------------------|
| Proposed Use | Number of Lots or Blocks | Number of Units or Dwellings | Hectares (ha) | Density (units/ ha) | Number of Parking Spaces | Date of Construction | Floor Coverage |
| Detached Residential | | | | | Condo Only | | |
| Semi-detached Residential | | | | | Condo Only | | |
| Multiple Attached Residential | | | | | | | |
| Apartment Residential | 2 | 80 | 1.06 | 75.47 | 115 | 2022 | 8,926 GFA |
| Seasonal Residential | | | | | | | |
| Mobile Home | | | | | | | |
| Other Residential | | | | | | | |
| Commercial | | | | | | | |
| Industrial | | | | | | | |
| Institutional (specify) | | | | | | | |
| Park or Open Space | | | | | | | |
| Roads | | | | | | | |
| Other (specify) | | | | | | | |
| TOTAL | 2 | 80 | 1.06 | 75.47 | 115 | | 8,926 GFA |

| <u>9.</u> | ACCESS I | OSUBJECT | .AND | | |
|-----------|---|--|-----------------------------------|----------------------------|--|
| Ind | icate if access to s | ubject land is by: <i>(ch</i> | eck all that apply, |) | |
| | Provincial Highwa | y 🔳 Municip | al Road | ☐ Anot | her Public Road or a Right-Of-Way |
| | | | | | parking and docking facilities uses or to be used om the subject land and the nearest public road: |
| | MATER | ANITADV CEV | WACE AND | STODA | I DDAINIACE |
| | | ANITARY SEV | | | |
| VV | ater – Indicate wh | ether water will be pi | rovided to the sub | oject land b | y: |
| | Publicly owned & | operated piped water | er system | | Other |
| | Privately owned 8 | coperated individual | well | | Privately owned/operated communal well |
| Sa | nitary - Indicate | whether sewage disp | oosal will be provi | ded to the | subject land by: |
| | Publicly owned & | operated sanitary se | ewage system | | Other |
| | Privately owned 8 | & operated individual | septic system | | Privately owned & operated communal septic system |
| Su | bmit a Servicing O | ptions Report and a | Hydrogeological I | Report if ar | ny of the following apply: |
| | Five or more lots Less than five lot | or units on privately s or units on privately | owned & operate owned & operat | d individua ed individu | ual or communal wells; il or communal septic systems; or al or communal septic systems, and more than be development being completed; |
| ор | | r communal septic sy | | | nt of less than five lots or units on privately owned & ffluent or less would be produced per day as a result |
| St | orm Drainage | - Indicate whether ste | orm drainage will | be provide | d by: |
| | Sewers | Ditches | Swales | | Other |

| 11. SHE APPRAISAL AN | |
|---|--|
| Give a brief description of the existing subject land: | g land use, buildings and infrastructure, vegetation, topography and drainage of the |
| See Planning Rationale Report | Land is generally flat with good drainage; no vegetation; |
| two new multiple dwelling | gs (permits issued) under construction. |
| | |
| | |
| | |
| 111111111111111111111111111111111111111 | |
| | |
| | |
| 12. MITIGATION OF ENV | IRONMENTAL EFFECTS |
| environmental effects (such as traffic, development on the surrounding area | erms, setbacks, barriers, etc.) have been or will be taken to mitigate adverse noise, odours, pollution of nearby water bodies, etc.) from the proposed as and to mitigate adverse effects from the surrounding areas on the proposed efer to the Agricultural Code of Practice. |
| | tal effects (species-at-risk, wetland protection, floodplains, etc.) are foreseen, ral Resources and Forestry, the Ministry of Environment, Conservation and Parks, on Authority is recommended. |
| ☐ See Planning Rationale Report | Please refer to site plan approval SPC-019/19 |
| | |
| | |
| | |
| | |
| | |
| | |
| 13. PROPOSED PUBLIC | CONSULTATION STRATEGY |
| Select or describe your proposed stra | ategy for consulting with the public with respect to the application: |
| Required Public Consultation (Pu | iblic Notice & Public Meeting as required per the Planning Act) |
| ☐ Open House ☐ Website | Other |
| Not applicable | |
| | |

14. FEES

Verify fees before submitting the application. Fees are subject to change and are not refundable when the application is deemed complete. Method of payment: Cash, Mastercard, Visa, or by Certified Cheque or Personal Cheque payable to The Corporation of the City of Windsor. If paying by Mastercard or Visa, contact the Senior Steno Clerk for further direction at planningdept@citywindsor.ca or 519-255-6543.

| Code 53007 | Base Fee: lots/blocks at \$684.00 per lot/block | | \$ |
|------------------|---|-----|-----------------|
| Code 63024 | GIS Fee | + | \$ 50.00 |
| Code 53023 | Essex Region Conservation Authority Fee | + | \$ 300.00 |
| Code 53010 | Legal Fee - Agreement Preparation | + | \$ 2,184.78 |
| Code 53010 | Legal Variable Fee: lots/blocks at \$50.00 per lot/block | + | \$ |
| | Plan of Subdivision (Draft Approval) Total Fee | = | \$ <u> </u> |
| Plan of Condomin | ium - Draft Approval - New Building | | W.T.A.L. |
| Code 53007 | Base Fee: 80 lots/units at \$185.00 per lot/unit | | \$ 14,800 |
| Code 63024 | GIS Fee | + | \$ 50.00 |
| Code 53023 | Essex Region Conservation Authority Fee | + | \$ 300.00 |
| Code 53010 | Legal Fee – Agreement Preparation | + | \$ 1,714.98 |
| Code 53010 | Legal Variable Fee: 80 lots/units at \$50.00 per lot/unit | + | \$ 4000 |
| | Plan of Condominium (Draft Approval) Total Fee | É | \$ 20,864.98 |
| Condominium Co | nversion - Draft Approval - Existing Building | | |
| Code 53000 | Base Fee | | \$ 7,575.00 |
| Code 53007 | Base Fee per Unit: units at \$71.40 per unit | + | \$ |
| Code 63024 | GIS Fee | + | \$ 50.00 |
| Code 53023 | Essex Region Conservation Authority Fee | + | \$ 300.00 |
| Code 53010 | Legal Fee – Agreement Preparation | + | \$ 1,714.98 |
| Code 53010 | Legal Variable Fee: units at \$50.00 per unit | + | \$ |
| | Condominium Conversion (Draft Approval) Total Fe | ο = | \$ |

Fees Continued on Next Page

14. FEES (continued)

| _ | Plan of Subdivision/Condominium – Extens | sion of Draft Approval | | | |
|---|--|---|-----|-----------|--------------------|
| | Code 53035 | Total Fee | = | \$ | 3,329.60 |
| | Plan of Subdivision/Condominium – Amen | dment to Draft Approval | | | |
| | Code 53007 | Base Fee | | \$ | 3,646.30 |
| | Code 63024 | GIS Fee | + | \$_ | 50.00 |
| | | Amendment to Draft Approval Total Fee | = | \$ | 3,696.30 |
| | Plan of Subdivision/Condominium – Final | Approval & Registration | | | |
| | Payment of this fee is per registration and is Plan of Subdivision, Plan of Condominium, | required prior to final approval and registratio and Condominium Conversion. | n c | f eve | ry draft approved |
| | Code 71130 | Per Registration | = | \$ | 519.60 |
| | | | | | |
| | Plan of Subdivision/Condominium – Amen | dment to Agreement | | | |
| J | Plan of Subdivision/Condominium – Amen Code 71102 | dment to Agreement Base Fee | | \$ | 3,048.00 |
| | | | + | \$ \$_ | 3,048.00 857.49 |
| | Code 71102 | Base Fee | | | |
| | Code 71102 | Base Fee Legal Fee - Agreement Preparation Amendment to Agreement Total Fee | | \$_ | 857.49 |
| | Code 71102 Code 53010 | Base Fee Legal Fee - Agreement Preparation Amendment to Agreement Total Fee | Ė | \$_ \$ | 857.49 |
| | Code 71102 Code 53010 Plan of Condominium – Amalgamation of Condominium – Amalgamatica of Condominium – Co | Base Fee Legal Fee - Agreement Preparation Amendment to Agreement Total Fee Condominium Corporation Total Fee | Ė | \$_ \$ | 857.49 3,905.49 |
| | Code 71102 Code 53010 Plan of Condominium – Amalgamation of Code 53009 Re-notification of Public Notice/Applicant | Base Fee Legal Fee - Agreement Preparation Amendment to Agreement Total Fee Condominium Corporation Total Fee | | \$_ \$ | 857.49 3,905.49 |

Ontario Land Tribunal (OLT) Appeal Fee - \$1,100.00

An appeal is made through Council Services (519-255-6211 or clerks@citywindsor.ca). Fees, forms, and processes are subject to change. Visit https://olt.gov.on.ca for additional information.

Engineering Review Fee – The Office of the City Engineer will collect a fee equal to 4% of total municipal infrastructure construction costs excluding water, hydro, telecommunication, and gas infrastructure. The fee is payable at the time construction drawings are submitted to the City Engineer for signature. The total value of construction will be confirmed based on an estimate provided by the developer's Consulting Engineer. Contact Patrick Winters, Development Engineer, at 519-255-6100 ext 6462 or pwinters@citywindsor.ca for additional information.

SCHEDULE A – Authorizations & Acknowledgement

A1. Authorization of Registered Owner for Agent to Make the Application

If the applicant is not the registered owner of the land that is the subject of this application, the written authorization of the registered owner that the agent is authorized to make the application must be included with this application form or the authorization below must be completed.

| 1. | |
|--|---|
| name of registered owner | , |
| am the registered owner of the land that is subject of this app | lication and I authorize |
| | |
| name of agent | to make this application on my behalf. |
| Signature of Registered Owner | Date |
| If Corporation - I have authority to bind the corporation | |
| A2. Authorization to Enter Upon the Subject Hessan Habib, Seiko Homes In | Lands and Premises C., hereby authorize the members of the Development and |
| Heritage Standing Committee or their successor, City Counciupon the subject land and premises described in Section 5 or of this application and subsequently to conduct any inspection approval. This is their authority for doing so. | il, and staff of The Corporation of the City of Windsor to enter f the application form for the purpose of evaluating the merits |
| Il priserko Homes inc. | March 27, 2024 |
| Signature of Registered Owner | Date |
| If Corporation – I have authority to bind the corporation | |

SCHEDULE A CONTINUES ON NEXT PAGE

15. SWORN DECLARATION OF APPLICANT

| · | mmunicate with the Commission | s. If the declaration is to be administered remotely ner and show documentation that confirms your id demnly declare that the information required under | lentity. |
|---|--|---|---------------------|
| the documents that accompany t accordance with Ontario Regulat | n 544/06 and provided by the app his application is accurate, that if | plicant is accurate and that the information contain f this declaration was administered remotely that mn declaration conscientiously believing it to be to | ned in it was in |
| 86h per: S | elko Homes inc. | Windsor ont. | · |
| Signature of Ap Sign in the presence of a For Taking Affic | Commissioner | Location of Applicant at time of declaration | |
| This declaration was adminis | stered remotely in accordance wi | ith Ontario Regulation 431/20 | |
| Declared before me <u>Je SS</u> | ica Watson att | the City of Windsor | _ |
| Sign | ature of Commissioner | Location of Commissioner | |
| this day of | March | · 20 <u>24</u> | |
| day | month | year | |
| PLACE AN IMPI | RINT OF YOUR STAMP BELOW | | |
| | | Jessica Lynn Watson, a Commissioner, etc | |

Jessica Lynn Watson, a Commissioner, etc., Frovince of Ontario, for the Corporation of the City of Windsor. Expires February 7, 2026.

COMPLETE SCHEDULES A & E IN FULL & SIGN

SCHEDULE A - Authorizations & Acknowledgements - Continued

A3. Acknowledgements

Receipt & Review, Fees & Termination, Other Requirements & Expiry Dates, and Freedom of Information

I acknowledge that receipt of this application by the City of Windsor does not guarantee it to be a complete application and that further review of the application will occur and that I may be contacted to provide additional information and/or resolve any discrepancies or issues with the application as submitted.

I further acknowledge that after the application is deemed complete, fees are not refundable, additional information may be requested, and that after 60 days of inactivity the City of Windsor may terminate the application without notice.

I further acknowledge that other municipal departments and external agencies may have their own requirements, fees and approvals in addition to the requirements, fees and approvals described throughout this application form, in any staff reports, and in any agreements, and that it is my responsibility to read the staff report, draft approval, final approval and agreements and to note any expiry dates in any of these documents.

I further acknowledge that pursuant to the provisions of the Planning Act and the Municipal Freedom of Information and Protection of Privacy Act, this application and all material and information provided with this application are made available to the public.

Species at Risk

Ontario's *Endangered Species Act* protects endangered and threatened species — animals and plants in decline and at risk of disappearing from the province by restricting activities that may affect these plants, animals or their habitats.

I acknowledge that it is my sole responsibility as the Applicant to comply with the provisions of the *Endangered Species Act*, 2007, S. O. c.6. This could require me to register an activity, get a permit or other authorization from the Ministry of the Environment, Conservation and Parks (MECP) prior to conducting an activity that could impact an endangered or threatened plant or animal or its habitat. I further acknowledge that any *Planning Act*, *R.S.O.* 1990, c.P.13 approval given by the City of Windsor does not constitute an approval under the *Endangered Species Act*, nor does it absolve me from seeking the necessary authorization, approvals or permits from the MECP prior to conducting any activity that may affect endangered or threatened plant or animal or its habitat.

Additional information can be found at:

Λ

https://www.ontario.ca/page/development-and-infrastructure-projects-and-endangered-or-threatened-species or by contacting MECP at SAROntario@ontario.ca

Acknowledgement

I acknowledge that I have read and understand the above statements:

| Per: Seiko H | March 27 |
|---------------------------------|----------|
| Signature of Applicant or Agent | Date |

END OF SCHEDULE A - COMPLETE SCHEDULE E ON NEXT PAGE

SCHEDULE E - Environmental Site Screening Questionnaire

| Prev | vious Use of Prope | rty | | | | |
|------|--|--|---|--|--|--|
| | Residentia | | ndustrial | ☐ Commercial | ☐ Institutional | |
| | Agricultura | ıl 🗌 F | Parkland | Vacant | Other | |
| a) | If previous use of | the property is | Industrial or C | ommercial, specify use | : | |
| | | | | | | |
| b) | Has the grading of land? | of the subject la | nd been chanç | ged by adding earth or | material? Has filling occurred or | ı the subject |
| | ☐ Yes | ■ No | Unknov | wn | | |
| c) | Has a gasoline statime? | ation and/or au | tomobile servi | ce station been located | on the subject land or adjacent | lands at any |
| | ☐ Yes | ■ No | Unknow | wn | | |
| d) | Has there been p | etroleum or oth | er fuel stored | on the subject land or a | idjacent lands? | |
| | ☐ Yes | ■ No | Unkno | wn | | |
| e) | Are there or have | there ever bee | en underground | d storage tanks or burie | ed waste on the subject land or a | adjacent lands? |
| | ☐ Yes | ■ No | Unkno | wn | | |
| f) | | | | ed as an agricultural op Ige applied to the lands | peration where cyanide products? | s may have |
| | ☐ Yes | ■ No | Unkno | wn | | |
| g) | Have the lands or | r adjacent land | s ever been us | ed as a weapons firing | range? | |
| | ☐ Yes | ■ No | Unkno | wn | | |
| h) | | | | within 500 metres of the e, landfill or dump? | e boundary line of an operationa | -non/اد |
| | ☐ Yes | ■ No | Unkno | wn | | |
| i) | | | | ings on the subject land ic health (e.g., asbesto | ds, are there any building mater s, PCB's)? | ials remaining |
| | ☐ Yes | ■ No | ☐ Unkno | wn | | |
| j) | Is there reason to adjacent sites?* | believe the su | bject lands ma | ay have been contamin | ated by existing or former uses | on the site or |
| | ☐ Yes | ■ No | ☐ Unkno | wn | | |
| | stations, dispo and spills. Sor plants have si site contamina | osal of waste m me commercial milar potential. | inerals, raw m properties suc The longer a p eries of differer | aterial storage, and res ch as gasoline stations, property is under indust | imited to: operation of electrical idues left in containers, mainten automotive repair garages, and rial or similar use, the greater these upon a site could potentially | nance activities I dry cleaning ne potential for |

k) If current or previous use of the property is industrial or commercial, or if YES to any of a) to j) above, please attach a previous use inventory showing all former uses of the subject land, or if applicable, the land(s) adjacent to the subject lands.

SCHEDULE E - Environmental Site Screening Questionnaire - Continued

Environmental Site Screening Questionnaire Acknowledgement Clause

I hereby acknowledge that it is my responsibility to ensure that I am in compliance with all applicable laws, regulations, guidelines and the City's Official Plan policies pertaining to potentially contaminated sites, and to use all reasonable effort to identify the potential for contamination on the subject property.

I acknowledge that as a condition of approval of this application that the City may require me to file a Record of Site Condition signed by a qualified person in the provincial Environmental Site Registry, and provide verification to the City of Windsor of acknowledgement of this Record of Site Condition by the Ministry of Environment.

I acknowledge that the City may require the qualified person signing the Record of Site Condition to submit to the City a Declaration acknowledging that the City of Windsor may rely on the statements in the Record of Site Condition.

I further acknowledge that the City of Windsor is not responsible for the identification and/or remediation of contaminated sites, and I agree, whether in, through, or as a result of any action or proceeding for environmental clean-up of any damage or otherwise, I will not sue or make claim whatsoever against the City of Windsor, its officers, officials, employees or agents for or in respect of any loss, damage, injury or costs.

| Hessan Habib, Seiko Homes Inc. | Phiseiko Homes inc |
|--------------------------------|------------------------|
| Name of Applicant (print) | Signature of Applicant |
| | March 27, 2024 Date |
| Name of Agent (print) | Signature of Agent |
| | Date |

END OF SCHEDULE E

DO NOT COMPLETE BELOW - STAFF USE ONLY

| Receipt and Assignmen | | |
|--|---|------|
| This application has been assigned | Date Received Stamp d to: | |
| ☐ Jim Abbs (JA) | ☐ Justina Nwaesei (JN) | |
| | | |
| | | |
| Complete Application | | |
| This application is deemed comple | ote on | |
| Signature of Delegated Authority | | |
| ☐ Neil Robertson, MCIP, RPP Manager of Urban Design | ☐ Michael Cooke, MCIP, RPP☐ Thom Hunt, MCIP, RPP Manager of Planning Policy City Planner & Executive Direct | otor |
| Internal Information | | |
| Fee Paid: \$ | Receipt No: Date: | |
| Payment Type: ☐ Cash | ☐ Certified Cheque ☐ Credit Card ☐ Personal Cheq | ue |
| NEW File No.SDN/ | Previous File No. SDN/ | |
| NEW File No. CDM/ | Previous File No. CDM/ | |
| Related ZNG File No. ZNG/ | Related OPA File No. OPA | |
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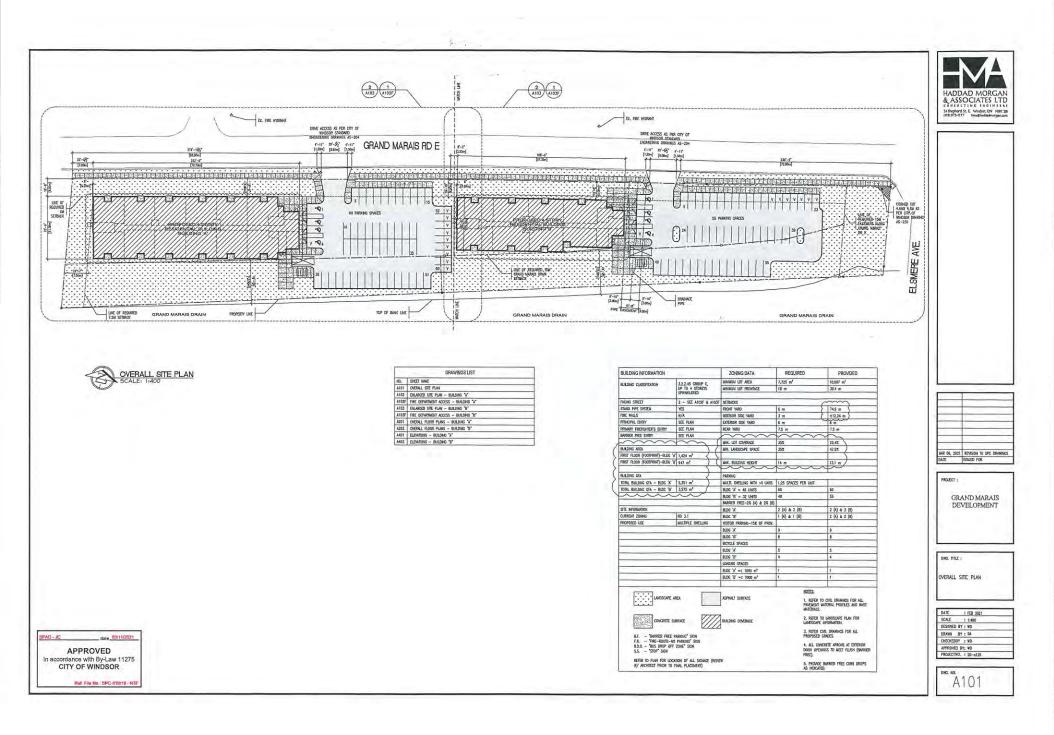
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COMMITTEE OF ADJUSTMENT/CONSENT AUTHORITY AGENDA RECORD

PLEASE BE ADVISED THIS MEETING IS CONDUCTED ELECTRONICALLY.

The following applications are scheduled to be heard by the Committee of Adjustment/Consent Authority on Thursday, April 25, 2024 in the order stated below.

LOCATION: Via Electronic Participation

| IT | TIME | ROLL# | FILE# | APPLICANT | LOCATION | REQUEST |
|--------|---------|---------------------|----------|------------------------------|----------------------------|--|
| E M | | | | | | |
| 1 | 3:30 PM | 3739020210129000000 | A-014/24 | JOHN RIBSON, JOEL KELL | 1215 KILDARE RD | RELIEF: Construct a detached ADU exceeding maximum lot coverage for all accessory buildings and reduced minimum separation of accessory building from side lot line. |
| 2 | 3:30 PM | 3739010130057000000 | A-015/24 | NC CAPITAL HOLDINGS INC | 1147 HICKORY RD | RELIEF: Construction of a single unit dwelling with ADUs with reduced minimum lot area and exceeding maximum lot coverage for all accessory buildings. |
| 3 | 3:30 PM | 3739050220120000000 | A-016/24 | MOHAMMED RAQIBUL ALAM | 3242 BABY ST | RELIEF: Construction of a single unit dwelling with reduced minimum parking. |
| 4 | 3:30 PM | 3739050220120000000 | B-008/24 | MOHAMMED RAQIBUL ALAM | 3242 BABY ST | CONSENT: Lot Addition |
| 5 | 3:30 PM | 3739080100077010000 | A-017/24 | SHADI ALI | 4065 CASGRAIN DR | RELIEF: Existing structure with reduced minimum side yard width. |
| 6 | 3:30 PM | 3739040550068000000 | A-018/24 | DAVID GARDNER, LORNA GARDNER | 1651 PELISSIER ST | RELIEF: Construct a single unit dwelling with reduced minimum lot area and side yard width. |
| 7 | 3:30 PM | 3739080410009000000 | A-019/24 | STEPHEN BONIFERRO | 2705 CURRY AVE | RELIEF: Construct an addition to a single unit dwelling with reduced minimum rear yard depth. |
| 8 | 3:30 PM | 3739070750007200000 | B-009/24 | WINDSOR POIRIER INC | 3160-3180 MEADOWBROOK LANE | CONSENT: Create a new lot. |

If a person or public body that files an appeal of a decision of the Committee of Adjustment in respect of the proposed consent does not make written submissions to the Committee of Adjustment before it gives or refuses to give a provisional consent, the Ontario Land Tribunal may dismiss the appeal.

In addition, if you wish to be notified of the decision of the Committee of Adjustment in respect of the proposed applications, you must make a written request to the Committee of Adjustment at the address shown below with the specific file number please emails COAdjustment@citywindsor.ca . **NOTE**: To access the Agenda Record, Comments for the upcoming meeting, and past Committee of Adjustment Minutes, please visit our website at: Committee of Adjustment Meeting Agenda (citywindsor.ca)



Council Report: C 44/2024

Subject: 2023 Provincial Offences (POA) Annual Report - City Wide

Reference:

Date to Council: April 22, 2024

Author: Chris Carpenter

Manager of Provincial Offences

519-255-6555 ext. 2303 ccarpenter@citywindsor.ca

Provincial Offences

Report Date: April 5, 2024 Clerk's File #: GP2024

To: Mayor and Members of City Council

Recommendation:

 THAT the report of the Manager of Provincial Offences dated March 14, 2024 regarding the 2023 Windsor/Essex Provincial Offences (POA) Annual Report submitted for information **BE NOTED AND FILED**.

Executive Summary:

N/A

Background:

In 1998, the province enacted Bill 108 which amended the Provincial Offences Act ("POA") thereby enabling it to transfer various responsibilities of the POA Court system to municipalities. The transfer included court support and administrative functions, and the prosecution of ticketable provincial offences. The Windsor/Essex Provincial Offences Program ("POA Program") was created as a special-purpose vehicle to accept the transfer of POA responsibilities from the province. It functions as a self-funding, net revenue positive operating division of the City. The bulk of the POA Program's revenues are generated from fines received as a result of persons violating legislation.

Discussion:

The 2023 Annual Report (attached as Appendix A) details the following:

- 1. The operational functions of the POA Program
- 2. The POA Program's caseload and charging document volumes for 2023 compared year over year
- 3. Defaulted POA fines enforcement in conjunction with active collection efforts

4. The financial results and distributions for 2023.

The POA Program team members worked diligently throughout the year to meet its objectives and supported a number of new initiatives that had a positive impact on the overall business operations. Some of the key highlights include:

- A POA specific Write Off Policy was approved by council on January 16, 2023
- The Provincial Offences Office became PCI compliant ensuring all our credit card transactions are processed securely and in accordance with the new City policy.
- Legislative changes were implemented which now allow for a court clerk to enter convictions for defendants who are deemed to not wish to dispute their charges, thereby freeing up judicial resources.
- Legislative changes allow court clerks to grant re-openings of convictions in certain circumstances, which should also help free up time for Justices of the Peace.
- Successfully upgraded the Collection Agency Management System (CAMS) from version 3.18 to 3.21, which included enhanced administration features and reporting mechanisms.
- The POA Program ended the year with a net operating profit of \$1,007,689.

In 2024, the department will continue to explore avenues to improve our court processes and operating environment for the public to ensure equal and efficient access to justice. Initiatives planned for 2024 include: a complete review of our accessibility/accommodation request process, improved maintenance and testing of courtroom audio/video equipment (Crestron system), greater utilization of Court Administration Management System (CAMS) and adoption of a digital evidence management system (DEMS) and electronic ticketing system (eJust) to further digitize and automate processes. We anticipate and look forward to continued legislative changes aimed at modernizing the provincial offences court system.

In 2023, the POA Program took in a total of 28,213 charging documents, for a monthly average intake of approximately 2,351 tickets.

As the POA Program has little control over charging volumes, considerable efforts and resources are directed towards implementing an active and aggressive collection model and procedures. We continued to collect fine payments through execution of writs, municipal tax roll, garnishment of wages, 3rd party collections and Service Ontario.

Red Light Cameras became operational in Windsor in January of 2022. A red light running camera is a type of traffic enforcement camera that captures an image of a vehicle that enters an intersection during a red light. The program produced a net profit of \$1,009,138 for the 2023 year and the offences made up 21.8% of the overall tickets received. The POA Program only oversees the prosecution of these tickets, however a subsequent report will be brought forward from the City's Traffic Engineering department that will comment on the effectiveness of these cameras.

Risk Analysis:

There are no significant risks identified.

Climate Change Risks:

Climate Change Mitigation:

The Annual Report does not result in any climate change risk.

Climate Change Adaptation:

The Annual Report does not relate to efforts to adapt to climate change nor does it require modification as a result of climate change.

Financial Matters:

The Provincial Offences program ended the year with a net operating income of \$1,007,689. This was a decrease of \$355,131, or 26%, from 2022. This decrease in net operating income was driven primarily by a decrease in revenue of \$249,234. In 2023, due to a shortage of Justices of the Peace, the number of courtroom operating hours decreased by 26% reducing the number of matters that could be heard. The Regional Senior Justice of the Peace has advised that beginning in mid-2024, additional Justices of the Peace will be assigned to the POA Program area and courtroom operating hours will increase. This will result in an increase in the number of matters heard and positively impact the POA Program's revenue.

Since the local POA Transfer date of March 5, 2001 through to the end of the subject reporting year, this area's POA Program has realized total combined net revenues of \$50,172,000.

In accordance with the approved weighted assessment formula for 2023, distributions of net operating results over the course of the subject year resulted in \$490,344.06 allocated to the City of Windsor, and \$517,344.63 allocated to the County and Pelee.

Consultations:

This annual report was provided to and received by the Liaison Committee members at the meeting held on March 20, 2024. Members were encouraged to bring this report to their respective council members for communication.

Conclusion:

The POA team members worked diligently throughout the year to meet its objectives and supported a number of new initiatives that had a positive impact on the overall business operations. In 2024 the department will continue to explore avenues to improve our court processes and operating environment for the public to ensure equal and efficient access to justice. We anticipate and look forward to continued legislative changes aimed at modernizing the provincial offences court system.

Approvals:

| Name | Title |
|-----------------|------------------------------|
| Chris Carpenter | Manager, Provincial Offences |

| Name | Title |
|-------------------|--|
| Dana Paladino | Commissioner, Corporate Services (A) |
| Rosa Maria Scalia | Financial Planning Administrator |
| Janice Guthrie | Commissioner, Finance and City Treasurer |
| Joe Mancina | Chief Administrative Officer |

Appendices:

1 2023 POA Annual Report

WINDSOR/ESSEX PROVINCIAL OFFENCES (POA) ANNUAL REPORT

The 2023 Annual Report is a detailed summary that highlights the activities and operations of the Windsor/Essex POA department throughout the year. It is provided to the Liaison Committee Members every year and includes an overall assessment of the operations and its structure, key performance indicators and financial results.

Issued on: March 14, 2024

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MESSAGE TO OUR MUNICIPAL PARTNERS

It is my pleasure to present the 2023 Windsor/Essex Provincial Offences Annual Report which details the operational results and financial performance that we achieved throughout the year.

The POA team members worked diligently throughout the year to meet its objectives and supported a number of new initiatives that had a positive impact on the overall business operations. Some of the key highlights include:

- ➤ A POA specific Write Off Policy was approved by council on January 16, 2023. In 2023, \$1,335,638.74 was written off under this new policy.
- ➤ The Provincial Offences Office became PCI compliant as of October 26, 2023 ensuring all our credit card transactions are processed securely and in accordance with the new City policy.
- ➤ Legislative changes were implemented which now allow for court staff to convict defendants who do not attend court which should free up time for Justices of the Peace, and court staff can now grant re-openings which should also help free up time for Justices of the Peace.
- ➤ Successfully upgraded the Collection Agency Management System (CAMS) from version 3.18 to 3.21, which included enhanced administration features and reporting mechanisms.
- The Windsor/Essex POA program ended the year with a net operating profit of \$1,007,689.

In 2024 the department will continue to explore avenues to improve our court processes and operating environment for the public to ensure equal and efficient access to justice. We anticipate and look forward to continued legislative changes aimed at modernizing the provincial offences court system.

Sincerely,
Chris Carpenter
Manager of Provincial Offences

SECTION A – BACKGROUND & OPERATIONAL ACTIVITIES

In 1998, the province enacted Bill 108 which amended the Provincial Offences Act ("POA") thereby enabling it to transfer various responsibilities of the POA Court system to municipalities across Ontario. Offences governed by the POA are regulatory in nature created pursuant to provincial statutes such as the Highway Traffic Act, the Compulsory Automobile Insurance Act, the Liquor License Act, and the Trespass to Property Act, to name a few. The transfer of POA responsibilities included court support and administration functions, the prosecution of ticketed offences under Part I of the POA (with the more serious charges under Part III continuing to be prosecuted provincially), as well as the collection and enforcement of most fines. Part II matters (also known as parking ticket) and the collections of those tickets are handled by the Parking Enforcement division of the City of Windsor under the administrative penalty system. The POA Transfer did not include criminal matters, which continue to be processed and prosecuted in a court system managed by the province.

The Windsor/Essex Provincial Offences Program ("POA Program") was created as a special-purpose vehicle to accept the transfer of POA responsibilities from the province. It functions as a self-funding, operating division of the City of Windsor ("City"), having been established for the express purpose of locally implementing the POA Transfer at the regional level.

Although rooted in legislation, the POA Program is essentially governed by a number of contracts, consisting of the following agreements:

- The Transfer Agreement between the City and the province of Ontario as represented by the Ministry of the Attorney General ("MAG"), consisting of 2 contracts, namely a generic Memorandum of Understanding ("MOU") and a Local Side Agreement ("LSA"). The Transfer Agreement sets forth the City's responsibilities and duties, inclusive of various guidelines and standards;
- The Intermunicipal Court Service Agreement ("ISA") entered into amongst the City and those other affected municipalities together constituting the Windsor/Essex Court Service Area ("Area"), which encompasses the geographic territory consisting of the City of Windsor, the County of Essex and Pelee Island. It serves to outline the roles and responsibilities of the POA Program and the 9 serviced municipalities.

The ISA provided for an initial term of six fiscal years, commencing on March 5, 2001 (the live transfer date) through December 31, 2006. The ISA has been renewed three times since the original agreement each time for a period of 5 years. The current agreement which was renewed in 2021 commenced January 1, 2022 and expires December 31, 2026.

The POA Program also has responsibility for various POA Court operations at the Leamington courthouse, where the POA Court presided the 1st, 3rd and 5th Thursday of every month prior to the pandemic. At the time of writing this report, the Leamington courthouse operations have

not resumed. The proceedings that would typically be held in Leamington are being held virtually in Windsor courts. If and when the Leamington courts open back up to in person proceedings, Windsor/Essex POA will review its operations and determine the best course of action moving forward with hosting POA matters at this location.

The POA Program provides services and facilities to various stakeholders within the administration of the justice system. These stakeholders include law enforcement personnel whose mandates entail the initiation of proceedings against defendants alleged to have violated provincial legislation and municipal by-laws, defendants and their legal representatives, victims of such violations, various provincial authorities, as well as an independent and impartial judiciary. Operations of the POA Program fall into four functional categories. These four sections together constitute the operational aspects of the POA Program:

Court Administration: This area has general carriage of the POA Court office. Responsibilities include the intake, processing, filing and preservation of charging documents (i.e. tickets) and associated certificate control lists received from law enforcement agencies; the intake of mail and allocation and processing of payments and legal documentation; tracking of on-line remittances via www.Paytickets.ca; staffing of cashier stations to handle payments and queries; generation of POA Court dockets including fail-to-respond, trial, first appearance, and Early Resolution; setting of trials; procuring interpreter services; liaising with police court services personnel; intake and processing of motions, re-openings, appeals and applications for extensions of time to pay fines; maintaining updated data in the provincial mainframe application known as the Integrated Courts Offences Network ("ICON"); enforcement of delinquent fines via driver's license suspensions; processing of daily financial matters; procurement of equipment/supplies; and overall maintenance of the operations. Due to changes enacted by Bill 177, court administration, as clerks of the court, are able to review and approve reopenings as well as extensions of time to pay and convict fail to respond matters as of November 1, 2021.

Court Support: This area is composed of POA Court monitors, being a combination of court clerks/reporters whose responsibilities include ensuring that the POA Court dockets and associated charging documents are properly presented in court; paging defendants; assisting the Justices of the Peace in arraignments and endorsements; issuing statutory warnings to defendants; generating payment slips to defendants wishing to immediately satisfy imposed fines; maintaining updated ICON data; ensuring that the proceedings are properly recorded; typing transcripts for use in appeals and other proceedings; logging and preserving exhibits including disposal of same in accordance with judicial directions or retention requirements. Due to changes enacted by Bill 177, court clerk reporters, as clerks of the court, are able to convict 9.1.b convictions for fail to respond individuals in an early resolution setting.

Prosecution: The Municipal Prosecutors appear in POA Court to call the trial list and to conduct trials, to deal with motions, to set trial dates; they meet with defendants and their representatives in conjunction with the Early Resolution process with a view to resolving matters;

they review law enforcement files to ensure that matters should be proceeded with and assist with disclosure to Defendants and their Representatives and they appear in the higher courts on both prosecution and defence appeals. Municipal by-law matters are heard in POA court and each municipality prosecutes their own by-laws. In 2023, Part III matters under the POA remained the prosecutorial responsibility of the Crown Attorney's office &/or specialist Prosecutors provided by various ministries.

On December 14, 2017, Bill 177 – Stronger, Fairer Ontario Act - was passed by the Legislative Assembly of Ontario that enables the Attorney General to enter into agreements with municipalities to transfer responsibility for certain prosecutions currently prosecuted by the Ministry's Criminal Law Division under Part III of the POA. Based on the current wording of the legislation, a Part III transfer is permissible, but not mandatory, and municipalities have made it clear to the Ministry that taking on this transfer would need to be approved by their respective councils. If Part III offences are transferred to the municipalities, the Crown Attorney's office will continue to monitor the more serious cases. Based on a preliminary review of the statistics regarding Part III matters, it is expected that an additional prosecutor would need to be added to the permanent staff establishment. Further incentives would need to be provided in order to recommend the transfer to Council. The prosecution of City of Windsor By-laws was transferred to the POA Municipal Prosecutors from the Legal Department in 2017. The Municipal Prosecutors are also prosecuting charges laid by any of the Fire Services in Essex County.

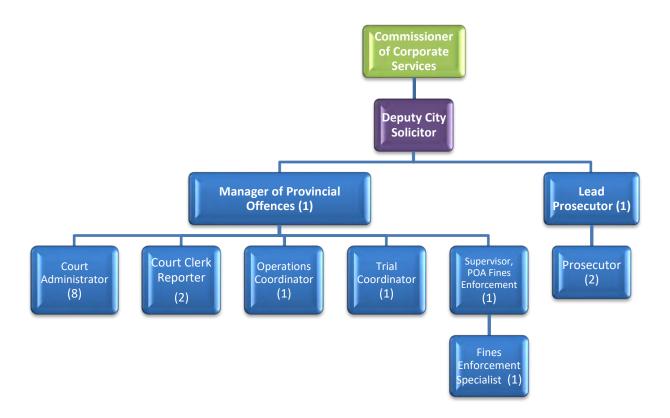
Fines Enforcement (Collections): One POA Fines Enforcement Supervisor along with one POA Fines Enforcement Specialist are responsible for ensuring that POA Court judgments, being orders imposing monetary penalties, are honoured by defendants including seeing to it that certificates of default are prepared and filed in a timely fashion at the Superior Court of Justice; for sending out dunning letters; for locating and meeting with defendants having defaulted fines and making arrangements for collecting; for ensuring that writs of seizure and sale and garnishments are proceeded with in appropriate cases; for attending on judgment debtor examinations primarily at the Small Claims Court level; for filing proofs of claim with trustees in bankruptcy and estate trustees; and for liaising with collection agencies and credit bureaus with which the POA Program has relationships.

The Windsor POA facility also houses a satellite office of the Police Court Services Branch. Among other things, that office works closely with the Prosecutors to ensure that law enforcement files are available for use at trials, at Early Resolution meetings and on appeals. The Court Services office also advises Police Officers of trial dates, summons lay witnesses, arranges for personal service of court documents, provides disclosure to Defendants and their legal representatives and procures necessary official documentation for use in court as evidence.

An organizational diagram of the POA Program is included and identified as CHART A-1, which was in effect at the end of the subject reporting period.

CHART A-1

ORGANIZATIONAL CHART OF THE WINDSOR/ESSEX POA OFFICE



SECTION B – LIAISON COMMITTEE

The ISA calls for the setting up of an administrative advisory panel, being the Windsor/Essex Court Service Area Liaison Committee ("Liaison Committee"), composed of one representative from each participating municipality. Among other items, the 10-person Liaison Committee:

- Serves as the liaison between the City and the 9 Serviced Municipalities on all matters relating to the operation of the POA Program
- Reviews all reports submitted by the Commissioner of Corporate Services and Deputy
 City Solicitor in conjunction with the Manager of Provincial Offences and makes
 recommendations to the operations of the POA Program
- Reviews and recommends for approval the annual budgets
- Generates an annual report for review by the respective councils of the participants

By virtue of the ISA, each party municipality provides a member of its administration as its Liaison Committee representative, with the Windsor representative currently being the Commissioner of Corporate Services. The latter is also the Chair.

For 2023, the final composition of the POA Liaison Committee was as follows:

| MUNICIPALITY | MEMBER | POSITION |
|----------------|-----------------------|---|
| Amherstburg | Tracy Prince | Director, Corporate Services/CFO |
| Essex (County) | Melissa Ryan | Director of Financial Services/Treasurer |
| Essex (Town) | Kate Giurissevich | Director, Corporate Services/Treasurer |
| Kingsville | Ryan McLeod | Director of Fin. & Corp. Services/Treasurer |
| Lakeshore | Justin Rousseau | Director of Finance/CFO |
| LaSalle | Dale Langlois | Director of Finance/ Treasurer |
| Leamington | Laura Rauch | Director of Finance & Business Services |
| Pelee | Michelle Feltz | Treasurer/Tax Collector |
| Tecumseh | Tom Kitsos | Director of Financial Services/CFO |
| Windsor | Dana Paladino (Chair) | Commissioner of Corporate Services |
| Windsor | Chris Carpenter | Manager of Provincial Offences |

The Liaison Committee is mandated by the ISA to convene at least twice annually. In 2023, there were two meetings that were held on the following dates and locations:

<u>Date</u>
April 5, 2023

Remote Meeting through Zoom

November 20, 2023 Remote Meeting through Zoom

SECTION C – CASELOADS & STATISTICS

The POA Program's caseload is dependent upon charges laid by professional law enforcement personnel and agencies. The workflow of the POA Program commences with the initiation by Police and other Officers of legal proceedings against alleged violators of provincial legislation and municipal by-laws. Legal proceedings are instituted by personal service upon the defendant by either a Provincial Offence Notice (also known as a Part I ticket) or a more formal Summons to Defendant requiring attendance at court (also known as a Part III ticket). These charges are ultimately disposed of by an independent and impartial judiciary presiding in the form of the POA Court. Pursuant to Part X of the POA and the Transfer Agreement, the POA Program receives fine revenue from Part I and Part III charges, provided that the fine revenue is not "dedicated" to some special purpose. Further detailed distinctions are possible, as indicated below:

- Charges laid by traditional Police forces, being local police services including the OPP: all fine revenues belong to the POA Program virtually without exception unless the charges are laid under federal legislation or under certain municipal bylaws
- Charges laid by specialized Police forces, such as the OPP contingent securing Casino Windsor: for the most part all fine revenues belong to the POA Program, unless charges are laid under federal legislation (for example by the CNR or CPR police under the Railway Safety Act of Canada)
- Charges laid by specialized agencies and most Provincial Ministries, for example the Ministry of Labour under the Occupational Health and Safety Act: for the most part all fine revenues belong to the POA Program, unless there is statutory dedication
- Charges laid by Municipal Inspectors and Police Officers under bylaws (e.g. licensing, zoning, noise, prohibited turns, parking, etc.) and provincial statutes (e.g. Building Code Act): the fine revenues belong to the charging municipality, with the POA Program receiving no compensation for services rendered and facilities made available, other than relatively insignificant court costs/fees
- Charges laid under federal enactments, or by certain Provincial Ministries or bodies in situations where the fines are statutorily "dedicated" to special purposes: the POA Program receives no fine revenue or other compensation for services rendered and facilities made available, other than relatively insignificant court costs/fees.

In 2023, the POA Program took in a total of 28,213 charging documents, for a monthly average intake of approximately 2,351 tickets. TABLE C-1 which follows below shows the charging volume for each agency and the year over year percentage change.

NOTE: The numbers and/or percentages of charges do not necessarily translate into more or less fine revenue generation. The quality of the charges is important along with the final resolution of the fines.

Table C-1: 2023 CHARGING VOLUME BY AGENCY

| Agency | 2023 | % Change '23 vs. '22 |
|-------------------------------------|--------|-------------------------|
| Windsor Police | 10,949 | 39.8% |
| Ministry of Transportation | 2,194 | 37.6% |
| RLC-Joint Processing Centre | 6,141 | 15.5% |
| Essex OPP | 5,437 | 32.3% |
| Tecumseh OPP | 274 | 80.3% |
| Leamington OPP | 405 | 11.9% |
| Lakeshore OPP | 214 | -10.8% |
| Essex Town OPP | 82 | -24.1% |
| Kingsville OPP | 122 | -20.8% |
| LaSalle Police | 1,228 | -39.3% |
| Essex Detachment Heat Unit | 0 | N/A |
| Canadian Pacific Rail Police | 333 | -2.9% |
| Ministry of Natural Resources | 229 | -5.4% |
| Windsor Fire Department | 39 | 62.5% |
| Casino OPP | 12 | 50.0% |
| Windsor Essex County Health Unit | 60 | -38.8% |
| Windsor Bylaw | 182 | 93.6% |
| Ministry of Finance | 5 | N/A |
| Ministry of Labour | 110 | 182.1% |
| Ministry of Environment | 51 | 6.3% |
| Ministry of Solicitor General | 9 | 125.0% |
| Ontario College of Trades | 0 | N/A |
| Lakeshore Fire | 1 | -88.9% |
| Humane Society – Windsor | 1 | N/A |
| Amherstburg Bylaw | 22 | 2100.0% |
| Amherstburg Fire Department | 0 | -100.0% |
| Lakeshore Bylaw | 43 | 437.5% |
| Canadian Heritage Parks | 45 | 28.6% |
| Electrical Safety Authority | 0 | -100.0% |
| Real Estate Council - Windsor | 0 | N/A |
| OPP-Traffic Mgt/Ride Mount Forest | 0 | N/A |
| OPP-Traffic Mgt/Ride London | 39 | -31.6% |
| Orillia O.P.P | 5 | 150.0% |
| Kingsville Bylaw | 5 | 150.0% |
| Ontario Motor Vehicle Industry | | |
| Council | 65 | -4.4% |
| Tarion Warranty Corp | 0 | N/A |
| Kingsville Fire | 0 | -100.0% |
| Tecumseh Fire | 3 | N/A |
| Essex Bylaw | 5 | -50.0% |
| Essex Fire Department | 1 | -66.7% |
| Ministry of Municipal Affairs & | | 100.00/ |
| Housing | 6 | 100.0% |
| Ministry of Government and | 26 | 21/2 |
| Consumer Services | 36 | N/A |
| Leamington Bylaw | 103 | 1371.4% |
| Essex Region Conservation Authority | 1 | N/A |
| Canadian National Rail Police | 0 | N/A |
| Ontario New Home Warranties | | N1 / A |
| Program ODD Polos Island | 0 | N/A |
| OPP Pelee Island | 0 | N/A |
| Leamington Fire | 36 | -50.7% |
| London-Heat Unit | 0 | N/A |
| Alcohol & Gaming Commission | 0 | N/A |
| Workplace Safety & Insurance Board | 0 | N/A |
| Tecumseh Bylaw | 1 | N/A |

| | % Change '22 |
|-------|----------------|
| 2022 | vs. '21 |
| 7,834 | -26.7% |
| 1,595 | 21.3% |
| 5,318 | N/A |
| 4,109 | 19.1% |
| 152 | -42.9% |
| 362 | -54.0% |
| 240 | -54.5% |
| 108 | -34.9% |
| 154 | -53.3% |
| 1,226 | 84.4% |
| 0 | -100.0% |
| 343 | -44.1% |
| 242 | 19.8% 33.3% |
| 8 | 33.3% |
| 98 | -50.8% |
| 94 | -27.1% |
| 0 | -100.0% |
| 39 | -57.1% |
| 48 | -34.2% |
| 4 | N/A |
| 0 | N/A |
| 9 | 200.0% |
| 0 | N/A |
| 1 | -94.4% |
| 1 | -75.0% |
| 8 | 100.0% |
| 35 | 29.6% |
| 4 | N/A |
| 0 | N/A |
| 0 | N/A |
| 57 | 103.6% |
| 2 | N/A |
| 2 | -71.4% |
| 68 | 44.7% |
| 0 | N/A |
| 3 | 200.0% |
| 0 | N/A |
| 10 | N/A |
| 3 | N/A |
| | |
| 3 | N/A |
| | |
| 0 | N/A |
| 7 | -90.0% |
| 0 | N/A |
| 0 | N/A |
| 0 | NI/A |
| 0 | N/A N/A |
| 73 | N/A N/A |
| 0 | -100.0% |
| 0 | -100.0% |
| 0 | N/A |
| 0 | -100.0% |
| | _00.070 |

| Private Complaints | 0 | N/A |
|--------------------------------------|----|---------|
| LaSalle Fire | 2 | N/A |
| Major Crime Squad | 0 | N/A |
| Public Health Agency of Canada | 11 | -97.1% |
| Greater Essex County District School | | |
| Board | 0 | N/A |
| Probation Office | 0 | N/A |
| Wildlife Canada | 0 | N/A |
| Ministry of Agriculture & Food | 0 | -100.0% |
| Childrens Aid Society | 0 | N/A |
| Probation Office - Windsor | 0 | N/A |
| Ministry of Environment, | | |
| Conservation & Parks-Windsor | 6 | 0.0% |
| Royal Canadian Mounted Police | 0 | N/A |

| 0 | N/A |
|-----|--------|
| 0 | N/A |
| 0 | N/A |
| 377 | -7.1% |
| | |
| 0 | N/A |
| 0 | N/A |
| 0 | N/A |
| 4 | 100.0% |
| 0 | N/A |
| 0 | N/A |
| | |
| 6 | N/A |
| 0 | N/A |

External Benchmarking of Caseloads

Windsor experienced an increase in overall charges for 2023 with an 26.4% higher ticket volume than 2022. The majority of growth seen in 2022 was the result of the Red Light Camera (RLC) program coming online. Although the number of RLC tickets issued in 2023 did increase by 832 (15.6%) this only represents 14% of the total increase for 2023 (5,889 more tickets). TABLE C-2 below provides details on the charging volumes of various municipalities as well as Windsor and the total provincial charges filed.

Table C-2: 2023 CHARGING VOLUME COMPARATOR

| Agency | MBN Canada | 2023 | % Change '23 vs. '22 |
|-------------|---------------|---------|----------------------|
| Windsor | Yes | 28,213 | 26.4% |
| Barrie | Yes | 33,542 | 18.2% |
| Durham | Yes | 127,229 | 26.1% |
| Hamilton | Yes | 87,179 | -1.3% |
| London | Yes | 37,741 | 15.7% |
| Niagara | Yes | 42,408 | 69.1% |
| Ottawa | Yes | 297,647 | 59.3% |
| Thunder Bay | Yes | 22,279 | 18.3% |
| Toronto | Yes | 796,360 | 27.6% |
| Waterloo | Yes | 66,123 | 42.2% |
| Brampton | No | 62,547 | -1% |
| Brantford | No | 15,134 | 33.2% |
| Caledon | No | 22,532 | 8.6% |
| Chatham | No | 8,902 | 13.7% |

| 2022 | % Change '22 vs. '21 |
|---------|-------------------------|
| 22,324 | 8.09% |
| 28,368 | -64.51% |
| 100,866 | 21.04% |
| 88,339 | -0.20% |
| 32,611 | 25.05% |
| 25,086 | -5.21% |
| 186,873 | 15.19% |
| 18,834 | 28.35% |
| 624,286 | 7.02% |
| 46,514 | 6.93% |
| 63,206 | -22.32% |
| 11,363 | 23.00% |
| 20,744 | -58.86% |
| 7,828 | -21.65% |

| 2021 | % Change '21 vs. '20 |
|---------|----------------------|
| 20,518 | -16.3% |
| 46,669 | 1.1% |
| 79,640 | 12.5% |
| 88,514 | 0.5% |
| 24,443 | -3.2% |
| 26,393 | -3.5% |
| 158,478 | 21.6% |
| 13,495 | 2.7% |
| 580,460 | 31.7% |
| 43,289 | -3.4% |
| 77,315 | -29.5% |
| 8,749 | -439.7% |
| 32,954 | 74.2% |
| 9,523 | -180.3% |

| Guelph | No | 22,578 | 32.5% |
|------------|-----|-----------|-------|
| Lambton | No | 11,795 | 4.3% |
| | | | |
| Provincial | N/A | 2,238,216 | 26.8% |

| 17,042 | 20.71% |
|-----------|--------|
| 11,308 | 18.46% |
| | |
| 1,765,733 | 6.50% |

| 13,513 | -6.8% |
|-----------|--------|
| 9,221 | -53.5% |
| | |
| 1,650,915 | 15.7% |

Operational Statistics

As shown above, our ticket volume increased by 26.4% to 28,213. In addition to the POA Program's caseload being dependent upon charges laid by professional law enforcement personnel and agencies, our ability to try cases is dependent on the amount of judicial resources made available to us. That is to say, the number of hours a Justice of the Peace is available to sit in our courts. Although our ticket volumes increased, we also experienced the following:

- \$5,419,699 in fines paid (2022 \$5,682,011) down 4.6%
- 1,098 courtroom operating hours (2022 1,484) down 26%
- 5,088 Early Resolution meetings (Part I) (2022 4,783) up 6.3%
- 33,411 Matters heard in court (Parts I & III) (2022 40,890) down 18.3%

It is clear that even with the number of tickets increasing, our production is restricted due to insufficient courtroom operating hours. TABLE C-3 below shows that, for the most part, in areas where revenue has grown, court hours have also grown.

NOTE: Many factors influence the amount of revenue generated. Delinquent fine rates, dispute rates, rates of extension requests, number of dedicated fines etc. all impact overall revenues. The intention of the below chart is to show that year over year change in court hours impacts year over year revenues.

Table C-3: 2023 REVENUE AND COURT HOURS COMPARATOR

| Agency | | 2022 | 2023 | % Change '23 vs. '22 |
|-------------|-------------|--------------|--------------|----------------------|
| Windsor | Revenue | \$5,682,011 | \$5,419,699 | -4.6% |
| Willuson | Court Hours | 1,484 | 1,098 | -26% |
| Barrie | Revenue | \$3,600,511 | \$3,900,575 | 8.3% |
| Darrie | Court Hours | 505 | 798 | 58.1% |
| Durham | Revenue | \$9,859,824 | \$12,140,714 | 23.1% |
| Durnam | Court Hours | 806 | 1,066 | 32.3% |
| Hamilton | Revenue | \$13,565,258 | \$16,247,809 | 19.8% |
| папппоп | Court Hours | 970 | 1,082 | 11.6% |
| London | Revenue | \$7,127,255 | \$7,445,312 | 4.5% |
| London | Court Hours | 765 | 1,047 | 36.9% |
| Niagara | Revenue | \$4,322,578 | \$7,353,591 | 70.1% |
| Niagara | Court Hours | 981 | 672 | -31.5% |
| 044 | Revenue | \$29,910,374 | \$38,095,827 | 27.4% |
| Ottawa | Court Hours | 874 | 1,214 | 39% |
| Thunder Pay | Revenue | \$2,930,681 | \$3,638,832 | 24.2% |
| Thunder Bay | Court Hours | 563 | 669 | 18.7% |

| Toronto | Revenue | \$56,245,653 | \$81,333,137 | 44.6% |
|-----------|-------------|--------------|--------------|--------|
| Toronto | Court Hours | 4,138 | 6,612 | 59.8% |
| Waterloo | Revenue | \$8,419,199 | \$9,189,821 | 9.2% |
| vvaterioo | Court Hours | 891 | 719 | -19.3% |
| Dramatan | Revenue | \$11,200,039 | \$11,226,665 | 0.2% |
| Brampton | Court Hours | 1,462 | 1,857 | 27.1% |
| Brantford | Revenue | \$1,786,841 | \$2,781,587 | 55.7% |
| Brantford | Court Hours | 162 | 466 | 187.3% |
| Caledon | Revenue | \$3,468,124 | \$3,421,088 | -1.4% |
| Caledon | Court Hours | 480 | 508 | 5.8% |
| Chatham | Revenue | \$1,466,020 | \$1,506,830 | 2.8% |
| Chatham | Court Hours | 341 | 241 | -29.5% |
| Cualph | Revenue | \$3,859,417 | \$3,509,790 | -9.1% |
| Guelph | Court Hours | 422 | 329 | -21.9% |
| Lambton | Revenue | \$1,641,888 | \$1,740,269 | 6% |
| Lambton | Court Hours | 366 | 249 | -32% |

A decrease in court room hours has had several operational impacts on the POA program.

There is insufficient court time to facilitate the number of new charges leading to a backlog of cases. This backlog results in charges exceeding 18 months between the time of the charge being issued and the conclusion of the trial. As a result, charter applications have been received which consume a considerable amount of resources. Often a viable rationale for the delay, beyond citing a lack of judicial resources, cannot be mounted and the charges have to be dropped.

With limited court hours less matters can be dealt with each year. In 2023, 33,411 events were heard compared to 40,890 events in 2022 (a decrease of 18.3%). The number of events heard in 2021 were 46,883 representing a 12.8% decrease from 2021 to 2022. Over this 2-year period, the number of events heard in court dropped by 28.7%.

At this time, the greatest barrier to revenue growth is the lack of court room hours. In an effort to make the most effective use of court time a focus has been put on early resolution meetings as they take much less court time per matter. Early resolution meetings increased 6.3% year over year and will continue to be a focus of the POA Program. Part 1 offences can be paid without going to trial. Approximately 46% of the 24,496 part 1 offences issued in 2023 were paid without going to trial. In 2024, the POA office will be reviewing options to encourage the prepayment of tickets to reduce the demand for court hours.

The POA office has also been advocating to have more Justices of the Peace appointed and assigned to Windsor. On January 29, 2024, the Ministry of the Attorney General announced the appointment of two additional Justices of the Peace for Windsor. These Justices will take approximately one year to complete their training. In addition, our Local Administrative Justice of the Peace Renaud has advised by September of this year, two additional Justices of the Peace assigned to Windsor will have completed their training. Justice Renaud has estimated that these two Justices will result in one additional court day per week. Assuming total ticket volumes are

maintained, this increase in judicial resources should result in increased revenue for 2024.

Red Light Camera (RLC) Offences

Red Light Cameras became operational in Windsor in January of 2022. A red light running camera is a type of traffic enforcement camera that captures an image of a vehicle that enters an intersection during a red light.

The key reasons why municipalities have installed cameras are to change driving behaviour, reduce angled collisions, and increase safety.

Below are the statistics for the second operational year of Red Light Cameras. The program produced a net profit of \$1,009,138 for the 2023 year and the offences made up 21.8% of the overall tickets received. Please note that this net revenue figure includes expenses directly related to the RLC program (such as camera rental charges and JPC fees) and does not factor in shared operating expenses such as staffing costs, office supplies, etc.

Ontario Regulation 355/22 under the Highway Traffic Act allows for the use of Administrative Penalties (AP) for vehicle-based offences captured by automated enforcement systems such Automated Speed Enforcement and Red Light Cameras. APs are an alternative method to adjudicate these offences outside of the traditional POA court system. APs are penalties imposed directly by the municipality and are intended to encourage compliance without the need for a more serious judicial procedure. As APs are administered by the municipality, the appeal and payment process are considered to be more customer friendly. The penalty revenue goes directly to the municipality. The intention of the AP approach is to move offences that are considered less serious out of the POA system to allow POA resources to be focused on more serious offences. The suitability of the AP process for the existing Red Light Camera program is being explored by the City of Windsor's administration.

A separate Red Light Camera information report relating to the success of changing driving behaviors, reducing angles collisions and increased safety will be brought to Council from the City's Traffic Operations Department.

Table C-4: Red Light Camera Offences

| Red Light Camera Offences Statistics | | | | | | | | | | | | | | |
|--|---------|----------------|----------|------------|-------------|----------|------|-----|-----|-----|-----|-----|-------|----------|
| Year to Date Revenue as of April 30, 2022 | | | | | | | | | | | | | | |
| RLC Revenue Received (Jan to Dec | \$ | 1,224,201.0 |) | | | | | | | | | | | |
| RLC Expenses (Actuals*) | \$ | 215,063.0 |) | | | | | | | | | | | |
| Net | \$ | 1,009,138.0 |) | | | | | | | | | | | |
| *Note: JPC Toronto expenses are billed annually and have not been re | eceive | d as of April. | | | | | | | | | | | | |
| Jenopik Expenses are billed monthly, however they are 1 month behir | ıd. | | | | | | | | | | | | | |
| Expenses reflected are direct RLC expenses and does not include any | y overh | nead expense | s such a | s staffing | g, office e | xpenses, | etc. | | | | | | | |
| | | | | | | | | | | | | | | |
| Agency | Jai | n Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | 2023 | % of Tot |
| RLC-Joint Processing Centre | 27 | 310 | 562 | 394 | 693 | 687 | 475 | 634 | 530 | 656 | 525 | 396 | 6,141 | 21.8% |

SECTION D – DEFAULTED FINES ENFORCEMENT

Under the Transfer Agreement with MAG, the responsibilities of the City include the collection and enforcement of POA fines for and on behalf of the area. The POA Fines Enforcement area currently has two full-time employees.

Ongoing efforts to enforce defaulted fines continue to be aggressive and at the same time very challenging. Enforcement constitutes a highly labour-intensive activity which consumes a lot of resources and time. There are a variety of enforcement tools that are readily available and frequently used by the collection staff in order to encourage payment and/or to legally enforce payment of defaulted fines. Some of these include:

- Selectively adding defaulted fines to the tax roll of sole property owners for collection pursuant to section 441.1 of the Municipal Act.
- Registering Certificates of Default with the civil court having monetary jurisdiction, thereby constituting deemed orders or judgments for enforcement purposes.
- Filing and maintaining wage garnishment proceedings where the employer has been identified and the offender's employment status has been verified.
- Use of Collection Agencies. In addition to skip tracing and making the usual contacts with debtors, our collection agencies have reported numerous defaulters to the major credit bureaus, thereby impairing the creditworthiness of the offenders.
- Filing and maintaining Writs of Seizure and Sale with sheriff's offices, thereby erecting judicial liens against present and future proprietary interests.
- Driver's License suspensions and plate denials under various statutes and regulations.
- Intercepting indemnity deposits with permit-issuing City departments, by redirecting the indemnity refunds to POA where the indemnitors have defaulted fines
- Exercise of prosecutorial discretion to encourage defendants presenting themselves with fresh charges, to finally honour monetary sentences previously imposed by the POA Court.

Although not frequently used due to operational challenges and privacy legislation, there are other enforcement tools that can be applied to ensure collection efforts are maximized:

- Examinations-in-Aid of Execution, whereby judgment debtors may be examined in depth as to their abilities and means to make good their monetary obligations including being compelled to fully disclose their assets, liabilities, sources of income, bank accounts, RRSP's etc. (this tool is rarely used as our Collections staff would have debtors not attend their scheduled appointments and those that would attend did so because they had no ability to pay).
- Contempt hearings where debtors have refused or neglected to attend on examinations-in-aid.
- Garnishment proceedings whereby bank accounts, rentals from tenants etc. are

- attached as information and used for enforcement (the more commonly used enforcement tool is the garnishment of wages which is discussed later in this report)
- Monitoring of death notices in the hopes of collecting from estates.
- Encouraging revocation of CVOR certificates in liaison with the Ministry of Transportation, respecting businesses making use of commercial motor vehicles whose operations perennially default on fines.

Active Collection Efforts

We recognize the fact that the POA department has little to no control over charging volumes therefore considerable efforts and resources are redirected towards implementing an active and aggressive collection model and procedures. The results of these efforts are summarized in the following sub-sections below.

Municipal Tax Rolling

Under Section 441.1 of the Municipal Act, 2001, a local municipality is permitted to add any part of a fine for a commission of a provincial offence that is in default under section 69 of the Provincial Offences Act to the tax roll for any property in the local municipality for which all of the owners are responsible for paying the fine. Accordingly, a Defaulted Fine can only be added if the offender in default is the sole owner of the property. The Defaulted Fine is collected in the same manner as municipal taxes at the request of a municipality.

The tax roll process continued to be a supplementary collection tool to utilize in 2023. An additional 3 accounts were added in 2023 with a dollar value of \$9,457.50. We also collected \$3,132.50 through this method of collection in 2023 from accounts added in prior years.

Garnishment of Wages

The process of finding where an offender is employed is one of the most challenging tasks due to the limited amount of information that is available to our staff. In many cases the offenders are either unemployed, working for cash, or on some form of assistance which cannot be garnished.

However, when employment is confirmed and the garnishment documents are in place, it becomes one of the most effective enforcement tools. In 2023 we initiated 20 new garnishments and collected \$42,394.46 in revenue from all garnishments.

3rd Party Collections

On July 1, 2021, changes to our 3rd party collection vendors were made as a result of an RFP issued in late 2020. Three collection agencies, General Credit Services, International Credit Experts and Gatestone, were procured. Table D-1 summarizes the year over year results of third party vendor collection of POA fines.

| Table D-1: Third Party Agency Collection Summa | ary- Year Over Year Compai | rison | |
|--|----------------------------|-------------------------|----------------------|
| | | | |
| Description | As of December 31, 2023 | As of December 31, 2022 | Increase/ (Decrease) |
| Revenues Collected from Third Party Agencies | \$975,722 | \$798,644 | \$177,078 |

There was an increase of \$177,078 in collected revenue from Third Party Agencies in 2023 compared to 2022. With the current 3rd party collections agencies procured in July of 2021, we have seen a significant increase in revenue as the old cases were redistributed to new agencies in 2021. Revenue from 3rd party collections represents approximately 17% of overall revenue collected in the year.

Fines Paid at Service Ontario

All defendants who have suspended driver's licenses due to POA offences have the ability to pay their outstanding POA fines at Service Ontario. This allows the individual to obtain their license back immediately as they pay their outstanding fines and the re-instatement fee due to the Ministry and their license is re-instated on the spot.

In 2023, 1,729 fines were collected at Service Ontario through this program. From these payments, revenue of \$563,448.13 was received. This continues to be a positive and efficient method of collecting defaulted fines that may have not have been collected otherwise.

In May of 2017, a plate renewal program was implemented by the Ministry of Transportation (MTO) whereby all outstanding defaulted driver fines have to be paid in full before one can renew their plates. All Red Light Camera Offences fall under this program. Therefore, anyone who does not pay their RLC offence will be required to pay before renewing their license.

In February of 2022, the provincial government made a decision to eliminate the costs associated with renewing license plates. Plates will still need to be renewed every one or two years — to ensure car insurance and any outstanding tolls or municipal fines are paid — but it will be free to do so with no sticker required. The full impact of this decision cannot be quantified at this time but it is assumed that it will cause a decrease on the number of offences issued for expired plates and will cause a delay in the requirement for people to pay their fines.

Outstanding Fines Paid

Regardless of how effective the active collection efforts are, there remains a significant number of outstanding fines. As of December 31, 2023, there were approximately 64,091 records of unpaid fines for a total outstanding amount of \$44,715,391. (See Table D-2 for further details). The significant number of outstanding fines is not just a Windsor specific issue; it is experienced province wide.

| Table D-2: Number of Unpaid Fines | | | | |
|-----------------------------------|--------|----------|--------|----------|
| | 2 | 023 | 20 | 022 |
| Description | # | % Change | # | % Change |
| Pre-Transfer | 20,362 | -28.6% | 28,517 | -1.3% |
| Post- Transfer | 43,729 | 0.6% | 43,483 | 1.5% |
| Total | 64 091 | -28.0% | 72 000 | 0.2% |

Table D-3: Dollar Value of Unpaid Fines

| | 20 | 23 | 20 | 22 |
|----------------|--------------|----------|--------------|----------|
| Description | # | % Change | # | % Change |
| Pre-Transfer | \$4,099,603 | -19.9% | \$5,115,997 | -1.5% |
| Post- Transfer | \$40,615,788 | 1.7% | \$39,944,294 | 1.9% |
| Total | \$44,715,391 | -18.2% | \$45,060,290 | 0.4% |

Many of these older fines (i.e. pre-transfer) have been 'scrubbed' multiple times and all reasonable and appropriate measures to collect have been made. A POA specific write off policy was approved by Council in January of 2023 and \$1,335,638.74 was written off in 2023 (reflected by the decrease in the number and value of pre-transfer unpaid fines). Final account write offs are finalized by the Ministry in a batch process that gets completed in September of each year.

It's important to note that a write-off policy refers to the cessation of active fine collections and is done for accounting purposes only. It does not absolve a convicted offender from the requirement to pay a fine, as debts to the Crown are owed in perpetuity and are never forgiven.

The POA office will be undertaking another review in 2024 and widen the criteria for fines that can be written off. The ultimate goal is to use write offs to both create an accurate picture of outstanding fines that have the potential to be collected and to better focus our collection efforts on outstanding fines that have a higher likelihood of being collected.

SECTION E – FINANCIAL RESULTS

The negotiated financial arrangement underpinning the POA Program is in essence a partnership, under which the participating municipalities annually share approximately \$1.1 million of net revenue or "profit". The City, as the managing partner, front-ends the operation and collects and enforces the monetary fines imposed by the POA Court. From the total revenue derived, all operating costs pertaining to the POA Program are deducted. These costs include such things as staff salaries, Windsor Police court security, facility rent and maintenance, office equipment and supplies, Victim Fine Surcharge remittances, and the adjudication expenses associated with running courtroom proceedings. The net revenue is then shared amongst the signatories to the ISA in proportion to their respective weighted assessments (See SECTION F for more details). In 2023 the net profit was allocated as follows:

| TOTAL | 100.00% |
|------------------------------|----------------|
| City of Windsor Contribution | <u>48.660%</u> |
| Pelee Contribution | 0.287% |
| County Contribution | 51.053% |

In an extremely challenging economic environment and recognizing that fine imposition amounts have not been indexed for inflation, the POA Program still enjoys a successful self-funding model, delivering a net positive revenue budget which benefits all of our local taxpayers. Each benefiting municipality is free to allocate its respective portion to such municipal purposes as deemed appropriate by the elected council thereof.

TABLE E-1 provides a high level five-year financial summary which can be used for internal benchmarking and comparative purposes.

TABLE E-1: ANNUAL FINANCIAL RESULTS - 5 YEAR SUMMARY

| Description | 20 |)23 Actuals (\$) | | 2022 | | 2021 | | 2020 | | 2019 |
|--------------------------------|----|---------------------|----|--------------|----|--------------|----|--------------|----|--------------|
| Revenue: | | (5) | | Actuals (\$) | | Actuals (\$) | | Actuals (\$) | • | Actuals (\$) |
| Court Fines | Ś | 4,605,422 | Ś | 5,234,813 | Ś | 4,757,901.00 | Ś | 4,001,907 | Ś | 6,349,877 |
| Red Light Camera Revenue (RLC) | Ś | 1,224,201 | Ś | 822,823 | Ś | - | Ś | - | Ś | - |
| User Fees | Ś | 9,174 | Ś | 7,373 | Ś | _ | • | _ | Ť | _ |
| By-Law Fines | Ś | 8,301 | Ś | 34,623 | Ś | 21,728.00 | | 22,401 | | 53,198 |
| Recovery of Expenses | Ś | 3,300 | Ś | - | Ś | - | | - | | - |
| TOTAL REVENUE | \$ | 5,850,398 | \$ | 6,099,632 | \$ | 4,779,629 | \$ | 4,024,308 | \$ | 6,403,075 |
| % Inc./(Dec.) YOY | | -4.09% | | 27.62% | | 18.77% | | -37.15% | | 15.23% |
| Expenditures: | | | | | | | | | | |
| Salaries & Wages | \$ | 2,112,446 | \$ | 1,822,931 | | 1,824,393 | | 1,845,637 | | 1,850,825 |
| Administrative Overhead | \$ | 325,178 | \$ | 346,231 | | 318,446 | | 290,203 | | 354,341 |
| Materials & Services | \$ | 570,552 | \$ | 567,795 | | 347,615 | | 347,280 | | 378,267 |
| Provincial Charges | \$ | 1,518,534 | \$ | 1,683,854 | | 1,378,242 | | 981,033 | | 1,589,165 |
| Facility Rental | \$ | 316,000 | \$ | 316,000 | | 316,000 | | 316,000 | | 308,389 |
| TOTAL EXPENDITURES | \$ | 4,842,709 | \$ | 4,736,811 | \$ | 4,184,696 | \$ | 3,780,153 | \$ | 4,480,987 |
| NET SURPLUS | \$ | 1,007,689 | \$ | 1,362,821 | \$ | 594,933 | \$ | 244,155 | \$ | 1,922,088 |
| % Inc./(Dec.) YOY | | -26.06% | | 129.07% | | 143.67% | | -87.30% | | 53.61% |

Table E-2: 2023 Provincial Offences Financial Summary - Year End as of December 31, 2023

| Acct. | | | | | | | | | |
|--|--|---|---|----|---|---|--|---|---|
| | | Product | | | 2023 | | 2023 | | Year End Surplu |
| # | Account Description | # | Account Description | | Budget | | Actuals | | Deficit |
| EVENIUES | | | | | A | | В | | C = A-B |
| EVENUES 105 | Bulaw Finas Courts | E117 | Drawinsial Finas | | ć E 024 000 | ے | 4 605 422 | \$ | 1,318,5 |
| 485 485 | Bylaw Fines - Courts | 5117 | Provincial Fines | | \$ 5,924,000 \$ 900.000 | | 4,605,422 1,224,201 | \$ | (324,2 |
| | Bylaw Fines - Courts | 5115 | Tickets- RLC | | , | | | \$ | 48,9 |
| 185 | Bylaw Fines - Courts | 5118 | Bylaw Fines | | 58,093 | \$ | | 1. | - |
| 185 | Bylaw Fines - Courts | 5613 | Transcript Revenue | | 15,000 | \$ | 8,301 | \$ | 6,6 |
| 735 | Recovery Of Expenses | 5510 | Prosecution Fees | lŀ | | \$ | 3,300 | \$ \$ | (3,3 |
| OTAL REVENUES | | | | lŀ | \$ 6,897,093 | Ş | 5,850,398 | Ş | 1,046,6 |
| ADENICE C | | | | | | | | | |
| (PENSES | | | | | | | | | |
| lary & Benefits | | | STD Description off | | d 1 515 007 | , | 1 525 500 | , | (0.4 |
| 10 | Base - Salary | 5115 | STD - Provincial Offences | | \$ 1,516,907 | \$ | 1,525,599 | \$ | (8,0 |
| 130 | Overtime - Salary | 5115 | STD - Provincial Offences | | 1,000 | \$ | 1,790 | \$ | (24 |
| 150 | Temp - Salary | 5115 | STD - Provincial Offences | | 26,129 | \$ | 57,726 | 1 . | (31, |
| 190 | Other Pay | 5115 | STD - Provincial Offences | | - | \$ | 15,678 | 1 . | (15,0 |
| 380 | Workers Comp Admin. | 5115 | STD - Provincial Offences | | - | \$ | (1,380) | 1 . | 1, |
| 381 | Workers Comp Medical | 5115 | STD - Provincial Offences | | - | \$ | 350 | \$ | (|
| 399 | Fringe Benefits (Dept.) | 5115 | STD - Provincial Offences | ╽┟ | 504,766 | \$ | 512,684 | \$ | (7,9 |
| otal Salary & Ben | efits | | | | \$ 2,048,802 | \$ | 2,112,446 | \$ | (63, |
| | | | | | | l | | | |
| aterials & Servio | es | | | | | | | | |
| 145 | Housekeeping Supplies | 5115 | STD - Provincial Offences | | \$ 3,420 | \$ | - | \$ | 3, |
| .76 | Facility Operations - Internal | 5355 | Caretaking | | 62,124 | \$ | 71,247 | \$ | (9, |
| 15 | Bldg. Maintenance Services | 5115 | STD - Provincial Offences | | 2,500 | \$ | 1,502 | \$ | |
| 920 | Legal Services | 5115 | STD - Provincial Offences | | 3,000 | \$ | _ | \$ | 3, |
| 950 | Other Professional - External | 5115 | STD - Provincial Offences | | 15,420 | \$ | 19,280 | \$ | (3, |
| 950 | Other Professional - External | 5341 | Security Services - | | 259,960 | \$ | 259,960 | \$ | (-7 |
| 950 | Other Professional - External | 5342 | Security Services - | | 8,200 | Ś | 200,000 | \$ | 8, |
| 980 | Contracted Services | 5115 | STD - Provincial Offences | | 540,000 | \$ | 215,063 | 1. | 324, |
| 995 | Other Purchased Services | | | | 340,000 | \$ | 213,003 | Ś | 324, |
| 995 | | 5115 | Language Line | | 12.000 | Ś | | ١. | |
| 195 | Other Purchased Services | 5054 | Language Line | ΙL | 12,000 | ፉ | 3,410 | \$ | 8, |
| | | | | ΙГ | ¢ 006 634 | ě | | ċ | |
| otal Materials & S | | | | | \$ 906,624 | \$ | 570,552 | \$ | 336, |
| | | | | | \$ 906,624 | \$ | 570,552 | \$ | 330, |
| otal Materials & S | Services | | | | \$ 906,624 | \$ | 570,552 | \$ | 330, |
| otal Materials & S dministrative Ov | ervices erhead | C11C | STD. Provincial Offences | | | | | | |
| dministrative Ov | ervices erhead Office Supplies | 5115 | STD - Provincial Offences | | \$ 16,500 | \$ | 12,430 | \$ | 4, |
| dministrative Ov 010 | ervices erhead Office Supplies Postage & Courier | 5115 | STD - Provincial Offences | | \$ 16,500 28,560 | \$ | 12,430 28,036 | \$ | 4, |
| dministrative Ov 010 020 | ervices erhead Office Supplies Postage & Courier Outside Printing | 5115 5115 | STD - Provincial Offences STD - Provincial Offences | | \$ 16,500 28,560 12,000 | \$ \$ | 12,430 28,036 4,926 | \$ \$ | 4, |
| dministrative Ov 010 020 070 | ervices erhead Office Supplies Postage & Courier | 5115 5115 5115 | STD - Provincial Offences STD - Provincial Offences STD - Provincial Offences | | \$ 16,500 28,560 12,000 18,500 | \$ \$ \$ | 12,430 28,036 4,926 4,611 | \$ \$ \$ | 4, 7, 13, |
| dministrative Ov 010 020 070 | ervices erhead Office Supplies Postage & Courier Outside Printing | 5115 5115 | STD - Provincial Offences STD - Provincial Offences STD - Provincial Offences STD - Provincial Offences | | \$ 16,500 28,560 12,000 | \$ \$ | 12,430 28,036 4,926 | \$ \$ | 4, 7, 13, 1, |
| dministrative Ov 010 | ervices erhead Office Supplies Postage & Courier Outside Printing Publications | 5115 5115 5115 | STD - Provincial Offences STD - Provincial Offences STD - Provincial Offences | | \$ 16,500 28,560 12,000 18,500 | \$ \$ \$ | 12,430 28,036 4,926 4,611 | \$ \$ \$ | 4, 7, 13, 1, |
| dministrative Ov 010 020 070 085 510 | ervices erhead Office Supplies Postage & Courier Outside Printing Publications Travel Expense | 5115 5115 5115 5115 | STD - Provincial Offences STD - Provincial Offences STD - Provincial Offences STD - Provincial Offences | | \$ 16,500 28,560 12,000 18,500 | \$ \$ \$ \$ \$ | 12,430 28,036 4,926 4,611 1,712 | \$ \$ \$ \$ | 4, 7, 13, 1, |
| dministrative Ov 010 020 070 085 | ervices erhead Office Supplies Postage & Courier Outside Printing Publications Travel Expense Car Allowance | 5115 5115 5115 5115 5115 | STD - Provincial Offences STD - Provincial Offences STD - Provincial Offences STD - Provincial Offences STD - Provincial Offences | | \$ 16,500 28,560 12,000 18,500 3,000 | \$ \$ \$ \$ \$ | 12,430 28,036 4,926 4,611 1,712 275 | \$ \$ \$ \$ \$ | 4, 7, 13, 1, (7, |
| dministrative Ov 010 020 070 085 510 520 710 | ervices erhead Office Supplies Postage & Courier Outside Printing Publications Travel Expense Car Allowance Telephone Equipment - Gene | 5115 5115 5115 5115 5115 5115 | STD - Provincial Offences STD - Provincial Offences | | \$ 16,500 28,560 12,000 18,500 3,000 - 7,160 | \$ \$ \$ \$ \$ \$ | 12,430 28,036 4,926 4,611 1,712 275 31 | \$ \$ \$ \$ \$ \$ \$ | 4, 7, 13, 1, (7, |
| dministrative Ov 010 020 070 085 610 620 710 711 | ervices erhead Office Supplies Postage & Courier Outside Printing Publications Travel Expense Car Allowance Telephone Equipment - Gene Cell Phones Rental Expense - External | 5115 5115 5115 5115 5115 5115 5115 511 | STD - Provincial Offences STD - Provincial Offences | | \$ 16,500 28,560 12,000 18,500 3,000 - 7,160 950 | \$ \$ \$ \$ \$ \$ \$ \$ | 12,430 28,036 4,926 4,611 1,712 275 31 1,099 | \$ \$ \$ \$ \$ \$ \$ | 4, 7, 13, 1, (7, (2, |
| dministrative Ov 010 020 070 085 610 620 710 711 120 | ervices erhead Office Supplies Postage & Courier Outside Printing Publications Travel Expense Car Allowance Telephone Equipment - Gene Cell Phones Rental Expense - External Facility Rental - External | 5115 5115 5115 5115 5115 5115 5115 511 | STD - Provincial Offences STD - Provincial Offences | | \$ 16,500 28,560 12,000 18,500 3,000 - 7,160 950 4,000 | \$ \$ \$ \$ \$ \$ \$ \$ | 12,430 28,036 4,926 4,611 1,712 275 31 1,099 1,957 316,000 | \$ \$ \$ \$ \$ \$ \$ \$ | 4, 7, 13, 1, (7, (2, |
| dministrative Ov 010 020 070 085 610 620 710 711 120 175 | ervices erhead Office Supplies Postage & Courier Outside Printing Publications Travel Expense Car Allowance Telephone Equipment - Gene Cell Phones Rental Expense - External Facility Rental - External Computer Maint and PYG | 5115 5115 5115 5115 5115 5115 5115 511 | STD - Provincial Offences STD - Provincial Offences | | \$ 16,500 28,560 12,000 18,500 3,000 - 7,160 950 4,000 316,315 18,000 | \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ | 12,430 28,036 4,926 4,611 1,712 275 31 1,099 1,957 316,000 18,000 | \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ | 4, 7, 13, 1, (7, (2, |
| dministrative Ov 010 020 070 085 510 520 711 1220 175 181 | ervices erhead Office Supplies Postage & Courier Outside Printing Publications Travel Expense Car Allowance Telephone Equipment - Gene Cell Phones Rental Expense - External Facility Rental - External Computer Maint and PYG Building Insurance | 5115 5115 5115 5115 5115 5115 5115 511 | STD - Provincial Offences STD - Provincial Offences | | \$ 16,500 28,560 12,000 18,500 3,000 - 7,160 950 4,000 316,315 18,000 2,844 | \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ | 12,430 28,036 4,926 4,611 1,712 275 31 1,099 1,957 316,000 18,000 2,844 | \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ | 4, 7, 13, 1, (7, (2, |
| dministrative Ov 010 020 070 085 610 620 711 120 175 181 210 | erhead Office Supplies Postage & Courier Outside Printing Publications Travel Expense Car Allowance Telephone Equipment - Gene Cell Phones Rental Expense - External Facility Rental - External Computer Maint and PYG Building Insurance Liability Insurance | 5115 5115 5115 5115 5115 5115 5115 511 | STD - Provincial Offences STD - Provincial Offences | | \$ 16,500 28,560 12,000 18,500 3,000 - 7,160 950 4,000 316,315 18,000 2,844 1,056 | \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ | 12,430 28,036 4,926 4,611 1,712 275 31 1,099 1,957 316,000 18,000 2,844 1,056 | \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ | 4, 7, 13, 1, (7, (2, |
| dministrative Ov 010 020 070 085 610 620 710 711 120 175 181 210 230 | erhead Office Supplies Postage & Courier Outside Printing Publications Travel Expense Car Allowance Telephone Equipment - Gene Cell Phones Rental Expense - External Facility Rental - External Computer Maint and PYG Building Insurance Liability Insurance Membership Fees & Dues | 5115 5115 5115 5115 5115 5115 5115 511 | STD - Provincial Offences STD - Provincial Offences | | \$ 16,500 28,560 12,000 18,500 3,000 - 7,160 950 4,000 316,315 18,000 2,844 1,056 8,900 | \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ | 12,430 28,036 4,926 4,611 1,712 275 31 1,099 1,957 316,000 18,000 2,844 1,056 4,864 | \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ | 4, 7, 13, 1, (7, (2, |
| dministrative Ov 010 020 070 085 610 620 711 120 175 181 210 230 020 050 | erhead Office Supplies Postage & Courier Outside Printing Publications Travel Expense Car Allowance Telephone Equipment - Gene Cell Phones Rental Expense - External Facility Rental - External Computer Maint and PYG Building Insurance Liability Insurance Membership Fees & Dues Training Courses | 5115 5115 5115 5115 5115 5115 5115 511 | STD - Provincial Offences | | \$ 16,500 28,560 12,000 18,500 3,000 - 7,160 950 4,000 316,315 18,000 2,844 1,056 8,900 4,174 | \$ | 12,430 28,036 4,926 4,611 1,712 275 31 1,099 1,957 316,000 18,000 2,844 1,056 | \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ | 4, 7, 13, 1, (7, (2, |
| dministrative Ov 010 020 070 085 610 620 711 120 1.75 1.81 2.10 2.30 0.20 0.50 0.55 0.55 | erhead Office Supplies Postage & Courier Outside Printing Publications Travel Expense Car Allowance Telephone Equipment - Gene Cell Phones Rental Expense - External Facility Rental - External Computer Maint and PYG Building Insurance Liability Insurance Membership Fees & Dues Training Courses Registrations & Conferences | 5115 5115 5115 5115 5115 5115 5115 511 | STD - Provincial Offences | | \$ 16,500 28,560 12,000 18,500 3,000 - 7,160 950 4,000 316,315 18,000 2,844 1,056 8,900 | *** | 12,430 28,036 4,926 4,611 1,712 275 31 1,099 1,957 316,000 2,844 1,056 4,864 2,539 | \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ | 4, 7, 13, 1, (7, (2, |
| dministrative Ov 010 020 070 085 610 620 711 120 1.75 1.81 1.10 0.20 0. | erhead Office Supplies Postage & Courier Outside Printing Publications Travel Expense Car Allowance Telephone Equipment - Gene Cell Phones Rental Expense - External Facility Rental - External Computer Maint and PYG Building Insurance Liability Insurance Membership Fees & Dues Training Courses Registrations & Conferences Cashiers Short and Over | 5115 5115 5115 5115 5115 5115 5115 511 | STD - Provincial Offences | | \$ 16,500 28,560 12,000 18,500 3,000 - 7,160 950 4,000 316,315 18,000 2,844 1,056 8,900 4,174 2,500 | \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ | 12,430 28,036 4,926 4,611 1,712 275 31 1,099 1,957 316,000 18,000 2,844 1,056 4,864 2,539 | \$\$\$\$\$\$\$\$\$\$\$\$\$\$\$\$\$\$ | 4, 7, 13, 1, (7, (2, |
| dministrative Ov 010 020 070 085 610 620 711 120 1.75 1.81 2.10 0.20 0.50 0.55 0.50 0.55 620 630 630 630 630 630 630 630 63 | erhead Office Supplies Postage & Courier Outside Printing Publications Travel Expense Car Allowance Telephone Equipment - Gene Cell Phones Rental Expense - External Facility Rental - External Computer Maint and PYG Building Insurance Liability Insurance Membership Fees & Dues Training Courses Registrations & Conferences Cashiers Short and Over Bank Charges | 5115 5115 5115 5115 5115 5115 5115 511 | STD - Provincial Offences | | \$ 16,500 28,560 12,000 18,500 3,000 - 7,160 950 4,000 316,315 18,000 2,844 1,056 8,900 4,174 2,500 - 71,500 | 999999999999999999 | 12,430 28,036 4,926 4,611 1,712 275 31 1,099 1,957 316,000 18,000 2,844 1,056 4,864 2,539 | \$ | 4, 7, 13, 1, (7, (2, 4, 1, 2, (15, |
| dministrative Ov 010 020 070 085 610 620 711 120 1.75 1.81 2.10 2.20 0.50 0.50 0.55 620 640 660 | erhead Office Supplies Postage & Courier Outside Printing Publications Travel Expense Car Allowance Telephone Equipment - Gene Cell Phones Rental Expense - External Facility Rental - External Computer Maint and PYG Building Insurance Liability Insurance Membership Fees & Dues Training Courses Registrations & Conferences Cashiers Short and Over Bank Charges Collection Charges | 5115 5115 5115 5115 5115 5115 5115 511 | STD - Provincial Offences | | \$ 16,500 28,560 12,000 18,500 3,000 - 7,160 950 4,000 316,315 18,000 2,844 1,056 8,900 4,174 2,500 - 71,500 177,900 | | 12,430 28,036 4,926 4,611 1,712 275 31 1,099 1,957 316,000 18,000 2,844 1,056 4,864 2,539 | \$ | 4, 13, 1, (: 7, (: 2, 4, 1, 2, (15, |
| dministrative Ov 010 020 070 085 510 520 711 120 175 181 210 020 050 050 050 050 050 050 05 | erhead Office Supplies Postage & Courier Outside Printing Publications Travel Expense Car Allowance Telephone Equipment - Gene Cell Phones Rental Expense - External Facility Rental - External Computer Maint and PYG Building Insurance Liability Insurance Membership Fees & Dues Training Courses Registrations & Conferences Cashiers Short and Over Bank Charges | 5115 5115 5115 5115 5115 5115 5115 511 | STD - Provincial Offences | | \$ 16,500 28,560 12,000 18,500 3,000 - 7,160 950 4,000 316,315 18,000 2,844 1,056 8,900 4,174 2,500 - 71,500 | | 12,430 28,036 4,926 4,611 1,712 275 31 1,099 1,957 316,000 18,000 2,844 1,056 4,864 2,539 | \$ | 4, 7, 13, 1, (7, (2, 4, 1, 2, (15, 55, 8, |
| dministrative Ov 010 020 070 085 610 620 711 120 1.75 1.81 1.20 1.20 1.55 1.20 1.55 1.20 1.55 1.20 1.55 1.20 1.55 1.20 1.55 1.20 1.55 1.20 1.55 1.20 1.55 1.20 1. | erhead Office Supplies Postage & Courier Outside Printing Publications Travel Expense Car Allowance Telephone Equipment - Gene Cell Phones Rental Expense - External Facility Rental - External Computer Maint and PYG Building Insurance Liability Insurance Membership Fees & Dues Training Courses Registrations & Conferences Cashiers Short and Over Bank Charges Collection Charges | 5115 5115 5115 5115 5115 5115 5115 511 | STD - Provincial Offences | | \$ 16,500 28,560 12,000 18,500 3,000 - 7,160 950 4,000 316,315 18,000 2,844 1,056 8,900 4,174 2,500 - 71,500 177,900 | | 12,430 28,036 4,926 4,611 1,712 275 31 1,099 1,957 316,000 18,000 2,844 1,056 4,864 2,539 | \$ | 4, 7, 13, 1, (7, (2, 4, 1, 2, (15, 55, 8, |
| dministrative Ov 010 020 070 085 510 520 711 120 175 181 210 220 050 155 520 540 660 295 111 | erhead Office Supplies Postage & Courier Outside Printing Publications Travel Expense Car Allowance Telephone Equipment - Gene Cell Phones Rental Expense - External Facility Rental - External Computer Maint and PYG Building Insurance Liability Insurance Membership Fees & Dues Training Courses Registrations & Conferences Cashiers Short and Over Bank Charges Collection Charges Public reltions | 5115 5115 5115 5115 5115 5115 5115 511 | STD - Provincial Offences | | \$ 16,500 28,560 12,000 18,500 3,000 - 7,160 950 4,000 316,315 18,000 2,844 1,056 8,900 4,174 2,500 - 71,500 177,900 | | 12,430 28,036 4,926 4,611 1,712 275 31 1,099 1,957 316,000 2,844 1,056 4,864 2,539 - 85 86,588 122,592 | \$ | 4, 7, 13, 1, (7, (2, 4, 1, 2, (15, 55, |
| dministrative Ov 010 020 070 085 510 520 711 120 175 181 210 230 020 050 155 520 540 560 295 111 125 | erhead Office Supplies Postage & Courier Outside Printing Publications Travel Expense Car Allowance Telephone Equipment - Gene Cell Phones Rental Expense - External Facility Rental - External Computer Maint and PYG Building Insurance Liability Insurance Membership Fees & Dues Training Courses Registrations & Conferences Cashiers Short and Over Bank Charges Collection Charges Public reltions Machinery & Equipment | 5115 5115 5115 5115 5115 5115 5115 511 | STD - Provincial Offences | | \$ 16,500 28,560 12,000 18,500 3,000 - 7,160 950 4,000 316,315 18,000 2,844 1,056 8,900 4,174 2,500 - 71,500 177,900 8,517 | | 12,430 28,036 4,926 4,611 1,712 275 31 1,099 1,957 316,000 2,844 1,056 4,864 2,539 - 85 86,588 122,592 - 6,761 | \$\$\$\$\$\$\$\$\$\$\$\$\$\$\$\$\$\$\$ | 4, 7, 13, 1, (7, (2, 4, 1, 2, (15, 55, 8, (6, |
| dministrative Ov 010 020 070 085 610 620 710 | erhead Office Supplies Postage & Courier Outside Printing Publications Travel Expense Car Allowance Telephone Equipment - Gene Cell Phones Rental Expense - External Facility Rental - External Computer Maint and PYG Building Insurance Liability Insurance Membership Fees & Dues Training Courses Registrations & Conferences Cashiers Short and Over Bank Charges Collection Charges Public reltions Machinery & Equipment Computers - PCs Computers - PCs | 5115 5115 5115 5115 5115 5115 5115 511 | STD - Provincial Offences | | \$ 16,500 28,560 12,000 18,500 3,000 - 7,160 950 4,000 316,315 18,000 2,844 1,056 8,900 4,174 2,500 - 71,500 177,900 8,517 | 9999999999999999999999999 | 12,430 28,036 4,926 4,611 1,712 275 31 1,099 1,957 316,000 18,000 2,844 1,056 4,864 2,539 - 85 86,588 122,592 - 6,761 5,463 | **** | 4, 7, 13, 1, (7, (2, 4, 1, 2, (15, 55, 8, (6, 3, (3, |
| dministrative Ov 010 020 070 085 510 520 711 120 175 181 210 230 020 050 155 520 540 560 295 111 125 126 925 | erhead Office Supplies Postage & Courier Outside Printing Publications Travel Expense Car Allowance Telephone Equipment - Gene Cell Phones Rental Expense - External Facility Rental - External Computer Maint and PYG Building Insurance Liability Insurance Membership Fees & Dues Training Courses Registrations & Conferences Cashiers Short and Over Bank Charges Collection Charges Public reltions Machinery & Equipment Computers - PCs Computer Maintenance | 5115 5115 5115 5115 5115 5115 5115 511 | STD - Provincial Offences | | \$ 16,500 28,560 12,000 18,500 3,000 - 7,160 950 4,000 316,315 18,000 2,844 1,056 8,900 4,174 2,500 - 71,500 177,900 8,517 - 8,715 | 00000000000000000000000000000000000000 | 12,430 28,036 4,926 4,611 1,712 275 31 1,099 1,957 316,000 18,000 2,844 1,056 4,864 2,539 - 85 86,588 122,592 - 6,761 5,463 3,357 1,126 | | 4, 7, 13, 1, (7, (2, (15, 55, 8, (6, 3, (3, (1, |
| dministrative Ov 010 020 070 085 510 520 711 120 175 181 210 220 050 155 520 540 660 295 111 125 126 | erhead Office Supplies Postage & Courier Outside Printing Publications Travel Expense Car Allowance Telephone Equipment - Gene Cell Phones Rental Expense - External Facility Rental - External Computer Maint and PYG Building Insurance Liability Insurance Membership Fees & Dues Training Courses Registrations & Conferences Cashiers Short and Over Bank Charges Collection Charges Public reltions Machinery & Equipment Computers - PCs Computers - PCs | 5115 5115 5115 5115 5115 5115 5115 511 | STD - Provincial Offences | | \$ 16,500 28,560 12,000 18,500 3,000 - 7,160 950 4,000 316,315 18,000 2,844 1,056 8,900 4,174 2,500 - 71,500 177,900 8,517 | | 12,430 28,036 4,926 4,611 1,712 275 31 1,099 1,957 316,000 2,844 1,056 4,864 2,539 - 85 86,588 122,592 - 6,761 5,463 3,357 | | 4, 7, 13, 1, (, 7, (, 2, (15, 55, 8, (6, 3, |

| Provincial Charges 2950 Other Professional - External 5509 ICON Fees 2950 Other Professional - External 5507 Adjudication Services 390,000 346,563 \$43,437 2950 Other Professional - External 5510 Prosecution Fees 49,050 32,853 16,197 2950 Other Professional - External 5511 Quality Assurance 45,748 43,884 \$1,864 2950 Other Professional - External 5516 Victim Fines 1,010,500 926,816 \$83,684 2950 Other Professional - External 5508 Dedicated Fines 55,000 112,818 \$47, | | | | | П | | l | | | ŀ |
|--|--------------------------|-------------------------------|------|---------------------------|----|--------------|----|-----------|----|----------|
| 2950 Other Professional - External 5507 Adjudication Services 390,000 346,563 \$ 43,437 | • | | | | Ш | | ١. | | ١. | |
| 2950 Other Professional - External 5510 Prosecution Fees 49,050 32,853 \$ 16,197 | 2950 | Other Professional - External | 5509 | ICON Fees | \$ | \$ 56,555 | \$ | 55,600 | \$ | 955 |
| 2950 Other Professional - External 5511 Quality Assurance 2950 Other Professional - External 5116 Victim Fines 2950 Other Professional - External 5116 Victim Fines 1,010,500 926,816 \$ 83,684 (47,818) Total Provincial Charges | 2950 | Other Professional - External | 5507 | Adjudication Services | Ш | 390,000 | l | 346,563 | \$ | 43,437 |
| 2950 Other Professional - External 5116 Victim Fines 2950 Other Professional - External 5508 Dedicated Fines 5508 | 2950 | Other Professional - External | 5510 | Prosecution Fees | Ш | 49,050 | l | 32,853 | \$ | 16,197 |
| 2950 Other Professional - External 5508 Dedicated Fines 65,000 112,818 \$ (47,818) Total Provincial Charges \$ 1,616,853 \$ 1,518,534 \$ 98,319 \$ 1,016,853 \$ 1,518,534 \$ 98,319 \$ (47,818) | 2950 | Other Professional - External | 5511 | Quality Assurance | Ш | 45,748 | l | 43,884 | \$ | 1,864 |
| Total Provincial Charges \$ 1,616,853 \$ 1,518,534 \$ 98,319 TOTAL EXPENSES (BEFORE COST SHARING) \$ 5,302,470 \$ 4,842,709 \$ 459,761 Total Net Operating Revenue \$ 1,594,623 \$ 1,007,689 \$ 586,934 RECONCILIATION Cost Sharing Payments 4295 | 2950 | Other Professional - External | 5116 | Victim Fines | Ш | 1,010,500 | l | 926,816 | \$ | 83,684 |
| TOTAL EXPENSES (BEFORE COST SHARING) \$ 5,302,470 \$ 4,842,709 \$ 459,761 \$ 1,594,623 \$ 1,007,689 \$ 586,934 | 2950 | Other Professional - External | 5508 | Dedicated Fines | Ш | 65,000 | | 112,818 | \$ | (47,818) |
| Total Net Operating Revenue \$ 1,594,623 \$ 1,007,689 \$ 586,934 | Total Provincial C | harges | | | [| \$ 1,616,853 | \$ | 1,518,534 | \$ | 98,319 |
| Total Net Operating Revenue \$ 1,594,623 \$ 1,007,689 \$ 586,934 | | | | | П | | l | | | Ī |
| RECONCILIATION Cost Sharing Payments | TOTAL EXPENSES | (BEFORE COST SHARING) | | | I | \$ 5,302,470 | \$ | 4,842,709 | \$ | 459,761 |
| RECONCILIATION Cost Sharing Payments | | - | | | ΙT | | | | | |
| Cost Sharing Payments 4295 County Contribution (51.053% 5115 STD - Provincial Offences 4295 Pelee Contribution (0.287%) 5115 STD - Provincial Offences Total Cost Sharing Payments \$ 865,456 \$ 514,458 \$ 350,998 \$ 1,722 \$ \$ 870,065 \$ 517,345 \$ 352,718 Balance to City of Windsor (48.66%) \$ 724,558 \$ 490,344 \$ 234,214 | Total Net Operati | ng Revenue | | | I | \$ 1,594,623 | \$ | 1,007,689 | \$ | 586,934 |
| Cost Sharing Payments 4295 County Contribution (51.053% 5115 STD - Provincial Offences 4295 Pelee Contribution (0.287%) 5115 STD - Provincial Offences Total Cost Sharing Payments \$ 865,456 \$ 514,458 \$ 350,998 \$ 1,722 \$ \$ 870,065 \$ 517,345 \$ 352,718 Balance to City of Windsor (48.66%) \$ 724,558 \$ 490,344 \$ 234,214 | | | | | - | | T | | • | |
| Cost Sharing Payments 4295 County Contribution (51.053% 5115 STD - Provincial Offences 4295 Pelee Contribution (0.287%) 5115 STD - Provincial Offences Total Cost Sharing Payments \$ 865,456 \$ 514,458 \$ 350,998 \$ 4,609 \$ 2,887 \$ 1,722 \$ 1, | | | | | - | | _ | | | |
| 4295 County Contribution (51.053% 5115 STD - Provincial Offences \$ 865,456 \$ 514,458 \$ 350,998 4295 Pelee Contribution (0.287%) 5115 STD - Provincial Offences 4,609 2,887 \$ 1,722 Total Cost Sharing Payments \$ 870,065 \$ 517,345 \$ 352,718 Balance to City of Windsor (48.66%) \$ 724,558 \$ 490,344 \$ 234,214 | RECONCILIATION | | | | Г | | Г | | | |
| 4295 Pelee Contribution (0.287%) 5115 STD - Provincial Offences 4,609 2,887 \$ 1,722 Total Cost Sharing Payments \$ 870,065 \$ 517,345 \$ 352,718 Balance to City of Windsor (48.66%) \$ 724,558 \$ 490,344 \$ 234,214 | Cost Sharing Payn | nents | | | Ш | | l | | | |
| Total Cost Sharing Payments \$ 870,065 \$ 517,345 \$ 352,718 Balance to City of Windsor (48.66%) \$ 724,558 \$ 490,344 \$ 234,214 | 4295 | County Contribution (51.053% | 5115 | STD - Provincial Offences | 5 | \$ 865,456 | \$ | 514,458 | \$ | 350,998 |
| Balance to City of Windsor (48.66%) \$ 724,558 \$ 490,344 \$ 234,214 | 4295 | Pelee Contribution (0.287%) | 5115 | STD - Provincial Offences | Ш | 4,609 | l | 2,887 | \$ | 1,722 |
| | Total Cost Sharing | Payments | | | [| \$ 870,065 | \$ | 517,345 | \$ | 352,718 |
| | | | | | | | l | | | |
| Total Net Operating Revenue \$ 1,594,623 \$ 1,007,689 \$ 586,934 | Balance to City of | Windsor (48.66%) | | | 5 | \$ 724,558 | \$ | 490,344 | \$ | 234,214 |
| Total Net Operating Revenue \$ 1,594,623 \$ 1,007,689 \$ 586,934 | | | | | П | | | | | Ī |
| | Total Net Operati | ng Revenue | | | 1 | \$ 1,594,623 | \$ | 1,007,689 | \$ | 586,934 |
| i i | | | | | | | | | | |

Since the local POA Transfer date of March 5, 2001 through to the end of 2023, this Area's POA Program has realized total combined net revenue of approximately \$50,172,000. The calculation is broken down by year and by municipal partner in TABLE E-3 below:

TABLE E-3: CUMULATIVE ANNUAL NET REVENUE DISTRIBUTIONS-\$000's

| Year | Amher. | Essex | Kings. | Lake. | LaSalle | Leam. | Tec. | Pelee | Wind. | Total |
|-------|--------|-------|--------|-------|---------|-------|-------|-------|---------|---------|
| 1999 | 164.7 | 135.9 | 141.8 | 263.4 | 195.2 | 184.8 | 267.5 | 7.4 | 2,115.6 | 3,476.3 |
| 2000 | 182.8 | 150.8 | 157.4 | 292.3 | 216.7 | 205.1 | 296.9 | 8.2 | 2,348.0 | 3,858.2 |
| 2001 | 155.3 | 128.9 | 134.3 | 241.6 | 182.5 | 172.1 | 242.3 | 7.5 | 1,898.8 | 3,163.3 |
| 2002 | 124.8 | 103.5 | 108.9 | 199.0 | 152.4 | 138.3 | 194.0 | 6.0 | 1,523.8 | 2,550.7 |
| 2003 | 120.6 | 100.3 | 107.4 | 199.2 | 147.3 | 135.1 | 180.5 | 6.3 | 1,447.4 | 2,444.1 |
| 2004 | 96.0 | 79.8 | 86.0 | 168.1 | 123.9 | 106.8 | 148.3 | 5.3 | 1,134.3 | 1,948.5 |
| 2005 | 124.3 | 103.0 | 112.7 | 226.4 | 162.0 | 139.4 | 190.0 | 7.0 | 1,467.5 | 2,532.2 |
| 2006 | 114.0 | 94.5 | 105.2 | 214.8 | 151.5 | 127.4 | 172.1 | 7.1 | 1,342.0 | 2,328.6 |
| 2007 | 99.3 | 82.9 | 92.8 | 189.8 | 133.6 | 111.8 | 149.4 | 6.2 | 1,159.2 | 2,025.1 |
| 2008 | 95.9 | 80.3 | 90.5 | 187.8 | 130.2 | 109.2 | 143.6 | 6.0 | 1,112.0 | 1,955.6 |
| 2009 | 98.8 | 81.7 | 94.4 | 193.0 | 129.3 | 113.2 | 144.6 | 6.0 | 1,047.7 | 1,908.8 |
| 2010 | 124.7 | 102.3 | 119.3 | 243.7 | 161.2 | 141.8 | 178.7 | 7.6 | 1,286.9 | 2,366.1 |
| 2011 | 135.4 | 110.4 | 130.9 | 267.3 | 174.5 | 152.7 | 191.5 | 8.3 | 1,369.9 | 2,540.7 |
| 2012 | 111.8 | 90.2 | 108.6 | 221.5 | 143.4 | 126.4 | 154.6 | 6.9 | 1,117.2 | 2,080.5 |
| 2013 | 104.2 | 84.3 | 101.9 | 134.4 | 203.3 | 115.9 | 138.2 | 5.7 | 997.9 | 1,885.9 |
| 2014 | 85.4 | 70.0 | 84.7 | 169.1 | 111.6 | 94.8 | 112.4 | 4.4 | 807.7 | 1,540.1 |
| 2015 | 105.5 | 85.7 | 105.8 | 210.4 | 138.9 | 113.4 | 138.0 | 5.6 | 975.4 | 1,878.7 |
| 2016 | 112.4 | 91.3 | 114.5 | 226.0 | 150.1 | 120.4 | 145.7 | 5.9 | 1,027.8 | 1,994.0 |
| 2017 | 73.2 | 59.3 | 74.7 | 151.8 | 103.2 | 77.4 | 97.6 | 3.8 | 671.2 | 1,312.1 |
| 2018 | 69.3 | 56.1 | 72.0 | 101.3 | 147.6 | 73.8 | 93.9 | 3.5 | 633.6 | 1,251.1 |
| 2019 | 106.4 | 85.9 | 110.5 | 159.9 | 229.9 | 114.3 | 143.9 | 5.2 | 966.0 | 1,922.0 |
| 2020 | 13.5 | 10.8 | 14.2 | 20.7 | 29.7 | 14.9 | 18.2 | 0.6 | 121.5 | 244.1 |
| 2021 | 33.1 | 26.4 | 35.0 | 51.1 | 72.9 | 36.7 | 44.0 | 1.6 | 294.1 | 594.9 |
| 2022 | 76.8 | 61.4 | 81.4 | 118.2 | 168.3 | 84.6 | 99.9 | 3.6 | 668.6 | 1,362.8 |
| 2023 | 57.4 | 45.4 | 61.3 | 87.7 | 125.8 | 63.5 | 73.3 | 2.9 | 490.3 | 1,007.7 |
| Total | 2,586 | 2,121 | 2,446 | 4,538 | 3,685 | 2,874 | 3,759 | 139 | 28,024 | 50,172 |

There are a number of factors that must always be taken into consideration when reviewing the financial results for any fiscal year, as well as when projecting potential results for subsequent reporting periods:

- A ticketing and the laying of charges are outside of the POA program's control.
 Additionally, issues such as lack of judicial resources is also beyond our control.
 Although the POA Program has other sources of revenue (notably aggressive enforcement efforts targeting old or defaulted fines) the bulk of receipts is highly dependent upon the number, type and quality of new charges laid, as well as the attendance of trained officers at trials in disputed cases.
- Another significant and uncontrollable external revenue factor is the number of fines imposed by an independent and impartial judiciary in the exercise of their discretionary sentencing functions, in the event of the entering of convictions.
- The POA Program is highly vulnerable to certain uncontrollable external expenses, notably the provincial charges for Victim Fines Surcharges, adjudication and those for Part III prosecutions, both of which are mandated by the Transfer Agreement.

SECTION F – REVENUE DISTRIBUTION DETAILS

In accordance with the approved weighted assessment formula for 2023, distributions of net operating results over the course of the subject reporting year were effected as indicated in the detailed tabulation set forth in TABLE F-1 below:

Table F-1: 2023 Revenue Distribution (Based on Weighted Assessment - 2022 WA Rates)

| | | | % of | 2023 | 2023 Q1 | | 2023 Q2 | 2023 Q3 | | 2023 Q4 | 2023 | |
|---------------|--------------------------|---------|---------|--------------------|------------------|----|-------------|------------------|----|------------|--------------------|--------------------|
| | Weighted Assessment (\$) | (%) | County | | Jan-April | Λ | /lay - June | July- Oct | 1 | lov - Dec | | Surplus/ |
| | | | County | Budget | Actuals | | Actuals | Actuals | | Actuals | Total | (Deficit) |
| Net County | & Pelee Revenue | | | \$ 870,065.00 | \$ 352,491.20 | \$ | 86,992.89 | \$ 81,874.67 | \$ | (4,014.13) | \$ 517,344.64 | \$ (352,720.36) |
| Net City of \ | Windsor Revenue | | | \$ 847,092.00 | \$ 334,094.44 | \$ | 82,452.67 | \$ 77,601.58 | \$ | (3,804.63) | \$ 490,344.06 | \$ (356,747.94) |
| TOTAL | | | | \$ 1,717,157.00 | \$ 686,585.65 | \$ | 169,445.55 | \$ 159,476.25 | \$ | (7,818.76) | \$ 1,007,688.69 | \$ (709,468.31) |
| | | | | | | | | | | | | |
| Allocation/P | ayment Summary | | | | | | | | | | | |
| Amherstbur | 2,672,114,770 | | 11.16% | \$ 96,542.72 | \$ 39,101.42 | \$ | 9,650.01 | \$ 9,082.26 | \$ | (445.28) | \$ 57,388.40 | \$ (39,154.32) |
| Essex | 2,115,784,062 | | 8.83% | 76,442.66 | \$ 30,960.55 | | 7,640.89 | 7,191.34 | | (352.58) | \$ 45,440.21 | \$ (31,002.44) |
| Kingsville | 2,855,639,541 | | 11.92% | 103,173.42 | \$ 41,786.96 | | 10,312.79 | 9,706.04 | | (475.87) | \$ 61,329.92 | \$ (41,843.50) |
| LaSalle | 5,858,604,326 | | 24.46% | 211,669.66 | \$ 85,729.75 | | 21,157.63 | 19,912.82 | | (976.28) | \$ 125,823.92 | \$ (85,845.74) |
| Lakeshore | 4,083,254,550 | | 17.05% | 147,526.79 | \$ 59,750.81 | | 14,746.17 | 13,878.58 | | (680.44) | \$ 87,695.13 | \$ (59,831.66) |
| Leamingtor | 2,957,638,859 | | 12.35% | 106,858.62 | \$ 43,279.53 | | 10,681.15 | 10,052.73 | | (492.86) | \$ 63,520.54 | \$ (43,338.08) |
| Tecumseh | 3,411,102,479 | | 14.24% | 123,242.13 | \$ 49,915.12 | | 12,318.78 | 11,594.00 | | (568.43) | \$ 73,259.47 | \$ (49,982.66) |
| Total Count | 23,954,138,588 | 51.053% | 100.00% | \$ 865,456.00 | \$ 350,524.14 | \$ | 86,507.42 | \$ 81,417.77 | \$ | (3,991.73) | \$ 514,457.60 | \$ (350,998.40) |
| Pelee | 134,425,696 | 0.287% | | \$ 4,609.00 | \$ 1,967.07 | \$ | 485.46 | \$ 456.90 | \$ | (22.40) | \$ 2,887.03 | \$ (1,721.97) |
| Windsor | 22,831,365,322 | 48.660% | | \$ 847,092.00 | \$ 334,094.44 | \$ | 82,452.67 | \$ 77,601.58 | \$ | (3,804.63) | \$ 490,344.06 | \$ (356,747.94) |
| TOTAL | 46,919,929,606 | 100.0% | | \$ 1,717,157.00 | \$ 686,585.65 | \$ | 169,445.55 | \$ 159,476.25 | \$ | (7,818.76) | \$ 1,007,688.69 | \$ (709,468.31) |
| T. 10 . | 0.4.000.554.004 | 54.040/ | | | | | | | | | | |
| Total Count | 24,088,564,284 | | | | | | | | | | | |
| County | 99.44% | | | | | | | | | | | |
| Pelee | 0.56% | | | | | | | | | | | |
| Notes: | | | | | | | | | | | | |

Notes:

2023 Budget was based on 2022 WA rates as that was the only available information at the time.

Details of the quarterly payments are itemized below:

| Quarter | Cheque Issuance Date | \$ Amount - County | \$ Amount - Pelee |
|---------|----------------------|--------------------|-------------------|
| Q1 | May 2023 | \$39,998.46 | \$224.46 |
| Q2 | September 2023 | \$86,507.42 | \$485.46 |
| Q3 | December 2023 | \$81,417.77 | \$456.90 |
| Q4 | February 2024 | \$306,533.94 | \$1,720.21 |
| TOTAL | | \$514,457.59 | \$2,887.03 |
| | | | |

APPENDIX A – GLOSSARY OF TERMS

Area ~ Windsor/Essex Court Service Area, which encompasses the geographic territory of the City of Windsor, Essex County and Pelee Island

ARO ~ ARO, Inc., one of the registered Canadian collection agencies who have been retained in 2016 to assist the POA Program in the collection of defaulted fines owed by Canadian residents

Bill 108 ~ amending legislation to the *Provincial Offences Act* which in 1998 added Part X thereto, enabling the transfer of administration of justice functions to the municipal sector

Bill 197 ~ amending legislation to the *Provincial Offences Act* which in 2020 added additional expansion of remote court functions.

City ~ The Corporation of the City of Windsor, a single tier municipality continued as such under the *Municipal Act, 2001*

Council ~ the elected City of Windsor Municipal Council

CAMS ~ A Collection Agency Management System installed in 2014 used to track, record and document newly issued as well as defaulted fines.

 ${\sf CBV}$ ${}^{\sim}$ CBV Collections Services, LTD, one of the registered Canadian collection agencies who have been retained in 2016 to assist the POA Program in the collection of defaulted fines owed by Canadian residents

Early Resolution ~ used to be known as First Attendance early resolution, slated for implementation in 2012. While taking a more formalistic approach, provision is made for convictions of those defendants who fail to appear for their meetings with the prosecutor

Gatestone $^{\sim}$ Gatestone & Co International Inc., one of the registered collection agencies who have been retained in 2016 to assist the POA Program in the collection of defaulted fines owed by Canadian residents

ICON ~ Integrated Courts Offences Network, being the provincial mainframe application used and relied upon by administration of justice staff in relation to all aspects of POA matters

ISA $^{\sim}$ the Intermunicipal Court Service Agreement underpinning the local POA Court operations for Windsor/Essex, entered into amongst the City and the other 9 municipalities together constituting the Area

Liaison Committee ~ the Windsor/Essex Court Service Area Liaison Committee erected pursuant to the ISA, being an advisory administrative body

 ${f LSA} \sim {f Local}$ Side Agreement, being one of the 2 contracts together constituting the Transfer Agreement

MAG ~ the Ministry of the Attorney General for the Province of Ontario

MOU ~ Memorandum of Understanding, being one of the 2 contracts comprising the Transfer Agreement

MBNCanada (previously OMBI) ~ The Municipal Benchmarking Network Canada (MBNCanada) is a groundbreaking initiative collecting data for more than 850 measures across thirty-seven (37) municipal service areas

Part I ~ that portion of the POA dealing with ticketing procedures for non-parking matters

Part II ~ that portion of the POA dealing with ticketing procedures for parking matters

Part III ~ that portion of the POA dealing with the issuance of summonses for persons to attend POA Court in order to be arraigned on Informations and thereafter to be dealt with by a Justice of the Peace. There are no provisions for out-of-court payments nor for failure-to-respond convictions

POA ~ *Provincial Offences Act* (Ontario)

POA Court ~ referring to that judicial complement of the Ontario Court of Justice, composed primarily of Justices of the Peace, whose duties include dealing with POA matters

POA Office ~ the premises where the City executes the POA administration of justice functions

POA Program ~ the City's operational structure for the delivery of POA administration of justice functions

POA Transfer ~ the transfer by the province to the City of POA administration of justice functions

Serviced Municipalities ~ those 9 signatories to the ISA for which the City is the service provider pursuant to the POA Transfer, consisting of Leamington, LaSalle, Tecumseh, Essex Town, Kingsville, Pelee, Amherstburg, Lakeshore and Essex County

Transfer Agreement ~ contractual arrangement between the City and MAG where the City became the local service provider for transferred administration of justice functions, composed of the MOU and the LSA

Victim Fine Surcharge ~ all fines levied under Part I and Part III of the POA are statutorily bumped-up by this surcharge. Where the base fine does not exceed \$1,000, the surcharge amount is applied in stepped amounts ranging from \$10 to \$125; fines over \$1,000 have a flat 25% surcharge added. All surcharge amounts are remitted without deduction to the province for appropriate application as determined by senior government



Council Report: C 39/2024

Subject: 2024 Municipally Significant Event Status, Wards 3, 5, 9,10

Reference:

Date to Council: April 22, 2024 Author: Michelle Staadegaard Manager of Culture & Events 519-253-2300 ext. 2726 mstaadegaard@citvwindsor.ca

Will Alexander Special Events Supervisor 519-253-2300 ext. 2724 walexander@citywindsor.ca

Recreation and Culture Report Date: April 4, 2024 Clerk's File #: SR/14717

To: Mayor and Members of City Council

Recommendation:

THAT the request from; Zuleeates, Carrousel of the Nations: Indian Village, and Saila Vibes for approval of designation as 'municipally significant' for the purpose of applying for their Special Occasions Permit – Public Event **BE APPROVED** by Council subject to the terms and conditions of the Special Event Agreement with the City; and further,

THAT City Council **APPROVE** the following proposed significant event dates for 2024:

Friday, May 31, 2024 through Saturday, June 1, 2024

 Windsor Essex Learnington Jerk Fest (Charles Clark Square) hosted by Saila Vibes

Saturday, June 15, 2024 through Sunday, June 16, 2024

- Carrousel of the Nations
 - Ghanaian Village (Road closure behind Zuleeats, 2760 Howard Ave) hosted by Zuleeats

Saturday, June 22, 2024 through Sunday, June 23, 2024

- Carrousel of Nations
 - Indian Village (The City Market Windsor, 1030 Walker Road) hosted by Sasha Dhillon; and further,

THAT City Council **APPROVE** an amendment to CR 128/2024 to allow for a change of event date for The Hanger event held at the Canadian Aviation Museum from Saturday July 27, 2024 or Saturday August 24, 2024 to Saturday, August 17, 2024 hosted by SOTC Productions.

Executive Summary:

N/A

Background:

The Alcohol and Gaming Commission of Ontario (AGCO) administers the Special Occasion Permit (SOP) program, which allows for the sale, service and in most cases, consumption of liquor on special occasions, such as cash bars at weddings or private receptions, as well as larger scale events that are open to the public, such as charity fundraisers.

A Special Occasion Permit (SOP) is required any time liquor is sold or served anywhere other than in a licensed establishment or a private place. SOPs are for occasional, special events only, and not for personal profit or running an ongoing business.

AGCO defines a Public Event as an event that is advertised to the public to attend. These events can be advertised and fundraising and/or profit from the sale of liquor at the event is permitted.

Public Event permits can be issued for events of "municipal significance".

An event of municipal significance requires a designation by the municipality in which the event will take place. SOP applications for a municipally significant public event must be accompanied by either a municipal resolution or a letter from a delegated municipal official designating the event as municipally significant. Requests for municipal significance must be requested on an annual basis.

Previously, Council approved eight events as "municipally significant" at its meeting of March 18, 2024 as per CR 128/2024 CSSC 236. Administration has received a request for three (3) additional events for the 2024 season to be designated as "municipally significant".

Once approved and endorsed by City Council, the organizers will submit an application for an SOP to the AGCO. Waiting until a future Council meeting is a challenge as these dates are quickly approaching. Events starting in May need time to submit their application for review to AGCO, and having Council approval would assist with ensuring the organizers can submit and receive their SOP from the AGCO in ample time to prepare for and successfully host their events. AGCO recommends a minimum of 30-60 days notice to AGCO to obtain a Special Occasions Permit.

Discussion:

On March 18, 2024 City Council approved the request for Significant Event status for a number of events including one to be held at the Canadian Aviation Museum hosted by SOTC Productions. The date approved (per CR 128/2024) was for Saturday July 27, 2024 or Saturday August 24, 2024. Due to scheduling conflicts, the original date proposed for The Hangar (event) is no longer available. A request has been made to Administration to change the date of the event to Saturday August 17, 2024. The AGCO requires that the council resolution and submission for a SOP contain consistent information and therefore requires Council to approve the new date proposed by the organizers.

All four (4) events listed have received no objection from either Administration or the Special Events Resources Team (SERT). Administration has consulted with the local AGCO representatives (included as part of SERT), who did not object to any of the events applying for "municipal significance" status noted in this report.

The event organizers will be required to enter into an agreement with the Corporation to the extent similar to the other festivals and events that currently are presented at other City of Windsor municipal locations, including indemnifying the City of Windsor from liability associated with the event.

Risk Analysis:

There is a significant risk that if the three (3) events noted in this report are not given Significant Event Status designation, they will not get approval for an SOP by the AGCO. Many of these events rely on the sales of alcohol to offset expenses required to host the event. The risk of not receiving the Significant Event Status designation and therefore Special Occasions Permit could jeopardize the financial viability of the event.

The consumption of alcohol within the festival/event site will occur at these events if they are granted an SOP. The applicant will be required to provide the required insurance. All liquor services will adhere to the AGCO regulations and Municipal Alcohol Policy, which provides information that covers requirements for Smart Service staffing resources. These factors will mitigate the risk factor to the Corporation.

| Climate | Change | Risks |
|----------|---------|--------|
| Jiiiiate | Onlange | INISKS |

Climate Change Mitigation:

N/A

Climate Change Adaptation:

N/A

Financial Matters:

There are no financial implications to the City to approve the Significant Event Status designation for the events. The applicants hosting events on City owned public property

would be required to rent the respective venue and pay the applicable fees as per the 2024 Schedule of Fees.

Consultations:

SERT (Special Events Resource Team)

Tracy Ou, Financial Planning Administrator

Emilie Dunnigan, Manager, Development Revenue and Financial Administration

Conclusion:

The City of Windsor recognizes the importance of special events and festivals enhancing the quality of life, tourism, culture, recreation and education, not all of which would be possible without the invaluable services of volunteers, community groups, and sponsors that add their support and skills to enhancing the community events.

Planning Act Matters:

N/A

Approvals:

| Name | Title |
|----------------------|--|
| William Alexander | Supervisor, Special Events |
| Michelle Staadegaard | Manager, Culture & Events |
| Jen Knights | Executive Director, Recreation & Culture |
| Ray Mensour | Commissioner, Community Services |
| Wira Vendrasco | City Solicitor |
| Dana Paladino | Commissioner, Corporate Services |
| Joe Mancina | Chief Administrative Officer |

Appendices:



Council Report: C 32/2024

Subject: Update to Various Finance Policies - City Wide

Reference:

Date to Council: April 22, 2024

Author: Faye Dunn

Financial Policy Coordinator

fdunn@citywindsor.ca 519-255-6100 ext 6128

City Treasurer

Report Date: 3/7/2024 Clerk's File #: AF2024

To: Mayor and Members of City Council

Recommendation:

THAT City Council **APPROVE** the updated Finance policies as follows:

- Corporate Wide Cash Receipts Control Policy, attached as Appendix A
- Corporate Billing and Accounts Receivable Policy, attached as Appendix B
- Accounts Receivable Collections Policy, attached as Appendix C
- Corporate Cheque Acceptance Policy, attached as Appendix D
- Ward Funds Policy, attached as Appendix E to this report; and further,

THAT Administration **BE DIRECTED** to amend the related Procedures and Forms as necessary, to facilitate compliance with the amended policies.

Executive Summary:

NA

Background:

The attached Finance policies are existing policies that have been previously adopted by City Council. As part of the continued effort to improve financial controls, enhance efficiencies and decrease risk, a review of each policy was undertaken. Administration has identified areas where practices can be streamlined, and language clarified to facilitate compliance. Noteworthy changes made within the policies have been highlighted in the Discussion section.

Discussion:

Corporate Wide Cash Receipts Control Policy (Appendix A)

The current Corporate Wide Cash Receipts Control Policy was previously adopted by City Council at the meeting on February 26, 2018 (CR99/2018).

Administration has made minor changes to this policy to reflect title changes, minor reallocation of responsibilities within the Finance department and clarify language with respect to the definition and handling of cash receipts.

Best practices have been updated to reflect the current state of the industry.

To facilitate efficiency and the implementation of new payment technology while still maintaining controls, a statement has been added allowing departments the flexibility to accept payments in a manner that is efficient for the relevant business practices (Section 5.3). The responsibility to review new payment and receipt methods that arise through business process changes or new technology has been allocated to the Corporate Controls Coordinator (Section 4.4).

Corporate Billing and Accounts Receivable Policy (Appendix B)

The current Corporate Accounts Receivable Policy was previously adopted by City Council at the meeting on May 4, 2020 (CR182/2020).

Administration has made minor changes to this policy to reflect title changes and clarify language with respect to the definition of elements in the billing to receipt cycle. The language changes will allow the policy to serve as a guide and be applied universally across City departments. Billing and Customer Maintenance checklists have been updated with best practices that define the required elements to be included in all City billings and the information necessary to maintain adequate customer records.

A statement of privacy and use of customer information has been added to assist all parties to understand their obligations with respect to customer data (Section 5.2).

Corporate Accounts Receivable Collections Policy (Appendix C)

The current Corporate Accounts Receivable Policy was previously adopted by City Council on May 4, 2020 (CR182/2020).

Administration has made minor changes to this policy to reflect title changes and the reallocation of some responsibilities from the Manager of Treasury and Cash Management to the Manager of Accounting Services. In addition, language has been adjusted to add clarity to the responsibilities of all parties with respect to collection duties and ensure that collections practices are applied universally and fairly.

Thresholds for approvals and adjustments have been updated for the Commissioner, Finance and City Treasurer to reflect materiality, risk and allow for more efficient processing. These responsibilities are found in Section 4 of this policy.

A statement of privacy and use of customer information has been added to assist all parties to understand their obligations with respect to customer data (Section 5.1).

Corporate Cheque Acceptance Policy (Appendix D)

The current Corporate Cheque Acceptance Policy was previously adopted by City Council on February 26, 2018 (CR99/2018).

Administration has made minor changes to this policy to reflect title changes. Language has been adjusted to add clarity to the obligation to accept cheques and the conditions under which they will be accepted (Section 5.1).

Best practices for the acceptance of cheques have been updated and consolidated into a revised Cheque Acceptance Checklist in the policy.

Ward Funds Policy (Appendix E)

The current Ward Funds Policy was previously adopted by City Council on January 15, 2018 (B36/2018).

Administration has made minor changes to this policy to reflect title changes. Language has been adjusted in Section 5.1.3 with respect to Salary and Wage Recovery. The adjustments are to add clarity to the rules related to such recoveries.

In addition, language adjustments for clarity have been made to Section 5.9 regarding Election Period Restrictions. The adjustments provide clarity to the rules although no changes to the rules themselves have been made.

Risk Analysis:

All City of Windsor Finance policies are subject to periodic review and revision. The risk of having ineffective or obsolete policies is mitigated by regular evaluations and updates. In addition, regular reviews provide the Finance department with the opportunity to update best practices, improve internal controls, and implement efficiencies.

Climate Change Risks

NA

Financial Matters:

The implementation of the above revised policies will continue to enhance financial controls and provide opportunity for operational efficiencies thereby improving the financial well-being of the corporation. Various procedures have been identified that relate to each of the respective policies. These procedures will be reviewed and updated upon approval of the policies.

Consultations:

Marco Aquino – Manager of Administration – Finance
Tony Ardovini – Deputy Treasurer Financial Planning
Stephen Cipkar – Manager of Financial Accounting
Lorie Gregg – Deputy Treasurer Taxation, Treasury, Financial Projects
Terri Knight-Lepain – Manager Records/Elections, & FOI Coordinator
Alexandra Taylor – Manager Accounting Services

Conclusion:

That the attached updated finance policies be approved, and that administration be directed to amend related procedures and forms as appropriate.

Planning Act Matters:

NA

Approvals:

| rr · · · · | | | | |
|----------------|--|--|--|--|
| Name | Title | | | |
| Dan Seguin | Deputy Treasurer Financial Accounting and Corporate Controls | | | |
| Janice Guthrie | Commissioner Finance and City Treasurer | | | |
| Joseph Mancina | Chief Administrative Officer | | | |

Notifications:

| Name | Address | Email |
|------|---------|-------|
| | | |

Appendices:

- 1 Appendix A Corporate-Wide Cash Receipts Control Policy
- 2 Appendix B Corporate Billing and Accounts Receivable Policy
- 3 Appendix C Accounts Receivable Collections Policy
- 4 Appendix D Corporate Cheque Acceptance Policy
- 5 Appendix E Ward Funds Policy

THE CORPORATION OF THE CITY OF WINDSOR POLICY

| Primary Owner: | Commissioner Finance and City Treasurer | Policy No.: | |
|------------------|---|-----------------|---|
| Secondary Owner: | Financial Accounting and Corporate Controls | Approval Date: | |
| | | Approved By: | |
| Subject: | Corporate-Wide Cash | Effective Date: | Immediate |
| | Receipts Control Policy | Procedure Ref.: | Various - Departmental |
| Review Date: | January 2024 | Pages: 7 | Date: |
| Prepared By: | Faye Dunn | | Replaces: CS.A7.07 February 26, 2018 |

1. POLICY

- **1.1** The City will exercise due diligence to safeguard cash receipts from theft and misappropriation.
- **1.2** All receipts, including cash, cheques and other financial instruments will be deposited promptly.
- **1.3** The recording system will supply all information necessary to comply with applicable laws and regulations.

2. PURPOSE

- 2.1 To prevent, deter and detect errors, fraud or theft.
- 2.2 To promote the safeguarding of cash receipts under secure conditions, accurate recording and prompt deposit to the City's bank account.
- 2.3 To outline best practices for all aspects of cash receipts handling.
- **2.4** To provide a comprehensive guideline for the development of departmental cash receipts control procedures.
- 2.5 To emphasize segregation of duties and/or independent verification as a prime feature of departmental procedures for cash receipts handling.
- **2.6** To facilitate timely and accurate recording and reporting of cash receipts in the financial system.

3. SCOPE

- 3.1 This policy applies to all City of Windsor departments, agencies, boards, commissions and committees (ABCs) funded by the City of Windsor, in whole or in part, or whose governing body contains City of Windsor representation and whose financial transactions are accounted for within the City of Windsor's financial systems.
- 3.2 Exclusions from this policy include:
 - **3.2.1** ABCs that process financial information within their own financial system, AND/OR have submitted, to the City's Finance Department, alternative, board approved cash control policies or procedures.

4. **RESPONSIBILITY**

- 4.1 The Commissioner of Finance & City Treasurer (CFCT), or designate, is responsible to:
 - **4.1.1** Review and make recommending improvements for departmental and ABC procedures.
 - **4.1.2** Fulfill all responsibilities specific to cash receipts and deposits as detailed in Section 5.1.
 - **4.1.3** Direct the review of this policy at a minimum every five years and recommend updates as required.
- 4.2 The Manager of Financial Accounting, or designate, is responsible to:
 - **4.2.1** Communicate and provide ongoing support on the use of this Policy.
 - **4.2.2** In coordination with the Corporate Controls Coordinator develop and maintain a cash control review and monitoring program.
 - (a) In circumstances of high risk and recurring policy violations, escalate to appropriate senior management levels.
 - **4.2.3** Investigate cash shortages and/or overages in excess of \$100.
 - (a) Provide guidance and/or mitigating strategies in an effort to eliminate such occurrences.
 - **4.2.4** Review FINTRAC disclosures as detailed in Section 6.1.3. Research and comply with current guidelines.
 - 4.2.5 In the event of suspected cash misappropriation, liaise, as required, between Finance, the affected department and the City's internal auditor and in compliance with the Fraud and Misuse of Assets Policy.
- 4.3 The Executive Directors, in conjunction with Managers of Administration and Heads of ABC's, or designates, are responsible to:
 - **4.3.1** Facilitate compliance with this Policy and ensure that cash receipts handling procedures are established, communicated, monitored and updated as required.
 - **4.3.2** Establish and forward departmental cash receipts handling procedures, to the **CFCT**, for review as per Sec. 4.1.1.
 - **4.3.3** Establish and maintain a program of unannounced float/cash counts.
 - **4.3.4** Report, to the Manager of Financial Accounting, cash shortages/overages greater than \$100.
 - **4.3.5** Report, to the **CFCT**, any and all suspected misappropriation of cash.
- 4.4 The Corporate Controls Coordinator is responsible to:
 - **4.4.1** Under the direction of the Manager of Financial Accounting, develop and maintain a cash control review and monitoring program.
 - (a) Report immediately, to the Manager of Financial Accounting, any alleged or identified cash misappropriation or high-risk cash control practices.
 - **4.4.2** Provide, corporate-wide, ongoing support on the interpretation and use of this policy.
 - **4.4.3** Review new payment and receipt methods, as they develop to ensure they align with this policy.
 - **4.4.4** Provide guidance on the development of departmental procedures.

- **4.5 Employees** handling cash receipts are responsible to:
 - **4.5.1** Become familiar with and comply with this Policy and cash receipt handling procedures developed for and implemented in their respective service areas.
 - **4.5.2** Report to management, immediately, all cash shortage/overages.
 - **4.5.3** Report to management any and all suspected misappropriation of cash.

5. GOVERNING RULES AND REGULATIONS

- 5.1 The Commissioner of Finance & City Treasurer has responsibilities under the Ontario Municipal Act, 2001, section 286 (1), for:
 - (a) collecting money payable to the municipality and issuing receipts for those payments;
 - (b) depositing all money received on behalf of the municipality in a financial institution designated by the municipality;
 - (c) maintaining accurate records and accounts of the affairs of the municipality...
- 5.2 For the purpose of this Policy, the term "Cash" generally includes payment by bank notes, coin, cheques, money orders, debit and credit card transactions, electronic payments such as fund transfer (EFT), WIRE, PAP etc.
 - Although the following are not considered as 'cash' for the purpose of this policy, they should nevertheless be secured as if they are cash: tokens, gift certificates, gift cards, passes and permits.
- 5.3 The acceptance of bank notes/coin personal or business cheques is optional. There is no legal mandate obligating the acceptance of these or any other for of payment.
- **5.4** All new payment and receipt methods, prior to implementation, must be communicated to the Corporate Controls Coordinator for review, to ensure compliance with policy.
- 5.5 Departmental cash receipts control procedures will be established with due consideration to the guidelines outlined in this policy.

6. CASH HANDLING BEST PRACTICES AND GUIDELINES

6.1 Receiving Cash

- **6.1.1** All cash must be immediately recorded upon receipt.
 - (a) Preferred recording methods include point-of-sale (POS) systems (e.g. AMANDA) or programmable cash register. In absence, unique pre-numbered, controlled receipts must be used (e.g. TR Receipts)
 - (b) Customers will be provided a receipt where appropriate. Receipts should include the following:
 - Purchase price (broken down by line item/services rendered)
 - Sub-total
 - HST amount (where applicable)
 - Grand total
 - Method of payment (e.g. Cash, Visa/MC/Debit, cheque).
 - Change due (where applicable)
 - Cheque number (where applicable)
 - Unique Receipt/transaction number,

- Transaction date/time
- Name of department receiving cash
- Identification of cashier
- Name of customer (where applicable)
- (c) A receipt may not be provided for payment by electronic methods (EFT, WIRE, PAP etc.) or cheques received by mail. Departments should consider advising customers to maintain their own payment records.
- 6.1.2 All cheques must be made payable to The City of Windsor or ABC's as applicable and be endorsed "Deposit to the credit of The City of Windsor (or ABC)," AND clearly identify the receiving department.
 - (a) Third-party cheques are NOT acceptable.
 - (b) Please refer to the Corporate Cheque Acceptance Policy for additional best practices.
- **6.1.3** The Financial Transactions and Reports Analysis Centre of Canada (FINTRAC) is Canada's financial intelligence unit and anti-money laundering and anti-terrorist financing centre.
 - (a) All bank note/coin receipts that total \$10,000 or more within a consecutive 24-hour window are to be reported to the Manager of Financial Accounting. This includes, as an example, when two or more cash transactions that total \$10,000, or more, are conducted by the same person, on behalf of the same person, or for the same beneficiary within a 24-hour period. The Manager of Financial Accounting will review and assist in compliance with current FINTRAC guidelines.
- **6.1.4** When cash receipts are transferred between individuals, cash must be recounted and the gross dollar amount signed off by both parties.

6.2 Safeguarding of Cash

- **6.2.1** Cash must be kept secure at all times lockable cash register, safe, floor safe, locked storage, etc.
 - (a) Safeguarding should take into account the amount of cash on hand during various periods.
 - (b) Active cashiering or cash counting stations are not to be left unattended, at any time, without being properly secured.
- **6.2.2** Physical access to cash will be restricted to authorized personnel.
- **6.2.3** Cash must not be sent through inter-office mail.
- **6.2.4** Cash should be counted in a non-public, secure area, out of sight.
- 6.2.5 Cash receipts should be deposited in the bank or secured on-site vault, weekly at a minimum, and daily if gross sales exceed \$500 (any combination of cash or cheques).
- **6.2.6** Surprise counts of cash floats and petty cash should be performed and documented.
- **6.2.7** Under no circumstances can disbursements be made from cash receipts.

6.3 Security

- **6.3.1** Security assessments should be performed, by management, at a minimum annually or upon material changes within the cash receipts process. Assessment should include:
 - (a) A review of approvals/authorizations required and in place for the handling of cash receipts.
 - (b) Who has access to cash and why?
 - (c) Where is cash located, stored? What other activities surround cash storage locations?
- **6.3.2** Best practices in the consideration of security include:
 - (a) The use of security cameras.
 - (b) Documentation of custodian and other transfers.
 - (c) Not sharing passwords, keys or safe combinations.
 - (d) Maintaining a log of current employees with keys, combinations and access.
 - (e) Regular revision of passwords and combinations.
 - (f) Safe combination is changed when turnover occurs among staff who know the combination.
 - (g) Using separate, lockable, cash drawers for each cashier.

6.4 Cash over and short

- **6.4.1** Must be reported immediately to management on duty upon discovery.
- **6.4.2** Individual shortage/overage in excess of \$100 must be reported immediately to the **Manager of Financial Accounting.**
- **6.4.3** Shortages, when discovered, are to be replenished as soon as possible and coordinated with Finance.

6.5 Refunds and Voids

- **6.5.1** In Ontario, suppliers are <u>not</u> legally required to offer refunds or exchanges.
- **6.5.2** Departmental policy may dictate whether or not:
 - (a) A refund is offered
 - (b) A refund is full or partial
 - (c) The good or service is exchangeable
 - (d) Credit is applied towards a future purchase.
- **6.5.3** All refunds and voided transactions must be approved by a manager/supervisor and should be supported by:
 - (a) Documentation stating the reason.
 - (b) The name & signature of the person recording the refund or void.
 - (c) Name and signature of manager/supervisor responsible for reviewing/approving the refund or void.
 - (d) The name & signature of the person receiving the refund.

- **6.5.4** Where refunds are offered, they should:
 - (a) Be made in the original method of payment.
 - (b) Be made to the original purchaser and include the original proof of purchase.
 - (c) When a personal or business cheque is accepted, as the method of payment, confirmation <u>must be</u> obtained that the cheque has cleared the City's banking system. Upon confirmation a City cheque is the <u>only</u> acceptable form of refund.

6.6 Segregation of Duties

- **6.6.1** Where practical, no individual will have responsibility for both the receipt of cash and:
 - (a) Opening mail
 - (b) Deposit of cash
 - (c) Bank reconciliation
 - (d) Issuance of invoices
 - (e) Applying payment in an accounts receivable system.
- **6.6.2** Where segregation is not practical, additional management review and supervision is necessary and mitigating practices must be considered to reduce risk of loss.
- **6.6.3** Establish a backup protocol to cover employee absences.
- **6.6.4** Ensure that all staff handling cash spends at least one consecutive week per year where they are not completing cash handling duties (through vacation, job rotation, or other means).

6.7 Preparation & Recording of Bank Deposits

- **6.7.1** Cash receipts must be counted and balanced daily.
- 6.7.2 Where a POS system or cash register is not in place, daily cash receipts must be recorded in a manual receipts summary or log as support for deposits. The log should include at a minimum:
 - (a) Details regarding amount of bank notes/coin (e.g. number of \$5, \$10s, Loonies, etc.)
 - (b) Cheque details including date, amount, name on cheque.
 - (c) Visa, MasterCard and debit amounts.
 - (d) Grand total of receipts for the day.
 - (e) Where possible a *dual control* should be utilized whereby two employees count and verify the daily receipts together and sign the receipts log.
- 6.7.3 Where possible the daily receipt summary (POS, cash register or manual) and cash receipts should be submitted to a separate individual responsible to complete the deposit. Where segregation is not possible supervisory oversight and verification (name/signature) should be performed.
- **6.7.4** Total cash receipts must be verified and the deposit slip completed in entirety.
 - (a) Deposit slips must be used in sequential order.
 - (b) Clearly include name of preparer and associated department.
 - (c) Copy of deposit slips to be retained for audit purposes.
 - (d) Ensure US deposit slip is used for USD cash/cheques.

- **6.7.5** Where AMANDA is not used as a POS system all cash receipts should be entered into the AMANDA cashiering system for recording and reconciling purposes.
- 6.7.6 Where regular cash deposits exceed \$1,000 consideration should be given to using armed guard services. The buddy system (two or more employees) <u>must</u> be used for all employee deposit deliveries.
- **6.7.7** Electronic payments including EFT, WIRE, PAP, etc. must be recorded in the period they are received.

6.8 General Controls

- **6.8.1** Consideration must be given to the following where applicable:
 - (a) Petty Cash Procedure CS.B8.03
 - (b) All bank accounts must be requested to the Commissioner of Finance & City Treasurer.
 - (c) Bank reconciliations should be performed monthly, completed by the end date of the following month, reviewed and signed by authorized individual.
 - (d) HST to be recorded/remitted in accordance with CRA regulations.
 - (e) All cash receipt related support must be filed and maintained in accordance with the City's Record Retention By-law.

7. RELATED POLICIES AND PROCEDURES

- 7.1 CS.B8.03 Petty Cash Procedure
- 7.2 Corporate Cheque Acceptance Policy
- 7.3 Fraud & Misuse of Assets Policy
- 7.4 CS.A1.09 Investment Policy
- 7.5 CS.A3.05 Trade Receivables Collection Policy
- 7.6 City of Windsor Record Retention By-law

THE CORPORATION OF THE CITY OF WINDSOR POLICY

| Primary Owner: | Commissioner Finance and | Policy No.: | |
|------------------|---------------------------------------|-----------------|---|
| | City Treasurer | Approval Date: | |
| Secondary Owner: | Accounting Services | Approved By: | |
| | Corporate Billing and Accounts | | |
| Subject: | Receivable Policy | Effective Date: | |
| | | Procedure Ref.: | |
| Review Date: | January 2024 | Pages: 7 | Date: May 4, 2020 |
| Prepared By: | Faye Dunn | | Corporate Accounts Receivable Policy Nov 19, 2012 |

1. POLICY

- 1.1. The Corporate Billing and Accounts Receivable Policy outlines the procedures and guidelines related to customer management, billing customers and managing accounts receivable. The policy serves as a framework to maintain consistency, accuracy, and efficiency in the City of Windsor's billing and receivables processing.
- **1.2.** It is the City's preference to receive payment by cash, debit, credit card or other immediate payment methods where available at point of sale, delivery or completion of service.

2. PURPOSE

- **2.1. Timely and Accurate Transactions:** To establish clear guidelines for the timely and accurate creation of invoices, management of customer accounts and application of payments and adjustments.
- **2.2. Employee Responsibilities:** To outline the responsibilities of employees involved in billing and accounts receivable activities.

3. SCOPE

- **3.1. Entity Applicability:** This policy is applicable to all entities funded, wholly or partially, by the City of Windsor, including departments, agencies, boards, commissions, and committees (ABC's). It extends to organizations where the City of Windsor holds a representation in their governing body, and their financial transactions are managed within the City's financial systems.
- 3.2. Invoice Applicability: Except for taxation, this policy applies to all invoices deemed collectible by the City. Accounts receivable cover all charges billed by the City for goods, services and other financial obligations where payment cannot be collected at the point of sale. This policy is all-encompassing, extending to invoices, regardless of their origin. Whether generated through PeopleSoft, Amanda, ACTIVE-Net, Med-e-Care or other system reviewed by Deputy Treasurer Financial Accounting and Corporate Controls or designate, adherence to these guidelines is required.
- **3.3. Credit Assessment Clarification:** This policy does not constitute an assessment of creditworthiness. The City of Windsor does not offer credit services. Transactions are conducted based on the payment methods and terms outlined within this policy.

4. RESPONSIBILITY

- **4.1.** The **Commissioner**, **Finance/City Treasurer** or designate, is responsible for:
 - **4.1.1. Oversight of Financial Services Procedures:** Approve Financial Services procedures to ensure alignment with this policy and that reasonable controls are in place.
 - **4.1.2.** Addressing Policy Non-Compliance: Investigate and review alleged policy non-compliance and authorize action, including escalation or dispute resolution where applicable.
 - **4.1.3. Periodic Policy Review:** Direct the review of this policy, at a minimum every five (5) years to ensure it remains relevant and adaptable to changing business needs and promotes continuous improvement initiatives.
- **4.2. Deputy Treasurer Financial Accounting and Corporate Controls** or designate is responsible to:
 - **4.2.1.** Review new billing processes and formats to ensure compliance with this policy.
 - **4.2.2.** Review any new or alternative payment methods proposed by operating departments.
- **4.3. Executive Directors** (or ABC equivalents), or designates, are responsible for:
 - **4.2.1. Corporate Customer and Billing System:** Departments are encouraged to utilize the customer and billing system managed by Accounting Services to facilitate account management and collections in the corporate accounting system.
 - **4.2.2. Billing and Compliance Procedures:** Develop and follow department specific accounts receivable procedures when using systems not managed by Accounting Services which align with the included Billing and Customer Checklists and ensure adherence to this policy.
 - **4.2.3. Customer Records Oversight:** When using systems other than the Corporate Billing and Customer Management system, facilitate timely and accurate application of payments and reconciliation of customer accounts to ensure reasonable records of customer activity and balances. Records of transactions should be maintained.
 - **4.2.4. Policy Communication and Training:** Communicate this policy and related procedures, ensuring training for individuals involved in accounts receivable functions. Department procedures should support effective customer management, timely and accurate billing, and proper payment handling.
 - **4.2.5. Authorization Management:** Provide the names and limits of authorized personnel within their department for AR adjustments and/or cancellations to the Manager of Accounting Services. Any changes must be promptly communicated.
 - **4.2.6. Record Maintenance:** Maintain receivables records for their respective areas, including back up for invoices managed by Accounting Services. All records should adhere to the City's Schedule of Retention Periods for Records By-Law. Support for AR will be submitted to the Manager of Accounting Services upon request.
 - **4.2.7. Dispute Resolution:** Resolve and/or escalate customer billing disputes as appropriate.
 - **4.2.8. Customer Management:** Initiate the creation of new customer accounts or updates for existing customers by the Accounting Services team. For customers existing in the other approved billing systems, establish department-specific customer management procedures. Note that the City of Windsor does not extend or assess credit. It is department management's responsibility to evaluate known risks through past experience prior to delivering goods or services.

- **4.4.** The **Manager of Accounting Services** or designate, is responsible for:
 - **4.3.1 Customer Records Oversight:** Review and manage requests for new customers and updates to existing customers in the Corporate Billing and Customer Management system to ensure accurate and timely customer records.
 - **4.3.2 Billing Management:** Review and manage billing requests submitted to Accounting Services for invoicing and ensure compliance with the Billing Checklist and any other related procedures.
 - **4.3.3** Accounts Receivable Management: For receivables managed by Accounting Services, review all AR adjustment, cancellation and refund requests to ensure appropriate approval. Facilitate accurate and timely entry and updates to and reconciliation of customer accounts.
 - **4.3.4 Approval Authority Maintenance:** Maintain a listing of individuals and their limits, as designated by Executive Directors, to approve and request invoices, adjustments, cancelations or refunds.

5. GOVERNING RULES AND REGULATIONS

5.1. GENERAL

5.1.1. Relevant Terms and Definitions:

Accounts Receivable: the outstanding invoices owing to the City of Windsor by clients or customers for goods or services delivered. AR represents cash owed to the City that has been earned but not yet collected.

Customer: an individual or organization that purchases or uses goods or services from the City of Windsor.

Billing: the process of creating and sending invoices to customers for products or services provided by the City. It records the sale, calculates amount due and generates an invoice to notify the customer of the payment required.

Invoice: a document issued by the City indicating the products, quantities and agreed prices for products or services. It is a request for payment and includes the payment terms.

Payment Terms: terms that specify the conditions of the transaction such as payment date, discounts or penalties for late payment. The standard payment terms for the City are net 30 days. Other Accounts Receivable, where terms are longer than 30 days but less than one year, and Long-Term Receivables where terms include payments terms greater than one year should be considered exceptions and must be supported by Contracts, Resolutions or other agreements.

Interest: The additional amount charged by the City when payments are not made within the agreed upon terms. Departments should retain any documentation related to facilitating interest collection. Unless expressly exempted by agreement and directed by the Manager of Accounting Services, all City invoices are interest bearing. Interest rates charged will be in accordance with the City's User Fee Schedule unless established by the direction of the Manager of Accounting Services.

Adjustments: Adjustments is the term loosely applied to changes required after an invoice has been sent to a customer. To this end, adjustments can refer to cancelation request, interest adjustments on a customer account, balance adjustments, payment refunds or write offs. At the City of Windsor, changes cannot be made directly to any posted invoice. Invoices may be cancelled, cancelled and rebilled or written off as uncollectible.

- **5.1.2. Authority:** Section 391 of the Municipal Act, 2001 allows a municipality to pass by-laws imposing fees or charges on any class of persons for services or activities or for the use of its properties. As such, all corporate accounts receivable that are allowable charges under the "Act, Part XII, Fees and Charges", must also mirror the fees_as scheduled within the most current City Council approved, "City of Windsor User Fee Schedule".
- **5.1.3. Credit Evaluation Exclusion:** This policy does not establish lending criteria and the City does not offer credit services. However, departments must assess risks based on past experiences or financial dealings before providing goods or services.
- **5.1.4. Delinquent Accounts:** When departments have been advised of an account that has become seriously delinquent, the respective Executive Director should consider discontinuation of services. Where service has been discontinued, prior to re-instating, departments should contact Finance Collections staff to verify the customer's payment status.
- **5.1.5. Inter-Departmental Billings:** The Corporate AR system is not intended for inter-departmental billings. Practical alternatives must be used such as journal entry or work authorization.
- **5.1.6. Disputed Invoices:** Disputed AR invoices lacking departmental support may be reversed by the Finance Department.
- **5.1.7. Due Diligence:** Failure to follow policy guidelines or perform due diligence resulting in a receivable becoming uncollectible may result in invoice reversal by the Finance Department.
- **5.1.8. Invoice Format:** Except where exceptional circumstances arise, invoices should not be created using Microsoft Office, pre-made templates or self-designed formats. All other invoices must be incompliance with applicable Council resolutions, agreements, or contracts.
- **5.1.9. New Billing Process:** Any new billing processes outside of corporate accounting system must be sent to the Deputy Treasurer Financial Accounting and Corporate Controls for review. Billing processes must include, at a minimum, the ability to track invoices by number and audit cancelations and/or adjustments.
- **5.1.10. Foreign Currency Invoices:** Any accounts receivable that is to be billed in a foreign currency must be forwarded to the Manager of Accounting Services for review and Processing.
- **5.1.11.Insurable Claims:** Costs related to damage to City property due to accidents or insurable claims are not to be invoiced but forwarded to Risk Management for claims processing.

5.2. CUSTOMER MAINTENANCE:

- **5.2.1. Customers Managed by Accounting Services:** Staff are encouraged to use the Corporate Billing and Customer system managed by Accounting Services. Timely, accurate and regular requests for updates to customer information including contact details, billing addresses, and other relevant data should be made prior to initiating the billing process. Use the "Customer Checklist" included in this policy.
- **5.2.2.** Customers Not Managed by Accounting Services: Develop and follow department specific procedures to keep customer information current. The "Customer Checklist" included in this policy is available as a guide.
- **5.2.3. Privacy Statement:** Information from customers is collected under the *Municipal Freedom of Information and Protection of Privacy Act (MFIPPA)* and will be used solely for the purposes of applying the governing rules and regulations as laid out in this policy. The City will ensure all customer information (financial and otherwise), records and

anything else collected in accordance with this policy is processed fairly, kept safe and secure and retained for no longer than is necessary. Any requests for customer information from parties external to the City will be handled in accordance with *MFIPPA*.

5.3. BILLING:

- **5.3.1. Minimum Charges:** The minimum amount to be invoiced for products and services is \$100.00, before tax. Whenever possible, amounts under \$100.00 should be paid in advance or collected at the point of service or delivery of product.
- **5.3.2. Timely Billing for Goods or Services:** Whenever possible, invoices are to be issued immediately upon good or service delivery. Invoices may be billed monthly or per agreed upon schedule only when authorized by an agreement or established practice. Invoices should be sent to customers immediately upon issuance to avoid unnecessary interest charges.
- **5.3.3. Clear and Transparent Communication:** Invoices should contain a detailed breakdown of charges and include supporting documentation when applicable.
- **5.3.4. Payment Terms:** The standard payment terms for City invoices is Net 30 Days. Unless specific contractual arrangements have been authorized and made for alternate terms, all invoices should be clearly marked as Net 30 Days.
- **5.3.5. Interest on Late Payments:** Except by contract or other authorized agreement, invoices issued by the City are interest bearing. Interest will be added to accounts outstanding more than 30 days at a rate defined in the City's User Fee Schedule. Where payment terms are greater than 30 days or where specially contracted interest rates apply, assistance and direction will be required from the Manager of Accounting Services.
- **5.3.6.** Payment Options: Payment methods available may vary by payment location.
 - Acceptance of Debit, Credit, or Cash is dependent on the payment location and must comply with the Corporate Wide Cash Receipts Policy.
 - Acceptance of Cheques must comply with the City's Cheque Acceptance Policy
 - Electronic Funds Transfer and e-transfer may be arranged via the Deputy Treasurer of Financial Accounting and Corporate Controls or designate.
 - New or alternative payment methods must be reviewed by the Deputy Treasurer of Financial Accounting and Corporate Controls or designate.
- **5.3.7. Invoice Cancelations:** All invoice cancelations must be properly authorized in accordance with the Accounts Receivable Adjustment Procedure.
- **5.3.8. Customer Selection:** Charges are to be billed to the customer who has the legal obligation to pay the full amount. Utilize the customer checklist as a guide prior to initiating the billing process.
- **5.3.9. Invoices not managed by Accounting Services:** Invoices created outside of the Corporate Billing and Customer Management system using an acceptable billing practice must include the following elements:
 - Customer Legal Name and complete billing address
 - Invoice Number
 - Invoice Date
 - Payment terms and due date
 - Remittance address for payments and methods accepted

- Description of goods or services provided including the date or period that goods or services were rendered; attachments or additional details as required
- Price, rate and quantities as dictated by the nature of the good/service
- Applicable taxes
- Include the City's HST number
- · Total amount due
- Specified consequences of late payments (interest)
- Contact Information for department person responsible for billing inquiries

5.3.10. Application of Payments:

- Payments from customers should be applied to account as promptly as possible to avoid unnecessary interest charges and adjustments.
- Where a payment is received specifying an invoice, the payment should be applied to that invoice regardless of whether it is for the same amount.
- Where no specific information is provided with a payment, apply to the oldest amounts first inclusive of interest.
- Communicate with customers, when possible, to reduce potential for errors.
- Payments managed by Accounting Services will abide by the AR Payment Application Procedure.

6. <u>REFERENCES AND RELATED DOCUMENTS</u>

- 6.1. Customer Checklist APPENDIX A
- 6.2. Billing Checklist APPENDIX B
- **6.3.** Corporate Cheque Acceptance Policy
- **6.4.** Corporate-Wide Cash Receipts Control Policy
- **6.5.** Accounts Receivable Collections Policy
- 6.6. Accounts Receivable Adjustment Procedure
- 6.7. Accounts Receivable Payment Application Procedure
- **6.8.** Accounts Receivable Customer Set-Up and Maintenance Procedure
- 6.9. Returned Cheques Procedure ** To be Reviewed
- **6.10.** AR Billing Request Form
- **6.11.** AR Customer Creation / Change Form

Appendix A - Customer Checklist

Prior to initiating the Billing process, check and acknowledge the following:

- ✓ **New Customer and Existing Customer Updates:** Complete the AR Customer Creation/Change Form or follow department procedures for customer updates or approval
- ✓ Required Customer Information:
 - The customer's legal name is correct
 - The address is current and complete
 - Contact information is current and complete including email address
- ✓ **Updates Complete:** All required updates have been completed prior to billing

Appendix B - Billing Checklist

Prior to finalizing an invoice, check and acknowledge the following:

- ✓ Correct Customer Identified: The customer selected has the legal obligation to pay for the goods or services being billed.
- ✓ Appropriate Interest Option: Interest bearing unless specifically agreed otherwise
- ✓ Invoice Contents:
 - Customer Legal Name and complete billing address
 - Invoice Number
 - Invoice Date
 - Payment terms and due date (Net 30 unless otherwise specified)
 - Remittance address for payments
 - Description of goods or services provided including the date or period that goods or services were rendered; attachments or additional details as required
 - o Price, rate and quantities as dictated by the nature of the good/service
 - Applicable taxes
 - The City's HST Number
 - o Total amount due
 - Contact Information for department person responsible for billing inquiries
 - Specified consequences of late payments (interest)
- ✓ Payment Methods: Acceptable payment methods have been communicated to customer

THE CORPORATION OF THE CITY OF WINDSOR POLICY

| Primary Owner: | Commissioner Finance/ | Policy No.: | | |
|------------------|-------------------------------|-----------------|--------------------|--|
| | City Treasurer | Approval Date: | | |
| Secondary Owner: | Finance - Accounting Services | Approved By: | | |
| Subject: | Accounts Receivable | Effective Date: | Immediate | |
| | Collections Policy | Procedure Ref.: | | |
| Review Date: | January 2025 | Pages: 6 | Replaces: CS.A4.07 | |
| Prepared By: | Faye Dunn | . agos. o | May 4 2020 | |

1. POLICY

1.1. The Accounts Receivable (AR) Collections Policy provides a comprehensive framework for managing receivables, mitigating risks, and ensuring financial integrity. This policy is also a guideline for departments whose receivables are outside of the corporate financial system.

2. PURPOSE

- 2.1. To define the roles and responsibilities of City of Windsor personnel involved with the receivables and collections cycle and establish a reporting structure governing collection activities. The regulations and guidelines that follow are designed to enhance the integrity of the collection process, mitigate risk to corporate assets and maintain positive customer relations through clarity and transparency.
- **2.2.** Establish guidelines and control requirements for:
 - **2.2.1.** Consumer and commercial reporting parameters governing usage and observance of the Ontario Consumer Reporting Act.
 - **2.2.2.** Collection agency assignment.
 - **2.2.3.** Returned cheques / items.
 - **2.2.4.** Write-off approvals.
 - **2.2.5.** AR adjustment approvals including the waiving of interest, late penalties, overdue charges, cancellations, and administrative fees.
 - **2.2.6.** Refunds to customers.
 - **2.2.7.** Legal assignment for both small and large claims.
- 2.3. To ensure the regular review and follow up of all outstanding accounts receivable.
- **2.4.** To establish procedures for the benchmarking and monitoring of the collection process as a measurement of performance.

3. SCOPE

- **3.1.** This policy applies to all City of Windsor Departments, or employees engaged in the collection of accounts receivable or other unsecured debt as assigned. This policy holds regardless of the system utilized in generating the receivable obligation.
- **3.2.** Municipal Property Taxes and the collection thereof are governed by the Municipal Act 2001 and City Council's Guiding Principals. Municipal Property Taxes are therefore excluded from this policy.

4. **RESPONSIBILITY**

- **4.1. City Council** is responsible for:
 - **4.1.1. Uncollectable Accounts:** Review and approve all uncollectable accounts receivable write-offs over \$150,000 plus any related interest or penalties on a per account basis.
 - **4.1.2. Legal Proceedings:** Approve the initiation of legal proceedings for the purposes of collecting accounts receivable over \$150,000, where considered appropriate.
 - **4.1.3. Customer Balance and Invoice Adjustments:** Review and approve customer account balance adjustments of amounts in excess of \$150,000 per invoice except where the invoice has been cancelled or a payment has been made in error.
- 4.2. The Chief Administrative Officer (CAO), or designate is responsible to:
 - **4.2.1. Uncollectable Accounts:** Review and approve all uncollectable accounts receivable write-offs in excess of \$50,000 up to \$150,000 plus any related interest or penalties on a per account basis.
 - **4.2.2. Legal Proceedings:** Approve the initiation of legal proceedings for the purposes of collection for accounts receivable in excess of \$50,000 up to \$150,000, where considered appropriate.
 - **4.2.3. Customer Balance and Invoice Adjustments:** Review and approve customer account balance adjustments of amounts in excess of \$50,000 up to \$150,000 per invoice except where the invoice has been cancelled or a payment has been made in error.
- **4.3.** The **Commissioner of Finance/City Treasurer** or designate is responsible to:
 - **4.3.1. Uncollectable Accounts:** Review and approve all uncollectable accounts receivable write-offs up to \$50,000 plus any related interest or penalties on a per account basis.
 - **4.3.2. Customer Balance and Invoice Adjustments:** Approve customer account balance adjustments of amounts up to \$50,000 per invoice except where the invoice has been cancelled or a payment has been made in error.
 - **4.3.3. Request Write-off of Uncollectable Accounts:** Submit non-collectable accounts receivable write-off request report to Council or the CAO in accordance with the quidelines established herein.
 - **4.3.4. Policy Review:** Direct the review of this policy, at a minimum every five (5) years, or sooner if required and recommend updates as necessary.
 - **4.3.5. Collection Agency:** Review and recommend the selection of a registered collection agency as required.
- **4.4.** The **Deputy Treasurer Financial Accounting and Corporate Controls** or designate is responsible for/to:
 - **4.4.1. Policy Management:** Overall policy management of the collections area.
 - **4.4.2. Review Uncollectible Accounts:** Review recommendations for uncollectible accounts.
 - **4.4.3. Request Write-off of Uncollectible Accounts:** Provide the Commissioner of Finance/City Treasurer with an annual uncollectable accounts receivable write-off request.

- **4.5. Executive Directors**, or designate are responsible for
 - **4.5.1. Authorization Management:** Provide and update names and dollar limits of persons authorized to request invoice cancelations to the Manager of Accounting Services
 - **4.5.2. Invoice Cancellation Request:** Per the Accounts Receivable Adjustment Request Procedure, request and authorize invoice cancellations via the Accounting Services department.
 - **4.5.3. Record Maintenance:** Maintain back up information for requests to cancel invoices and, if requested, provide to Manager of Accounting Services.
 - **4.5.4. Policy Communication and Training:** Communicate this policy and related procedures, ensuring training for individuals involved in requesting cancelations.
- **4.6.** The **Manager of Accounting Services** or designate is responsible for/to:
 - **4.6.1. Analyze Outstanding AR:** On an annual basis, prepare an analysis of outstanding accounts receivable and develop an appropriate estimate for the allowance for doubtful accounts.
 - **4.6.2. Identify and Recommend Uncollectible Accounts:** Identify and recommend to the Deputy Treasurer Financial Accounting and Corporate Controls those accounts to be written-off as uncollectible.
 - **4.6.3. Facilitate Reporting for Legal Proceedings:** Facilitate reports to City Council and/or the Chief Administrative Officer for all internal requests to begin legal action for the recovery of accounts receivable.
 - **4.6.4. Review and Approve Adjustment Requests:** Review and approve AR adjustments including, refunds, interest clearing, administrative balance adjustments, and cancelation/refund requests for payments made in error. Adjustments for invoice cancellation are authorized by the initiating department.
 - **4.6.5. Transfer AR Accounts to Third Party Collections:** Undertake the transfer of accounts receivable to third-party collection agencies, paralegal services, or other third-party services as they relate to the collection of the accounts receivable in accordance with the AR Transfer to Third Party Collections Procedure.

5. Governing Rules and Regulations

5.1. CONSUMER AND COMMERCIAL REPORTING AUTHORITY AND LEGAL COMPLIANCE:

5.1.1. Section 8 (1) (d) (i) of the Ontario Consumer Reporting Act states:

"No consumer reporting agency and no officer or employee thereof shall knowingly furnish any information from the files of the consumer reporting agency except, in a consumer report given to a person who it has reason to believe, intends to use the information in connection with the extension of credit to or the purchase or collection of a debt of the consumer to whom the information pertains."

5.1.2. City employees may order consumer and commercial credit reports only for the purpose of collecting a debt or other approved reason. Information from customers is collected under the *Municipal Freedom of Information and Protection of Privacy Act (MFIPPA)* and will be used solely for the purposes of applying the governing rules and regulations as laid out in this policy. The City will ensure all customer information (financial and otherwise), records and anything else collected in accordance with this policy is processed fairly, kept safe and secure and retained for no longer than is necessary. Any

requests for customer information from parties external to the City will be handled in accordance with MFIPPA.

5.2. COLLECTION RULES

- **5.2.1.** City employees will perform collection activities in a non-discriminatory and professional manner.
- **5.2.2.** City employees may not discuss a debt with anyone other than the debtor unless required by applicable law.
- **5.2.3.** City employees will conduct collection activities in accordance with the Finance AR Collections Procedure.

5.3. USE OF COLLECTION AGENCY

5.3.1. Section 304 of the Municipal Act authorizes the use of a registered collection agency for the recovery of a debt, including taxes, payable to the Municipality. The AR Transfer to Third Party Collections Procedure defines the conditions and regulations for use of an outside agency.

5.4. DEBT WRITE-OFF

5.4.1. Write-offs against the Allowance for Doubtful Accounts may be executed on an ongoing basis, subject to authorized approval for accounts identified as uncollectable. The write-off of a customer account should only be considered after all reasonable means of collection have been exhausted. The conditions and governing rules that guide the write-off process are detailed in the Uncollectible Account Write-off Procedure.

5.5. ACCOUNTS RECEIVABLE ADJUSTMENTS

- **5.5.1.** Adjustments include cancelation requests, interest adjustments on a customer account, balance adjustments, payment refunds or write-offs. Accounts receivable adjustments may be required due billing errors, customer errors, and/or delayed payment processing resulting in interest. Changes cannot be made directly to any posted invoice. Invoices may be cancelled, cancelled and rebilled, or written off as uncollectible. Adjustments are governed by the Accounts Receivable Adjustment Procedure.
- **5.5.2.** AR adjustments are not to be used to correct an amount that has been invoiced and requires correction.
- **5.5.3.** Where appropriate, the City may remove interest or penalty charges when a payment is late but, ultimately paid in a reasonable amount of time and the customer has a history of timely payments.
- **5.5.4.** As a regular and ongoing housekeeping function, adjustments may be requested for the removal of nuisance balances from customer accounts. Such balances may arise due to timing of payment application or other minor errors.

5.6. REFUNDS

- **5.6.1.** Payments received in error or paid in excess of the AR invoice or customer's total balance by more than \$5.00 will be refunded to the payer. Balances under \$5.00 will remain on the customer's account.
- **5.6.2.** Cash refunds are not permitted in the Corporate Billing and Receivables system. Refunds through Accounts Receivable are payable by cheque only.

5.6.3. Refund requests must be approved by authorized individuals within their limits as managed by the Manager of Accounting Services.

5.7. BAD DEBT EXPENSE

5.7.1. The determination of an allowance for doubtful accounts and any subsequent write-off will be formulated after careful examination of pre-identified non-collectable accounts.

5.8. ADDING DEBTS TO TAXES

- **5.8.1.** Where standard collection procedures are unsuccessful, balances owed to the City may be added to tax roll of the property owner if authorized by applicable legislation.
- **5.8.2.** Where an account is to be added to taxes, all related documentation and support must be provided to the Manager of Revenue and Collections.
- **5.8.3.** Upon confirmation of the amount being added to taxes, the account will be written-off.

5.9. NETTING

5.9.1. Payables can only be netted to outstanding receivables in instances where the payables relate specifically to the outstanding debt. The entity that is being netted must also be the same legal entity that originated the debt.

5.10. LEGAL CLAIMS

5.10.1. All claims over the Small Claims Court limit must be forwarded to the City Solicitor to commence legal action.

6. REPORTING

6.1. WRITE-OFF REPORTING

As required, but at a minimum once per year, the Deputy Treasurer Financial Accounting and Corporate Controls shall provide the Commissioner of Finance/City Treasurer and/or CAO with a recommended list of write-offs. The Commissioner of Finance/City Treasurer shall report to City Council to request approval for all non-collectable accounts receivable write-offs over \$150,000.

6.2. DELINQUENCY REPORTING

Once per month a delinquency analysis is performed by the Corporate Collections Analyst or designate and provided to the Manager of Accounting Services outlining details of the aged trial balance position.

7. RECORDS

7.1. All accounts receivable collection records, reports, manual and electronic files must be retained and filed in accordance with the City's "Schedule of Retention Periods for Records By-Law".

8. REFERENCES AND RELATED DOCUMENTS

- 8.1. Corporate Billing and Accounts Receivable Policy
- 8.2. Corporate Cheque Acceptance Policy
- 8.3. Corporate-Wide Cash Receipts Control Policy
- **8.4.** Accounts Receivable Returned Cheques Procedure
- 8.5. Accounts Receivable Adjustment Request Procedure
- **8.6.** Finance Cheque Log Procedure (TBD)
- **8.7.** AR Transfer to Third Party Collections Procedure (TBD)
- **8.8.** Uncollectible Account Write Off Procedure (TBD)
- **8.9.** Registered collection agencies or collection agencies included in the "consumer beware list (CBL)" are available at www.ontario.ca.

THE CORPORATION OF THE CITY OF WINDSOR POLICY

| D | Commissioner Finance/City | D. F M. | |
|----------------|---------------------------|-----------------|--|
| Primary Owner: | Treasurer | Policy No.: | |
| Secondary | | | |
| Owner: | | Approval Date: | |
| | | Approved By: | |
| Subject: | CORPORATE CHEQUE | Effective Date: | Immediate |
| | ACCEPTANCE POLICY | Procedure Ref.: | * |
| Review Date: | November 23, 2023 | | |
| Prepared By: | Faye Dunn | Pages:5 | Replaces: February 26, 2018 CR99-2018 |

1. POLICY

- **1.1.** This policy is designed to manage and control the acceptance of cheques as a method of payment. To mitigate the risk of fraud or financial loss, the City of Windsor will accept cheques only under the conditions outlined in this policy and in adherence to the governing rules and regulations.
- **1.2.** It is the City's preference to receive payment by cash, debit or credit card, where available, at the point of sale.

2. PURPOSE

- **2.1.** To establish guidelines and best practices for accepting cheques as a method of payment.
- **2.2.** To mitigate risk by clearly defining the conditions under which cheques will be accepted.
- **2.3.** To serve as a tool to standardize and communicate the City's approach to accepting cheques. Standardization ensures consistency and promotes fairness in the treatment of customers or clients.

3. SCOPE

3.1. This policy applies to all City of Windsor departments, agencies, boards, commissions and committees (ABCs) funded by the City of Windsor, in whole or in part, or whose governing body contains City of Windsor representation and whose financial transactions are accounted for within the City of Windsor financial systems.

3.2. Exclusions:

- **3.2.1.** Property taxes or related charges, or application to any receivable where the City is fully secured through title registration, offsetting earnings deductions (i.e. social service cheques) or via appropriate legislation.
- **3.2.2.** Certified cheques, bank drafts, or money orders.

4. RESPONSIBILITY

- 4.1. The Commissioner Finance /City Treasurer, or designate, is responsible to:
 - **4.1.1.** Review documented departmental procedures and checklists to ensure alignment with this policy, emphasizing the establishment of reasonable controls.
 - **4.1.2.** Review of this policy, at a minimum every five years and recommend updates as necessary to reflect evolving requirements and best practices.
 - **4.1.3.** Communicate this policy to all stakeholders as needed, to ensure clear understanding and promote adherence.
- **4.2.** The Executive Directors (or ABC Equivalents), in conjunction with Managers of Administration or designates are responsible to:
 - **4.2.1.** Develop department specific procedures or utilize the recommended 'Cheque Acceptance Checklist' to facilitate compliance with this policy.
 - **4.2.2.** Communicate this policy and train those employees accepting cheques.
 - **4.2.3.** Provide support information for collection purposes to the Manager of Accounting Services or designate upon request.
 - **4.2.4.** Resolve disputes with customers relative to cheques received including stop payment or service-related issues.
- **4.3.** The **Manager of Accounting Services,** or designate, is responsible to:
 - **4.3.1.** Provide continuous support for the implementation, maintenance and improvement of this policy.
 - **4.3.2.** Develop, maintain, and communicate procedures relating to proper accounting and collections regarding cheques returned by the bank.
 - **4.3.3.** Investigate and address violations of this policy.

5. GOVERNING RULES AND REGULATIONS

- **5.1. Requirement to Accept:** Departmental procedures and assessment will determine if and where cheques will be accepted. Departments are not required to accept cheques.
- **5.2. Acceptance Rules:** All departments that accept payment by cheque at the point of sale or over the counter are expected to exercise due diligence. These rules form the basis of the Cheque Acceptance Checklist in Appendix A.

The following rules apply when accepting cheques:

- **5.2.1.** Must be made payable to "The City of Windsor".
- **5.2.2.** One <u>valid</u> government photo identification (ID) must be produced, i.e., Driver's license, Certificate of Citizenship, passport.
- **5.2.3.** Identification number, from above, must be written on the back of the cheque.
- **5.2.4.** Cheque must have current date unless complying with a post-dated cheque agreement. Cheques older than six months are considered stale dated.
- **5.2.5.** Preprinted name and address must be verified.
- **5.2.6.** Amount of payment in words and numbers must agree.

- **5.2.7.** Financial Institution or bank name and address preprinted on the cheque.
- **5.2.8.** Cheque number (top-right / bottom-left in the MICR) must have a direct match.
- **5.2.9.** The MICR line encoded on the bottom of the cheque is present and clear.
- **5.2.10.** The person signing the cheque must be the person detailed on the cheque.
- **5.2.11.** The person signing the cheque must initial any corrections.
- **5.2.12.** Look for back of cheque security features:
 - "Teller Stamp Here" box,
 - Verification Phrase (e.g., "Back" or other verification term)
 - Endorsement Area
- **5.2.13.** Non-pre-printed cheques, without specific details, are to be completed in full. If any of the information in section 5.2 is incorrect or unavailable, a cheque should not be accepted.

5.3. Cheques Received by Mail or Dropbox:

- **5.3.1.** Cheques will be reviewed for Cheque Details, Preprinted Front of Cheque Features, and Back of Cheque Features per the attached Cheque Acceptance Checklist.
- **5.3.2.** Where cheques do not meet requirements, customer contact should be initiated.
- **5.4. Not Accepted:** Employees are not to accept.
 - Altered Cheques- where the cheque form has been altered.
 - Traveler's Cheques pre-printed, fixed amount cheques that are used by travelers as a form of currency.
 - Third Party Cheques payable to another entity but endorsed on the back.
- **5.5. Corrections and Omissions:** Employees of the City are not permitted to make corrections or complete omissions on a cheque on the customer's behalf.
- **5.6. Rejection Rights:** The City and employees reserve the right to reject any cheque.
- **5.7. Donation Cheques:** Cheques for donations are generally accepted and are governed by the Acceptance of Cash or Cash Equivalent Procedure and the Donations Policy.
- 5.8. Post-Acceptance/Verification Obligations:
 - 5.8.1. Safeguarding of Cheques: Cheques must be stored securely in a locked cash drawer, safe or box. Access should be restricted to authorized personnel. Undeposited cheques must be stored in a locked box or fireproof vault at the end of each day.
 - **5.8.2. Endorsement:** The back of the cheque must be endorsed by the department accepting it with a stamp impression. The stamp impression must contain
 - "Deposit to the credit of the Corporation of the City of Windsor" or similar statement
 - The department, division and/or facility name must be included on the stamp to facilitate tracking.

- If an invoice or file reference is available, this may be included in writing.
- **5.8.3. Deposit and Record:** Cheques should be deposited, and payments recorded on a timely basis. Deposits and recording must be in accordance with the Corporate-Wide Cash Receipts Control Policy.
 - All deposit, recording records and support for these transactions must be filed and maintained in accordance with the City's Record Retention By-Law.

5.9. Non-Sufficient Funds (NSF) Cheques:

- **5.9.1. NSF Fee Notification:** Cashiering stations accepting cheques, should prominently display the approved NSF administration fee as sanctioned by City Council.
- **5.9.2. NSF Charge Application:** Should a cheque be returned by the bank, departments will be notified and may be requested to provide a chartfield. The administration of NSF fees is managed by the Finance department in accordance with the Returned Cheques Procedure.
- **5.9.3. NSF History:** In cases where there is a chronic history of NSF cheques, a department's Executive Director or designate has the authority to assess the cessation of cheque acceptance privileges. Before reinstating such privileges, departments must consult the City's Finance Collections Staff.

6. REFERENCES AND RELATED DOCUMENTS

- 6.1. Cheque Acceptance Checklist APPENDIX A
- **6.2.** Corporate-Wide Cash Receipts Control Policy.
- **6.3.** Donation Policy
- **6.4.** Acceptance of Donations Cash or Cash Equivalent
- 6.5. Returned Cheques Procedure

APPENDIX A

Recommended Cheque Acceptance Checklist

The following checklist is provided to guide your decision to accept or decline a customer cheque as a method of payment. Detailed regulations are provided within the Cheque Acceptance Policy.

| Cheque Details: | | | | | |
|-----------------|---|--|--|--|--|
| 0 | Payee: Payable to "The City of Windsor" | | | | |
| 0 | Amount: Payment amount in words and numbers agree | | | | |
| 0 | Date: Current date unless by pre-existing agreement; more than 6 months old is stale dated. | | | | |
| 0 | Name and Address: Name and address on cheque are complete and match the identification or the business name and address | | | | |
| 0 | Signature: The person signing the cheque must be the person detailed on the cheque | | | | |
| 0 | Corrections: Any corrections are initialed | | | | |
| Identificat | tion Verification: | | | | |
| 0 | One valid government, photo identification must be produced. i.e. Driver's license, Certificate of Citizenship, passport. | | | | |
| 0 | Write the ID number on the back of the cheque | | | | |
| Preprinted | d Front of Cheque Features: | | | | |
| 0 | Bank name and address are present in preprinted form | | | | |
| 0 | MICR line encoded on the bottom is present and clear | | | | |
| 0 | Cheque Number on top right and bottom left (in the MICR) match | | | | |
| Back of C | heque Features: | | | | |
| o "Teller | Stamp Here" box or similar | | | | |
| o Verifica | ation Phrase such as "Back" or other verification term | | | | |
| o Endors | sement Area | | | | |

Note 1: Third party cheques, travelers' cheques, altered cheques are NOT accepted.

CORPORATION OF THE CITY OF WINDSOR POLICY

| Primary Owner: | Commissioner Finance and City Treasurer | Policy No.: | TBD |
|---------------------|---|-----------------|------------------------|
| | | Approval Date: | |
| Secondary Owner: | Council Services | Approved By: | |
| | | Effective Date: | Immediate |
| Subject: | Ward Fund Policy | Procedure Ref: | N/A |
| Review Date: | November 2023 | Pages: 2 | Date: January 15, 2018 |
| Prepared By: | Faye Dunn | , ages. 2 | Replaces: CS.A10.07 |

1. POLICY

1.1. Each Ward will be provided with a specified monetary amount, subject to annual approval by Council through regular budget deliberations, for the purposes of small financial requests for projects of a capital nature.

2. PURPOSE

2.1. To reduce administrative time and expense in the approval process of small capital projects. To better meet specific community needs at the Ward level.

3. SCOPE

3.1. Applies to all Wards in the City of Windsor.

4. RESPONSIBILITY

- **4.1.Ward Councilors**' are responsible for:
 - 4.1.1. Ensuring that all proposals are in compliance with this policy.
 - 4.1.2. Initiating the process by bringing forward proposals to the Council Assistants.
 - 4.1.3. Reviewing semi-annual report by Ward.
- 4.2. Commissioner of Finance/City Treasurer, or designate:
 - 4.2.1. Direct the review of this policy at a minimum of every five years.
 - 4.2.2. Review and sign Letters of Understanding for community-based Ward Fund requests.
- **4.3. Executive Director of relevant operating department,** or designate, is responsible to initiate work requested in the signed Ward Fund Disbursement Form.

4.4. Council Assistants are responsible for:

- 4.4.1. Confirming concurrence with this Policy.
- 4.4.2. Completing the Ward Fund Disbursement Form and forwarding to:
 - Financial Planning Administrator City Council
 - Executive Director of the relevant operating department
- 4.4.3. Ward Fund requests for community-based programs:
 - Prepare letter of understanding and circulate to Commissioner of Finance/ City Treasurer and the community organization for signatures.
 - Retain original signed LOUs and Ward Fund Disbursement Forms for records.

4.5. Financial Planning Administrator – City Council is responsible for:

- 4.5.1. Processing and recording requests in accordance with normal accounting procedures of the Corporation.
- 4.5.2. Maintaining a record of available ward funds.
- 4.5.3. Prepare semi-annual report by Ward and submit to Council for review.

5. GOVERNING RULES AND REGULATIONS

5.1. Ward Funds (The Fund) Usage:

- 5.1.1. Capital Asset Enhancement: The Fund may be use used for the improvement and maintenance of capital assets owned by the City of Windsor. This includes repairs extending the lifespan of capital assets and enhancements for the betterment of these assets.
- 5.1.2. **Community-Based Initiatives:** The Fund is available for providing financial assistance to Community-Based Groups. Eligible projects must focus on building neighborhood connections, addressing community needs, or physically enhancing spaces within the neighborhood.
- 5.1.3. **Salary and Wage Recovery:** Costs of staff who are assigned to participate in projects as part of their normal range of duties and who are not specifically seconded and backfilled cannot be recovered from Ward funds. City Employee Wages may be recovered by Ward Funds for work completed on capital projects only if external funding of the project allows for their recovery and/or recovering for the position does not put the department into a surplus.
- **5.2. Expenditure Limitations:** The Fund is designed to exclude expenses typically borne by private individuals or groups, with the exception of Community-Based Groups as outlined in section 5.1.2.
- **5.3.** These groups may qualify for a one-time matching grant, covering 0% of eligible costs, with a maximum of \$1,000 per project. The support is specifically intended for projects that strengthen community bonds and contribute to tangible improvements in the neighborhood.

- **5.4. Policy Compliance:** The Fund must not be used in such a way that conflicts with any existing Council-established policies. With the exception of grants to Community-Based Groups (as per section 5.2), expenditures must comply with the City of Windsor Purchasing By-Law.
- **5.5. Budget Priority:** If funds have been approved and allocated for a particular project, under the operating or capital budgets, the budgeted funds must be used first.
- **5.6. Project Priority:** The Fund may be used when the City of Windsor share of a project is not available, or the project is a lower priority within existing allocations.
- **5.7. Project Expenditure Limit:** Subject to limitations stated in section 5.2, there will be no monetary limit on other project expenditures that meet the criteria of the Fund. Wards may collaborate for funding when a project directly impacts multiple Wards or has broader City implications.
- **5.8. Fund Carryforward:** Unused Ward Funds will be carried forward to the next fiscal period.
- **5.9. Reporting Accountability:** A semi-annual report, by Ward, will be prepared by the FPA and submitted to Council for review and accountability.
- 5.10. Election Period Restrictions: Use of Ward Funds for a project must not be committed, and the project must not be publicly announced, in the six-month period immediately prior to a municipal election. This prohibition includes public announcements, press releases or communication with the public about the project in any form. The official commitment date shall be deemed to be the date on which the City Treasurer or designate receives the official Ward Funds use request form duly authorized by signature or attached e-mail request by the requesting councilor. It is understood that the work may be undertaken within the six-month period due to administration's work priorities or climate requirements.
- **5.11.Record Retention:** Forms and files created as a result of funding under this program must be retained and filed in accordance with the City's Schedule of Retention Periods for Records By-Law.

6. REFERENCES AND RELATED DOCUMENTS

- **6.1.** Ward Fund Disbursement Form
- **6.2.** Ward Fund Letter of Understanding via Council Services



Council Report: C 38/2024

Subject: 2023 Annual Investment Compliance Report - City Wide

Reference:

Date to Council: April 22, 2024

Author: Lorie Gregg

Deputy Treasurer, Taxation, Treasury and Financial Projects

(519)-255-6100 ext. 6522 Igregg@citywindsor.ca Taxation & Financial Projects Report Date: April 4, 2024 Clerk's File #: AF2024

To: Mayor and Members of City Council

Recommendation:

THAT the 2023 Annual Investment Compliance Report for the year ending December 31, 2023 **BE RECEIVED** for information; and further,

THAT a Reserve Account (Arts Endowment) **BE APPROVED** and that the balance available in the existing capital account (Arts Endowment Trust) **BE TRANFERRED** to the Reserve Account; and further,

THAT the capital account (Arts Endowment Trust) **BE CLOSED**; and further,

THAT City Council **APPROVE** the updated Investment Policy as presented in Appendix E.

Executive Summary:

N/A

Background:

Part XIII of the Ontario Municipal Act, 2001 (the Act) governs municipal activity with regards to the issuance of debt and the placement of investments. More specifically, Section 418 of the Act and Ontario Regulation 438/97, as amended, establish the general parameters that allow municipalities to place monies, which are not required immediately, in various financial instruments for the purpose of earning investment income. Section 418.1, Prudent Investor provision, provides an alternative for municipalities to invest money that is not required immediately in any security.

Municipalities are not limited to those financial instruments prescribed under the Act to yield investment returns. Investment income in a broader sense can also be generated through the payment of dividends from subsidiary corporations, interest on the lending of funds to subsidiary corporations or others, and further, returns on investments which can be structured through private and other potential investment partnerships.

Traditional Investment Portfolio Philosophy

The City uses a number of operating, capital, reserve, trust and sinking accounts and/or funds as a means to financially support various municipal programs and services as may be required during the year (i.e. operating programs) and over the course of time (i.e. capital projects). Due to the timing of when funds are received as compared to when funds are required to be expended, there are cash balances which are defined at any set period of time as "excess cash flow" available. These available cash balances can be invested in accordance with the Sections 418/418.1 of the Ontario Municipal Act, 2001 (the Act) and Ontario Regulation 438/97, as amended, to generate additional revenue through investment income. These funds may also be used to generate alternative yields such as dividends and interest through the investment of funds into subsidiary corporations or the lending of funds to subsidiary corporations.

Further to the guidance as provided by the Act, an approved Investment Policy has been developed which outlines the City's investment objectives and goals where funds are placed in prescribed investments. This Investment Policy provides direction to Administration with regards to the selection and placement of managed funds. Within the parameters of the current Investment Policy, Administration continues to develop a more robust investment strategy so as to fully maximize overall investment returns.

The basis for this report is to meet the statutory reporting requirements as prescribed by the Act when funds are placed into financial instruments in accordance with Section 418. As such, the information reported within this report may differ from that which has been provided in other report and in the consolidated financial statements.

Discussion:

Investment Policy

The four primary objectives of the City's current Investment Policy, in priority order, are summarized as follows:

- I. Legality of Investments
- II. Preservation of Capital
- III. Maintenance of Liquidity
- V. Competitive Rates of Return

Legality of Investments

All investment activities are governed by the *Ontario Municipal Act, 2001*, as amended. Any investments made by the City must be those deemed eligible under Ontario

Regulation 438/97 or as authorized by subsequent provincial regulations unless limited further by the City's Investment Policy.

Preservation of Capital

All investment activities will minimize the risk of incurring a capital loss and of preserving the value of the invested principal. This is accomplished by investing in properly rated financial instruments as per the legislation, by limiting the types of investments to a maximum recommended percentage of the total portfolio, and by limiting the amount invested within individual institutions to a maximum percentage of the total portfolio as per the City's Investment Policy.

Maintenance of Liquidity

The term liquidity implies a high degree of marketability and a high level of price stability. The portfolio as a whole is structured to maintain a proportionate ratio of short, medium and longer-term maturities to meet the funding requirements of the Corporation. To date, the general investment portfolio has remained sufficiently liquid to meet all operating or cash flow requirements so as not to require temporary borrowings. This has been done, where possible, by structuring the portfolio such that securities mature concurrent with anticipated cash demands.

Competitive Rates of Return

Investment yields can only be sought within the boundaries set by the foregoing objectives. Higher yields are best obtained by taking advantage of the interest rate curve of the capital market, which normally yields higher rates of return for longer-term investments. Yields will also fluctuate by institution as per individual credit ratings (greater risk confirmed by a lower credit rating) and by the type of capital instrument invested in. For example, an instrument of a small trust company would normally have a slightly higher yield than a major bank, and capital instruments that are non-callable will have a lower yield than instruments which are callable.

Scope of Portfolio

The investment portfolio is comprised of:

- I. Excess Operating and Capital Cash Flow Balances
- II. Reserve Accounts and Reserve Funds
- III. Trust Funds
- V. Sinking Funds

The scope of the Investment Policy applies to all investments made by the City on its own behalf and on behalf of its agencies, boards, commissions, and wholly owned subsidiaries including any new funds created by the City unless specifically directed otherwise by City Council.

2023 Investment - Current Fund Performance

The purpose of this report is to provide an annual update with regards to the investment activity for 2023. For purposes of the forgoing analysis, investment balances are

presented as at December 31, 2023 and represent the book value of the investment plus accrued interest and/or realized market value gains. Investment yields represent the income earned for the year or part year thereof as described. Investment yield percentages are calculated based upon the average balance of the investment portfolio that was held during the year, not the year end balance.

City of Windsor General Investment Portfolio Performance – Appendix A

As of December 31, 2023, the General investment portfolio was in excess of \$530 million (\$450 million in 2022), of which \$469.8 million (\$385 million in 2022) was invested in various guaranteed investment and short term deposit instruments. These investments complied with current legislation and the City's Investment Policy. In addition, a cash balance of \$60.8 million (\$65 million in 2022) was held in a general interest bearing account.

Included within the deposit investments, Administration continued to retain a significant portion of the portfolio in a variable rate Notice Hold Investment Account as well as a variable rate Interest Bearing Business Account (IBBA). This action was taken to ensure that sufficient cash balances were available if required to support ongoing operations in the absence of further funding announcements from upper levels of government allowing for immediate access to the monies while at the same time yielding rates of return that were tied to increases in prime rates.

The year-end cash position amount excludes an additional \$10 million "cash cushion" which is traditionally held to address the projected cash low point which falls between the mid November (last tax instalment in 2023) and mid February (first tax instalment for 2024) of the following year. During this time, this cash cushion provides sufficient cash flow to fund expenditures avoiding the need to resort to short-term borrowing. This \$10 million is not included in the general investment portfolio.

For the year ending December 31, 2023, the City's general portfolio generated returns of \$21 million (\$9.4 million in 2022), an average yield of 5.81% (2.7% in 2022) on funds that were held in deposit investments with Schedule I Banks and Credit Unions. An additional \$6.1 million with a yield of 5.19% (\$3.3 million with a yield of 2.15% in 2022) was earned on the monies retained in the general bank account for an overall investment yield of 4.91% (2.53% in 2022).

The City has traditionally maintained a conservative investment approach when deciding on investment options and term lengths which is premised upon two main factors:

- Reserve balances the City's reserve balances, as a percentage of taxation and as a percentage of its' own source revenues tend to be lower than peer municipalities.
- Internal financing of projects the City operates on a pay as you go basis and until recently, does not typically issue debt to finance capital projects; therefore,

internal cash balances are used (largely reserves) for short-term interim financing of projects.

This approach saves significant interest charges on external debt that would otherwise be incurred; however, it negatively impacts the ability to invest in longer term instruments which are, depending on economic conditions, one viable way to increase investment returns. Overall, there are significant net savings associated with this approach as borrowing rates are generally much higher than investment yields.

Where longer-term instruments are recommended, a cashable component is considered as a risk mitigation measure where possible. This does however effectively lower the annual yield that would otherwise be achieved.

City of Windsor Trust Investment Portfolio Performance – Appendix B

As of December 31, 2023, the City held \$15.2 million (\$14 million in 2022) In Trust. The investments held in Trust returned a total of \$593,294 in investment income in 2023 (\$349,022 in 2022), with an average yield of 4.22% (2.66% in 2022). This is slightly lower than the yields received on the general investment portfolio noted above due to the fact that \$7.3M of the Trust's investment portfolio had been locked into a longer-term investment at a lower rate. Approximately 51% (\$7.9 million) of the total Trust portfolio balance was held in cash to address short to medium term capital plans and did earn interest at relatively higher rates which were offered in 2023. It should be noted that \$5.1 million which is held in a Government of Canada bond will mature in 2024 and will be paid out to satisfy the conditions of the trust agreement. Administration will continue to review the specific trust agreements and monitor opportunities to increase future yields while still providing sufficient funds to meet short-term capital investment needs.

Arts Endowment Fund Performance – Appendix C

On December 4, 2017, City Council authorized (CR760/2017) the establishment of an Arts Endowment Trust to provide an ongoing funding source, available in perpetuity to support, in full or in part, public art related aspects of City capital projects. Reflective of the long-term nature of this Trust, the funds were invested within the ONE Investment program based upon an asset mix of 80% Universe Bond Fund and 20% Equity Fund on April 3, 2018. The use of the ONE Investment program professionally managed and is the only program where municipalities can access pooled funds such as money market, bond or equity funds.

On December 4, 2023, consistent with Council's direction, \$42,334 representing the minimum distribution of 1.5% of the investment income was withdrawn from the Trust and placed within a capital project designated as a funding source for City art related capital projects. At December 31, 2023, the balance of the capital project held \$43,514 which is available for use. At the time that this capital project was created, it was anticipated that there would be opportunities for use of the funds. At this time there are no pending requests for use. As such, Administration is recommending that the funds remaining in the capital account be transferred to a Reserve Account.

The book value of the fund at December 31, 2023 was \$3,021,875 (\$2,964,203 in 2022). The book value is inclusive of any realized income and unit increases due to divided distribution and realized changes in market value of the fund for the period January 1, 2023 to December 31, 2023. By contrast, the market value of the fund at December 31, 2023 was \$3,016,374 (\$2,822,266 in 2022). The unrealized loss in market value of \$5,501 for 2023 (loss of \$141,937 for 2022) would only be realized upon partial or full disposition of the underlying investments within the fund.

Unlike other types of investments such as GIC's where a guaranteed yield is paid at time of maturity, any gains or losses due to market value increases are not realized until such time as units are redeemed. At any measurement point, market values may be higher or lower than the previous mark. The intent of the Arts Endowment Trust was to ensure that in perpetuity funds generated from investment yields would be available to support capital projects that have an arts related component. As such, preservation of the principle investment of \$2,750,000 is of upmost importance. However, of equal importance is the realization of any yields as a result of substantial market value gains through the redemption of units at a time when market values are high. This mitigates against the risk that those yields are not available should the funds be required. The timing of when to realize gains can never be known with any certainty. Market values can continue to rise and/or market values can decline overnight.

As demonstrated by the investment returns for this fund in comparison to the general investment fund, the use of strategically placed monies in investment vehicles other than GIC's or High Interest Savings can yield much higher returns over the long term. As part of the longer-term strategy for the general investment portfolio, Administration will consider use of pooled funds for those Reserves that again, are deemed to be longer term in nature. The fundamental difference remains that the Arts Endowment Fund is considered to be an investment in perpetuity whereas there is a component of Reserve Funds which will be required to fund operations. A greater risk exists that, due to short term fluctuation in market values, funds may not be readily available when needed.

Administration will continue to monitor the fund balances and report to Council should there be the need for alternative courses of action to preserve the principal investment.

Windsor-Essex Hospital Plan Portfolio Performance - Appendix D

On April 25, 2016, per CR 282/2016, the City committed to fund its' share of the Windsor-Essex Hospital Systems Plan beginning with a one-time dedicated property tax levy increase of \$3,875,000 starting in 2016 and projected to continue through 2029 or earlier based on interest earned. Additional sources of funding were added to the annual which will then assist to meet the City's obligatory share of the Windsor-Essex Hospital Plan estimated at a total of \$200 million (likely to be revised due to inflationary adjustments and increased costs), the estimate will be jointly shared between the City and the County. Funds levied and invested since inception have been recorded to a separate reserve fund (Fund 203).

The financial projections provided to City Council in 2016 contained various estimates as it related to minimum investment yields over the term of the special levy based upon current economic forecasts. Given the projected accumulated value of the hospital reserve fund and the average value of the general investment portfolio, Administration was granted approval to treat the hospital reserve fund as a separate portfolio in terms of complying with maximum portfolio limitations (both sector and institutional). The portfolio is defined as the total projected future fund balance (estimated City share at \$108 million may be subject to inflationary adjustments) as opposed to actual funds cumulatively available each year. This allows greater flexibility in each year to place funds in larger amounts with institutions offering higher yields and thereby increasing investment returns. Further to this, City Council also provided direction in 2020 that would allow for more flexibility in terms of institutional limits allowing for larger segments of the portfolio to be grouped with one or more financial institution for the purpose to maximize investment yields.

Supplemental funds were approved in principle by Council under the 2023 10-year capital budget to provide the hospital fund with an additional principal amount of \$40.7M (capital project number CAO-002-18 - New Windsor-Essex Hospital System Plan). The current investment framework allows for annual contributions of \$6.9M beginning in 2023 through 2028 and \$6.2M in 2029 to be placed in deposit certificates. The 2023 interest rate environment was driven by strong inflationary pressures which led to unprecedented high interest rates. To capitalize on record high interest rates and maximize investment returns, Administration obtained approval from Council in 2023 to make \$27.6M of approved capital funds available for immediate investment and the remaining \$6.2M to be available for investment within the five-year funding window beginning in 2024. In the third quarter of 2023, \$34.5M of pre-committed capital funds were invested in GICs at favourable rates. The remaining \$6.2M, was invested in the first quarter of 2024 by the time of writing of this report.

As of December 31, 2023, the City held \$72.5 million (\$31.3M in 2022) in the Windsor Essex Hospital Plan portfolio. For 2023, the fund realized an overall return of \$2,309,085 (\$1,033,438 in 2022) for an average yield of 5.17% (3.92% in 2022).

When compared to the original projections made in 2016, the overall fund is tracking materially above the projected balance. The increase fund performance can be attributed to higher interest rates secured on new investments placed in 2023. It should be noted however that inflationary pressures in the construction industry have significantly impacted development costs. At this time, the final municipal contribution amount for the Windsor Essex Hospital remains unknown.

When compared to the current framework of annual investment placement, the proposed enhanced investment strategy will provide a conservative estimated investment income surplus of \$13M (cost of internal borrowing included). Given the long-term nature and size of the project, it can be expected that the projected future cost of the project could increase. The surplus of funds generated from the proposed strategy will be held within this investment portfolio to cover any gaps in funding from original cost projections.

Investment Policy Update

As indicated above, further to the guidance as provided by the Act, an approved Investment Policy has been developed which outlines the City's investment objectives and goals where funds are placed in prescribed investments. Annually Administration proactively reviews this Investment Policy to ensure it appropriately addresses the City's cash flow needs and incorporates best practices given changing economic conditions.

At this time, the following changes are being recommended for City Council's approval.

- Term limitations of Portfolio (S 4.3.1.2): The current Investment Policy outlines the term limitations for the overall portfolio for the following timeframes and limitation:
 - v) less than 90 days; minimum 10%, maximum 100%
 - ii), less than 1 year; minimum 25%, maximum 100%
 - iii) from 1 year up to 2 years; maximum 75%
 - iv) from 2 years up to 5 years; maximum 25%
 - v) from 5 years up to 30 years; maximum 20%

The current limitations are heavily weighted to retain investments in the 90 day to 2-year window. Over the past few years, interest rates in the mid-term categories have tended to provide better rates of return and would align with the City's cash flow projections. To increase investment capacity for mid-term investments with terms to maturity greater than 1 year, Administration is recommending two changes. The first, with investments with terms to maturity of less than 1 year (ii above). The Investment Policy current requires a minimum of investments of 25% of the overall portfolio. Administration is recommending a reduction in the minimum to 10%. This change will allow for more money to be invested in the other mid-term categories. The second, is with investments with terms to maturity from 2 years up to 5 years (iv above). The Investment Policy currently restricts money placed in this category to a maximum of 25% of the overall portfolio. Administration is recommending an increase in the maximum of 30%.

• For Credit Unions, Loan and Trust Companies (S 4.3.1.1), both the portfolio limit for investments with a term to maturity of 1 year and the overall portfolio limit, subject to enhanced provisions of the Municipal Act, 2001 which must be adhered to. The current limitations within the Investment Policy were established prior to changes in the Municipal Act and restrict the ability to achieve higher rates of returns. Consistently Credit Union investments (term deposits), from 2020 to 2024, have offered an average rate of return of 3.73% (1-year term) as compared to Schedule 1 Banks investments (term deposits) which offered an average rate of return of 1.82% (1-year term). Additionally, Administration reviewed the investment policies of four comparator municipalities in Ontario and noted that Credit Unions on a total portfolio basis could comprise from 20% to

45% of the total investment portfolio. Currently, the City of Windsor's overall portfolio limit for Credit Unions is 15% inclusive of both short term (1 year or less) and long term (over 1 year) maturities. Administration is recommending an increase in the individual limit for investments with a term to maturity of 1 year from 8% to 15%, and an increase in the overall portfolio limit from 15% to 25%, to align more closely with comparator municipalities and to allow increased flexibility to invest and optimize investment returns. The level of investment in any one Credit Union would be increased from 8% to 15%.

City Treasurer's Statement of Compliance

As at December 31, 2023 all investments comprised within the City's investment portfolio were made in accordance with the investment policies and goals adopted by the municipality. All investments made during the year were in compliance with the minimum credit rating standards as outlined by the Investment Policy.

Per section 3.2.7 of the Investment Policy, the CFO/City Treasurer is authorized to invest above the recommended maximum thresholds for individual institutions and portfolio sector limitations. There were no occurrences of non-compliance to be reported as part of the annual investment report.

During 2023, funds within the City of Windsor General Investment Portfolio were placed with various institutions which utilized the additional institutional room as authorized by section 3.2.7 of the Investment Policy in order to generate higher investment yields. Investments were placed for terms of 6 months or less in guaranteed investment certificates and deposits.

2024 Investment Outlook and Strategy

The Bank of Canada is anticipating that economic growth will strengthen gradually in mid-2024, with growth in the Gross Domestic Project (GDP) of 0.8% being forecasted. The Bank of Canada expects that inflation will remain close to 3% for the first half of 2024, gradually decreasing to the 2% target in 2025.

At the time of writing this report, during 2024, the Bank of Canada has held its overnight rate at 5.00% in the first two meetings of 2024. Although difficult to predict for the remainder of 2024, interest rates are expected to decrease in Q3 and Q4, but are not anticipated to be lower than 4%.

Risk Analysis

In accordance with the Ontario Municipal Act, 2001, each Municipality shall have an Investment Policy.

Failure to have an appropriate Investment Policy and reporting mechanism in place could expose the City to financial risks. This risk is mitigated to a large extent as the

City's Investment Policy has been written to achieve the four stated objectives; ensuring that investments are made in accordance with prescribed legislative requirements, preservation of capital (credit/interest risk), maintenance of liquidity and to maximize investment yields and is considered to be more conservative than allowable within the Act.

Higher than anticipated interest rates in 2023 resulted in increased returns on the City's portfolio of investments. In 2024, \$213M of investments in the General investment portfolio are due to mature, of which \$114M (53%) in Q3 and Q4. Returns on investments maturing in Q3 and Q4 of 2024 may be at risk of being renewed at lower interest rates, depending upon their respective maturity terms. To mitigate risk and optimize portfolio performance, Administration can leverage existing funds held in high interest savings accounts to action investments of a similar amount in Q2, in advance of declining rates. Upon maturity of investments due in Q3, Administration will assess cash flow requirements and, if appropriate, redeem the investments to replenish the high interest savings accounts. A similar approach can be taken with short-term investments maturing in Q4.

Q4 investment maturities with terms of 5-years, have average rates of return of 2.6%, and are more likely to be renewed at higher interest rates, as it is not anticipated that rates will fall below 4% in 2024.

Financial Matters

As indicated in the discussion section, the City uses a number of operating, capital, reserve, trust and sinking accounts and/or funds as a means to financially support various municipal programs and services as may be required during the year (i.e. operating programs) and over the course of time (i.e. capital projects). The annual operating budget includes a projection of investment income after an allocation is made to each of the reserve funds. The portion retained in the operating accounts assist in keeping the overall tax levy down. A conservative approach to the establishment of annual investment yields is taken in the development of budget estimates as actual results are market based and difficult to project with any certainty. The development of an enhanced investment strategy which incorporates both traditional investment activities through financial instruments as well as alternative investment options will benefit the City through marginally overall higher returns and therefore less reliance upon the municipal tax base as a sole funding source.

Conclusion

This report serves to meet the legislative reporting requirements of the Municipal Act and to seek approvals which will facilitate investment related activities with a goal to maximize investment yields.

Consultations

N/A

Approvals

| Name | Title |
|----------------|--|
| Janice Guthrie | Commissioner of Finance and City Treasurer |
| Joe Mancina | Chief Administrative Officer |

Appendices:

- 1 Appendix A General Investment Portfolio
- 2 Appendix B Trust Portfolio
- 3 Appendix C Arts Endowment Portfolio
- 4 Appendix D Windsor Essex Hospital Plan Portfolio
- 5 Appendix E Investment Policy (as amended)

Appendix A

General Investment Portfolio as at December 31, 2023

| Sector | Total Dec 31, 2023 | % of Portfolio Dec 31, 2023 | 2023 Return | 2023 Average Yield |
|-------------------------|-----------------------|--------------------------------|--------------|-----------------------|
| Deposit Investments | | | | |
| Schedule I and II Banks | \$324,733,783 | 61.19% | \$14,658,217 | 6.26% |
| | | | | |
| Credit Unions | \$145,108,041 | 27.34% | \$6,393,407 | 4.80% |
| | \$469,841,824 | 88.53% | \$21,051,624 | 5.81% |
| Cash | | | | |
| Schedule I Bank | \$60,854,032 | 11.47% | \$6,181,916 | 5.19% |
| | | | | |
| Total | \$530,695,856 | 100.00% | \$27,233,540 | 4.91% |

^{*}Average yield calculated based upon average investment balance within portfolio during 2023.

Details of specific deposit investments as at December 31, 2023 are listed below. Amounts stated reflect the principal investment **exclusive of accrued interest**.

| Rate Type | Term Length | Description | Principal Balance Invested |
|--------------|-----------------------|--|-------------------------------|
| Variable | 30 Days Cashable | Notice Plan Investment Account, 5.70% | \$ 86,319,243 |
| variable | Cashable | Interest Bearing Business Account, 5.60% | \$ 33,725,688 |
| | | GIC - 6 months, 5.3%, matures Jan 5, 2024 | \$12,706,668 |
| | | GIC - 6 months, 5.3%, matures Jan 11, 2024 | \$ 3,139,701 |
| | | GIC - 6 months, 5.3%, matures Jan 11, 2024 | \$ 438,188 |
| | | GIC - 6 months, 5.4%, matures Feb 15, 2024 | \$ 8,197,260 |
| | | GIC - 6 months, 6.1%, matures Apr 20, 2024 | \$ 10,000,000 |
| | 6 Months ≤ 1 Year | GIC - 1 Years, 5%, matures Jan 16, 2024 | \$ 20,000,000 |
| | | GIC - 1 Years, 5.25%, matures Feb 20, 2024 | \$ 1,945,754 |
| | | GIC - 1 Years, 5.25%, matures Mar 23, 2024 | \$ 7,686,925 |
| | | GIC - 1 Years, 5.25%, matures Mar 25, 2024 | \$ 8,749,573 |
| | | GIC - 1 Years, 5.3%, matures Apr 23, 2024 | \$ 12,000,000 |
| | | GIC - 1 Years, 6.07%, matures Nov 29, 2024 | \$ 39,000,000 |
| Fixed | 2 Years ≤ 10 Years | GIC - 2 Years, 3.75%, matures May 19, 2024 | \$ 10,825,921 |
| Term | | GIC - 2 Years, 4.04%, matures May 21, 2024 | \$ 3,957,397 |
| | | GIC - 2 Years, 5.5%, matures Feb 20, 2025 | \$ 3,500,000 |
| | | GIC - 2 Years, 5.4%, matures Apr 23, 2025 | \$ 10,000,000 |
| | | GIC - 3 Years, 5.15%, matures Aug 22, 2025 | \$ 21,030,000 |
| | | GIC - 3 Years, 5.15%, matures Sep 27, 2025 | \$ 10,670,201 |
| | | GIC - 3 Years, 5.4%, matures Nov 17, 2025 | \$ 25,000,000 |
| | | GIC - 3 Years, 5.05%, matures Nov 17, 2025 | \$ 25,000,000 |
| | | GIC - 5 Years, 2.71%, matures Nov 1, 2024 | \$ 20,300,000 |
| | | GIC - 5 Years, 2.52%, matures Nov 5, 2024 | \$ 29,700,000 |
| | | GIC - 5 Years, 4.55%, matures Feb 7, 2028 | \$ 18,000,000 |
| | | GIC - 6 Years, 4.57%, matures Feb 9, 2029 | \$ 22,000,000 |
| | | GIC - 6 Years, 5.03%, matures Nov 29, 2029 | \$ 11,000,000 |
| | \$454,892,519 | | |

Appendix B

Trust Investment Portfolio

| Sector | Balance as at December 31, 2023 | % of Portfolio as at December 31, 2023 | 2023 Investment Return | 2023 Average Yield* |
|--|---------------------------------------|---|------------------------------|------------------------|
| Bonds Government of Canada, maturity December 1, 2024 | \$5,172,029 | 33.93% | \$158,333 | 3.16% |
| Deposit Investments | | | | |
| Credit Unions | \$2,119,752 | 13.91% | \$53,352 | 2.58% |
| Schedule I Bank | \$32,895 | 0.22% | \$0 | 0.00% |
| Cash | | | | |
| Schedule I Bank | \$7,917,297 | 51.94% | \$381,609 | 5.48% |
| Total | \$15,241,973 | 100% | \$593,294 | 4.22% |

^{*}Average yield calculated based upon average investment balance within portfolio during 2023.

Details of specific deposit investments as at December 31, 2023 are listed below. Amounts stated reflect the principal investment **exclusive of accrued interest**.

| Description | Principal Balance invested as at December 31, 2023 | % |
|---|--|---------|
| GIC – 5 years, 2.60%, matures Sept 27, 2026 | \$ 2,105,352.00 | 100.00% |
| Total Deposit Investments | \$ 2,105,352.00 | 100.00% |

Appendix C

Arts Endowment Investment Portfolio

| Sector | Balance as at December 31, 2023 | % of Portfolio as at December 31, 2023 | 2023 Investment Return | 2023 Average Yield* |
|------------------------------|------------------------------------|---|---------------------------|------------------------|
| ONE Investment Program | | | | |
| Universe Bond Fund | \$2,554,598 | 84.54% | \$62,774 | 2.49% |
| Equity Fund | \$467,278 | 15.46% | \$37,234 | 7.93% |
| Total | \$3,021,876 | 100.00% | \$100,008 | 3.34% |

^{*}Average yield calculated based upon average investment balance within portfolio during 2023.

The fund is recorded at book value inclusive of realized investment income. The below noted chart compares the book value to the market value as at December 31, 2023. This value is only realized at the time that units are redeemed.

| Sector | Balance as at December 31, 2023 | Market Value as at December 31, 2023 | | 2023 Unrealized Market Value Gain |
|------------------------|---------------------------------------|--|-------------|---|
| ONE Investment Program | | | | |
| Universe Bond Fund | \$2,554,598 | \$ | 2,405,331 | -\$149,267 |
| Equity Fund | \$467,278 | | \$611,042 | \$143,765 |
| Total | \$3,021,876 | | \$3,016,374 | -\$5,502 |

Appendix D

Windsor-Essex Hospital Plan Investment Portfolio as at December 31, 2023

| Sector | Investment % of Portfolio December 31, 2023 | | 2023 Return | 2023 Average Yield |
|---------------------|---|---------|-------------|-----------------------|
| Deposit Investments | | | | |
| Schedule I | \$28,338,128 | 39.11% | \$639,490 | 3.83% |
| Credit Unions | \$44,112,818 | 60.89% | \$1,669,595 | 5.97% |
| Total | \$72,450,946 | 100.00% | \$2,309,085 | 5.17% |

^{*}Average yield calculated based upon average investment balance within portfolio during 2023.

Details of specific deposit investments as at December 31, 2023 are listed below. Amounts stated reflect the principal investment **exclusive of accrued interest.**

| Description | Principal Balance Invested |
|---|----------------------------|
| 5 years, 3.65%, matures Apr 7, 2027 | \$508,000 |
| 5 years, 4.75%, matures Jul 14, 2027 | \$3,875,000 |
| 6 years, 3.00%, matures Jul 27, 2027 | \$4,117,353 |
| 10 years, 7.75%, matures Aug 1, 2027 | \$9,996,661 |
| 9 years, 3.42%, matures Aug 3, 2027 | \$1,100,000 |
| 4 years, 7.95%, matures Aug 3, 2027 | \$3,444,228 |
| 8 years, 2.60%, matures Aug 26, 2027 | \$3,875,000 |
| 6.5 years, 3.00%, matures Sept 16, 2027 | \$4,619,404 |
| 5 years, 5.50%, matures Feb 22, 2028 | \$4,392,000 |
| 5 years, 5.58%, matures Sept 19, 2028 | \$17,472,760 |
| 5 years, 6.02%, matures Sept 20, 2028 | \$17,000,000 |
| Total Deposit Investments | \$70,400,405.5 |

THE CORPORATION OF THE CITY OF WINDSOR

INVESTMENT POLICY

| Service Area: | Office of the Chief Financial Officer | Policy No.: | CS.A1.09 |
|---------------|---------------------------------------|-----------------|-----------|
| | & City Treasurer | Approval Date: | |
| Department: | Taxation & Financial Projects | Approved By: | |
| Division: | n/a | Effective Date: | |
| Subject: | Investment Policy | Procedure Ref.: | n/a |
| Review Date: | November 2024 | Pages: 18 | Replaces: |
| Prepared By: | | Tages. 10 | Date: |

1. PURPOSE

- 1.1 To ensure integrity and transparency of the investment management process when investing public funds;
- 1.2 To establish a structure to govern the investment activities for the City of Windsor.
- **1.3** The investment portfolio is comprised of:
 - I. Excess operating and capital cash flow
 - II. Reserve Accounts and Reserve Funds
 - III. Trust Funds
 - IV. Sinking Funds

1.4 Investment Policy Objectives

The primary objectives of the investment policy, in priority order, are as follows:

- Legality of investments;
- Preservation of capital;
- Maintenance of liquidity; and
- Competitive rate of return.

1.4.1 Legality of Investments - Adherence to Statutory Requirements

All investment activities shall be governed by the *Ontario Municipal Act*, 2001 as amended. Investments, unless limited further by Council, will be those deemed eligible under Ontario Regulation 438/97 or as authorized by subsequent provincial regulations.

1.4.2 Preservation of Capital (Minimization of Credit Risk, Market Value Risk & Interest Rate Risk)

All investment decisions will be based upon the preservation of the value of the invested principal. This is accomplished by limiting the types of investments to a maximum percentage of the total portfolio, and by limiting the amount invested within individual institutions to a maximum percentage of the total portfolio.

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Staff shall endeavor to mitigate credit, market value and interest rate risk as follows:

Credit Risk:

- Limiting investments to safer types of securities based on credit ratings;
- Vetting investment alternatives offered by the financial institutions, broker/dealers, intermediaries, and advisers against the stated credit limits;
- Setting dollar limits on the size of portfolio investments in asset sectors (fixed income and equities) and in individual credit names in accordance and as restricted by the Municipal Act.

Market Value Risk:

- Limiting investments, which are subject to market value fluctuations, to funds which are not required on a short-term basis (i.e. over 10 years)
- Diversifying the investment portfolio so that potential losses (if any) on individual securities will be minimized

Interest Rate Risk:

- Structuring the investment portfolio so that securities mature to meet ongoing cash flow requirements, thereby reducing the need to sell securities on the open market prior to maturity;
- Investing operating funds primarily in shorter-term securities or approved liquid investment pools;
- Use and diversification of longer-term holdings to mitigate effects of interest rate volatility;
- Investing in shares or equities of Canadian corporations through a legislatively approved government investment pool, in accordance and as restricted by the Municipal Act.

1.4.3 Maintenance of Liquidity

The term liquidity implies a high degree of marketability and a high level of price stability.

The portfolio shall be structured to maintain a proportionate ratio of short, medium and long-term maturities to meet the funding requirements of the Corporation. The investment portfolio shall remain sufficiently liquid to meet all operating or cash flow requirements and limit temporary borrowing requirements. This shall be done where possible by structuring the portfolio such that securities mature concurrent with anticipated cash demands. Furthermore, since all possible cash demands cannot be anticipated, the portfolio shall consist largely of securities with active secondary or resale markets. A portion of the portfolio may be placed in local government investment pools which offer liquidity for short-term funds.

Therefore, important liquidity considerations include a reliable cash flow forecast outlining timing requirements of funds, a contingency to cover the possibility of unplanned requirement of funds, and an expectation of reliable

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secondary marketability of investments prior to maturity. If cash flows are unpredictable, liquidity should be kept high in order to cope with unplanned events.

1.4.4 Competitive Rate of Return (Overall Yield)

Investment yields can only be sought within the boundaries set by the four foregoing objectives. Higher yields are best obtained by taking advantage of the interest rate curve of the capital market, which normally yields higher rates of return for longer-term investments. Yields will also fluctuate by institution as per individual credit ratings (greater risk confirmed by a lower credit rating) and by the type of capital instrument invested in. For example an instrument of a small trust company would normally have a slightly higher yield than a major bank, and capital instruments that are non-callable will have a lower yield than instruments, which are callable.

2. <u>SCOPE</u>

- 2.1 It is understood that the policy and procedures herein shall govern the investment activities of the Corporation's Operating, Capital and Reserve Funds as well as Trust and Sinking Funds. This investment policy applies to all investments made by the City on its own behalf and, where appropriate or as deemed required, on behalf of and its agencies, boards, commissions, and wholly owned subsidiaries including any new funds created by the City unless specifically directed otherwise by City Council.
- 2.2 Agencies, boards, commissions, and wholly owned corporations incorporated by the City under Section 203 of the Municipal Act 2001, may only invest in instruments prescribed by Section 418 of the Ontario Municipal Act, 2001 as amended and by Ontario Regulation 438/97 or as authorized by subsequent provincial regulation. Therefore, consideration of this policy is recommended in the establishment of their respective policies.

3. **RESPONSIBILITY**

- 3.1 Chief Administrative Officer (CAO) & City Clerk or others as directed by City Council are authorized to:
 - **3.1.2** Execute and sign agreements on behalf of the Corporation.
- 3.2 Chief Financial Officer (CFO) and City Treasurer or designate is:
 - **3.2.1** Responsible for providing to City Council, each year or more frequently as specified by the City Council, an investment report;
 - **3.2.2** As restricted in Section 4.8 of this policy, authorized to enter into arrangements with banks, investment dealers and brokers, and other financial institutions for the purchase, sale, redemption, issuance, transfer and safekeeping of securities, all in the name of the Corporation or in the name of a Trust or Sinking fund as approved by City Council.

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- **3.2.3** Authorized to execute and sign administrative and trading investment agreements on behalf of the Corporation.
- **3.2.4** Responsible for ensuring that any investment that is not consistent with this Policy will be disposed of within prescribed timelines.
- 3.2.5 Responsible for ensuring that credit rating of any securities held in the investment portfolio are being monitored regularly by appropriate investment officers or employees and any material negative changes are communicated in a timely manner as may be appropriate.
- **3.2.6** Responsible for ensuring that all Reporting Requirements identified within this Policy are met.
- 3.2.7 Authorized to invest above the Policy's recommended maximum thresholds (both portfolio sector and individual institutional limit) by 5% if required in order to achieve a greater rate of return. This is allowed where the excess percentage relates to investments with terms of 6-months or less. And further, that in cases where a financial institution may be able to offer a third party guarantee of the <u>full</u> capital invested (such guarantee to be to the satisfaction of the City Treasurer), is authorized to invest above the Policy's recommended maximum thresholds (both portfolio sector and individual institutional limit) by 10% (without restriction on the length of the term) if required in order to achieve a greater rate of return.

3.3 The Deputy Treasurer - Taxation and Financial Projects:

- **3.3.1** Prepares and provides annual reports to the CFO & City Treasurer including an investment report prepared in accordance with the Municipal Act;
- **3.3.2.** Develops and maintains all necessary operating procedures for effective control and management of the investment function and reasonable assurance that the Corporation's investments are properly managed and adequately protected.
- **3.3.3** Ensures that a Cash Management and Investment Procedure manual, remains up to date and accessible to all investment officers and employees.
- **3.3.4** As restricted in Section 4.8 of this policy, authorized to enter into arrangements with banks, investment dealers and brokers, and other financial institutions for the purchase, sale, redemption, issuance, transfer and safekeeping of securities, all in the name of the Corporation or in the name of a Trust/Sinking fund as approved by City Council and as delegated by the CFO & City Treasurer.
- 3.4 The Manager of Treasury & Cash Management and staff are responsible for the daily management of the Investment portfolio including:
 - **3.4.1** Selection of investments in accordance with this policy and the Municipal Act;
 - **3.4.2** All reporting requirements to the CFO & City Treasurer and Deputy Treasurer Taxation & Financial Projects.

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- **3.4.3** Maintenance and storage of all investment records in accordance with the City's Records and Retention By-law;
- **3.4.4** Preparation of year end and audit files;
- **3.4.5** The review and update of this policy at a minimum every five years as per Sec. 4.1.

GOVERNING RULES AND REGULATIONS

4.1 **Legislative Authority**

Legislative authority for the investment guidelines of municipal funds is Section 418 of the Municipal Act 2001, as amended from time to time. Investments, unless otherwise limited by City Council, will be those deemed eligible under Ontario Regulation 438/97, or as amended by subsequent provincial regulations.

A review of this policy for adherence to legislative requirements should be undertaken at a minimum every five years or earlier as amendments are made to the regulations.

The parameters for investments as established under the Municipal Act are fairly broad allowing municipalities the ability to select from within a variety of investment instruments. As such, this policy serves to provide further limitations as to which investment options should, as a matter of due course, be utilized to achieve the City's investment objectives as laid out under Section 1.3. Should other investments as allowed by the Municipal Act 2001, other than those listed below be considered, Council direction and approval should be obtained. Should there be a perceived conflict between the details listed within this policy and legislative requirements, legislative requirements prevail.

A summary of eligible investment instruments, as they apply to the City of Windsor's investment portfolio, includes (further restrictions as to investment grades and portfolio limitations are outlined in sections 4.2 and 4.3 respectively):

- **4.1.1** Bonds, debentures, promissory notes or other evidences of indebtedness of issued or guaranteed by Canada or a province or territory of Canada, an agency of Canada or a province or territory of Canada, a country other than Canada;
- **4.1.2** Bonds, debentures, promissory notes or other evidences of indebtedness issued or guaranteed by a municipality in Canada including the municipality making the investment, a school board in Canada, a board of a public hospital, a local board as defined in the Municipal Affairs Act, a designated Ontario University or College, a non-profit housing corporation or local housing corporation;
- **4.1.3** Deposit receipts, deposit notes, certificates of deposit or investment, acceptances or similar instruments, bonds, debentures or evidence of long-term indebtedness issued or guaranteed, by a bank (as listed in Schedule I or II to the Bank Act), a loan corporation or trust corporation (that is registered under the Loan and Trust Corporations Act), a credit union to which the Credit Union and Caisses Populaires Act, 1994 applies;

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- **4.1.4** Asset-backed securities are considered an allowable investment however use of this investment instrument is limited through investments held by way of the ONE Fund, which is subject to the full range of their normal due diligence measures.
- **4.1.5** Forward rate agreements are considered an allowable investment with consideration made to restrictions as provided under Ontario Regulation 438/97.

4.2 Eligible Investments, Grades & Limitations

Appendix A sets out a summary of the maximum recommended allowable exposure for each classification of security as a percentage of the total portfolio as well as the maximum recommended allowable exposure for each specific issuer in a security class as a percentage of the total portfolio. Notwithstanding the provisions of the Act, eligible investment institutions as well as minimum credit ratings are limited to those stated to provide minimum risk.

- **4.2.1** Investments issued or guaranteed by the Government of Canada, province or territory of Canada, including an agency of Canada or a province or territory of Canada;
- **4.2.2** Investments issued or guaranteed by a municipality in Canada, including the municipality making the investment, subject to a minimum DBRS rating of "AA low", Moody's Investor Services of "Aa3" or Standard and Poor's of "AA-";
- **4.2.3** Investments issued or guaranteed by a school board in Canada, a board of a public hospital, a local board as defined in the Municipal Affairs Act, a designated Ontario University or College, a non-profit housing corporation or local housing corporation subject to a minimum DBRS rating of "AA low", Moody's Investor Services of "Aa3" or Standard and Poor's of "AA-";
- **4.2.4** Investments issued or guaranteed by a bank (as listed in Schedule I or II of the Bank Act), by a loan or trust corporation (which is registered under the Loan and Trust Corporations Act), subject to a minimum DBRS rating of "AA low", Moody's Investor Services of "Aa3" or Standard and Poor's of "AA-";
- **4.2.5** Investments issued or guaranteed by a credit union to which the Credit Union and Caisses Populaires Act, 1994 applies, subject to receipt of within 30 days before the investment is made and annually thereafter:
 - **4.2.5.1** Receipt of audited financial statements for the most recent completed fiscal year and;
 - **4.2.5.2** Certification in writing that all of the financial indicators as prescribed by Ontario Regulation 438/97 have been met
- **4.2.6** A review of the credit rating for all bonds, debentures, promissory notes and other evidence of indebtedness of a corporation is to take place within 30

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days of each calendar quarter. That is for the 3 months ending March 31st by no later than April 30th, June 30th by no later than July 31st, September 30th by no later than October 31st and December 31st by no later than January 31st of the following year. This review is to ensure that all investments held meet the standards outlined and established within the Municipal Act.

- **4.2.7** Where it has been identified that an investment that has fallen below the stated standard, a plan to dispose of the investment will be developed and the investment sold in accordance with the plan.
- **4.2.8** All investments must be stated and held in Canadian currency. Investments in certain US funds are allowed and should only be utilized to facilitate the purchase of goods and services from US vendors.

4.3 Investment Portfolio Diversification

- **4.3.1** To balance the investment risk/liquidity profile of the portfolio, the investments are spread over a time horizon of short (less than 1 year), and long-term (greater than 1 year). In addition, the investments are spread over a number of eligible institutions subject to the following maximum percentages, (generally, more specifically as noted in Appendix A):
 - **4.3.1.1** Limited to a percentage of Portfolio as follows:
 - a) Government of Canada 100%;
 - b) Province or Territory of Canada 80%, limited to no more than 25% in any single Province or Territory;
 - c) City of Windsor Debentures 50%; 25% max for sinking funds
 - d) City of Windsor internally financed capital projects 100% at the discretion of the CFO & City Treasurer
 - e) Other Canadian municipalities 25%, limited to no more than 10% in any single municipality;
 - f) Applied Arts, Housing Corp, Education & Hospitals 25%, limited to no more than 5% in any single entity;
 - g) Schedule I bank debt –90%, limited to 30% in any single bank;
 - h) Schedule II banks debt -10%, limited to 5% in any single bank;
 - i) One Fund Money Market Fund 50%;
 - j) One Fund Bond Fund 25%;
 - k) One Fund Equity Fund -5%;
 - 1) Loan or trust corporation, credit union 25% limited to 15% in any single entity;

4.3.1.2 Term limitations of Portfolio:

- a) Less than 90 days minimum 10% to a maximum of 100%;
- b) Less than 1 year minimum 10% to a maximum of 100%;
- c) From 1 year up to 2 years maximum 75%;
- d) From 2 years up to 5 years maximum 30%;
- e) From 5 years up to 30 years maximum 20%.

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The portfolio percentage restrictions apply at the time an investment is made and exclude sinking or trust fund investments requirements. At specific times thereafter, the portfolio limitations may be exceeded for a short time as a result of the timing of maturities or as may be required, and as authorized by S.3.2.7, in order to maximize investment returns. However, from time to time, due to cash flow fluctuations, longer-term discrepancies may be noted. Prior to the disposal of those investments, the CFO & City Treasurer will make a determination giving consideration to the stated investment objectives and any penalties that may be incurred as a result of disposition. Based upon the business case, the CFO & City Treasurer may retain, at his discretion, the investment(s) that exceed portfolio limitations provided that such action is not contrary to the Municipal Act.

Any investments that are may have exceeded the portfolio limitations with this policy at the time of adoption, will be re-invested at the time of maturity to comply.

Sinking and trust fund portfolio limitations are subject to the terms and conditions of the agreement to which the fund applies. Failing specific wording, compliance with the stated portfolio limitations is required.

4.4 Investment Strategy

- **4.4.1** Cash flow will be managed on an ongoing basis and will include all investment, borrowing, operations, and capital activity affecting the cash balance of the Corporation.
- 4.4.2 The General fund borrows from the reserve funds to provide cash for operations and to finance capital work. For the most part the interest charged is going 'from one City fund to another', however given that some reserve funds are non-rate funded, there is a requirement to pay a fair rate to the reserve funds for 'investing' in the General fund. At a minimum, a rate will be applied based on the interest rate paid on funds in the City's consolidated bank account. This rate may be adjusted at the discretion of the CFO & City Treasurer based upon an annual average of GIC investment rates, Bank of Canada benchmark bond yields, and the Bank of Canada 6-month T-Bill rate. This methodology may be changed from time to time by the CFO & City Treasurer as appropriate.

To the extent possible, the City will attempt to match its investments with anticipated cash flow requirements to maximize the advantage of longer investment terms, while preserving cash sufficient for internal financing purposes, except where the projected period of external borrowing is very brief. Key requirements and limitations of this strategy are:

- development and maintenance of a solid cash flow forecast
- use of One Funds in order to benefit from the usually enhanced returns associated with actively managed investment portfolios
- working capital to be invested in bank account balances, One Funds Money Market Fund and/or short-term investments of 30 to 90 days
- periodic review (no less than annually) of the City's investment strategy based on analysis of prior period returns

- **4.4.3** Sinking Fund investment strategy is fundamentally a passive buy and hold strategy with respect to assets (securities and/or other investments) required to redeem specific debt securities at maturity. The investment portfolio shall be designed to obtain as a minimum, the rate of return specified in the sinking fund by-law. The maturity of such investments shall be made to coincide, as nearly as practical, with the expected use of funds.
- **4.4.4** Trust funds by nature must be maintained in a separate account and invested separately. The investment strategy will be primarily dictated by the terms of the trust agreement. In the absence of specific direction, the strategy must be in compliance with this policy. The maturity of such investments shall be made to coincide, as nearly as practical, with the expected use of funds.
- 4.4.5 To the extent that certain funds may be invested for longer periods of time in order to maximize investment yields, there is an acknowledgment that those investment yields may be subject to short-term market value fluctuations. Notwithstanding any short-term fluctuations, those investments should continue to be held with a long range view. Market value gains should be realized at maturity. Where there is no defined maturity (i.e. investments held in an equity fund) and there is an identified use for the investment yield consideration should be given to realizing the market value gain where such realization is possible and practical. Where there is a prolonged period of market value declines, a plan should be developed to mitigate further loss in value of the investment including a plan for the disposition of the investment.

4.5 <u>Investment Income</u>

4.5.1 For investment purposes funds to include money held in a general fund, a capital fund and a reserve fund. The allocation of earnings from combined investments shall be credited to each separate fund in proportion to the amount invested from it.

4.6 **Investment Reporting**

Each quarter a report of the "Portfolio Yield" and the "Portfolio Compliance with the Investment Policy" is completed for the CFO & City Treasurer's review.

The CFO & City Treasurer shall provide City Council each year an investment report that shall contain:

- **4.6.1** A statement about the performance of the portfolio of investments of the municipality during the period covered by the report;
- **4.6.2** A description of the estimated proportion of the total investments of a municipality that are invested in its own long-term and short-term securities to the total investment of the municipality and a description of the change, if any, in that estimated proportion since the previous year's report;
- **4.6.3** A statement by the CFO & City Treasurer as to whether or not, in his or her opinion, all investments were made in accordance with the investment policies and goals adopted by the municipality;
- **4.6.4** A record of the date of each transaction in or disposal of its own securities, including a statement of the purchase and sale price of each security; and

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- **4.6.5** Such other information that City Council may require or that, in the opinion of the Treasurer, should be included.
- **4.6.6** A statement by the CFO & City Treasurer as to whether or not, in his or her opinion, all investments are in compliance with the minimum credit rating standards as outlined in this policy.
- **4.6.7** In cases where the authority delegated by section 3.2.7 of the Policy is exercised, it shall be reported to City Council, inclusive of the rationale for such decisions, as part of the annual investment report.

4.7 **Performance Standards**

The investment portfolio will be managed in accordance with the parameters specified within this policy. The portfolio should obtain a market average rate of return throughout budgetary and economic cycles, commensurate with the investment risk constraints and the cash flow needs of the Municipality.

The performances of investments are measured using multiple benchmarks and performance indicators.

Short-term funds will be compared to the return on the three-month Government of Canada Treasury Bills and the One Fund's Money Market Fund. Long-term funds will be compared to the Bank of Canada one-year Treasury Bill rate. Furthermore, prime interest rates and other applicable market rates (i.e. Banker's Acceptance) could be utilized to provide a useful benchmark for investment performance with consideration to limitations due to the Municipal Act.

Such quantifiable baseline expectations are determined at the beginning of each fiscal year and could be reviewed and adjusted quarterly with consideration to current market conditions.

4.8 <u>Investment Transactions, Accounts, and Safekeeping</u>

The CFO & City Treasurer together with any one of the three Deputy Treasurers shall be authorized to enter into arrangements with banks, investment dealers and brokers, and other financial institutions for the purchase, sale, redemption, issuance, transfer and safekeeping of securities and perform other related acts in the day to day operation of the investment program for all investment transactions on behalf of the City of Windsor.

The CAO and the City Clerk shall be authorized to sign the necessary documentation associated with the establishment and maintenance of approved investment accounts, subject to approval in form by the City Solicitor and in financial and technical content by the CFO & City Treasurer.

Investment records are issued for each investment held in City specific accounts through various investment dealers. Each investment transaction generates a settlement ticket, which is received and recorded by treasury staff. Monthly or Quarterly statements are generated for each City specific account, indicating all investment activity, including income earned by the investments.

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4.9 Standard of Care

4.9.1. Prudence

Investments shall be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived.

4.9.2. Ethics and Conflicts of Interest

Officers and employees involved in the investment process shall refrain from personal business activity that could conflict with the proper execution and management of the investment program, or that could impair their ability to make impartial decisions. Employees and investment officials shall disclose any material interests in financial institutions with which they conduct business. They shall further disclose any personal financial/investment positions that could be related to the performance of the investment portfolio. Officers and employees shall not undertake personal investment transactions with the same individual with whom business is conducted on behalf of the Corporation.

Conflicts shall be disclosed immediately to the employee's direct supervisor who in turn shall notify the CFO & City Treasurer. Any conflicts noted by the CFO & City Treasurer as to his or her personal business activity shall be disclosed to the CAO.

4.9.3 Delegation of Authority

The CFO & City Treasurer will have overall responsibility for the prudent investment of the Corporation's portfolio. However, the Deputy Treasurer – Taxation & Financial Projects will be responsible and have the authority for the implementation of the investment program and the establishment of investment procedures consistent with this Policy. Such procedures shall include the explicit delegation of the authority needed by the Manager of Treasury & Cash Management and other staff in order to complete investment transactions. No person may engage in an investment transaction except as provided under the terms of this Policy. The Deputy Treasurer - Taxation & Financial Projects shall be responsible for all transactions undertaken, and shall establish a system of controls to regulate the activities of employees and shall exercise control over them. The Deputy Treasurer - Taxation & Financial Projects may delegate responsibility for the day-to-day management of the portfolio to subordinate investment officers within established guidelines.

4.9.4 Competitive Selection of Investment Instruments

The purchase and sale of securities shall be transacted through a competitive process with financial institutions approved by the CFO & City Treasurer. The Corporation will accept the offer, which (a) optimizes the investment objectives of the overall portfolio; and (b) has the highest rate of return within the maturity required. When selling a security, the Corporation will select the bid that generates the highest sale price or the transaction that will yield the best return for the portfolio. If there is a tie bid between one or more brokers, the Corporation will award the winning bid to the brokers on a rotating basis. A minimum of three quotations shall be obtained for each short-term transaction prior to placement and a reasonable number of quotations

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for each long-term transaction, considering the existing market conditions at the time of placement.

It will be the responsibility of authorized investment officers and employees involved with each purchase/sale to produce and retain written records of each transaction including the name of the financial institutions solicited (at least 2 brokers), rate quoted or interpolated, description of the security, investment selected, and any special considerations that had an impact on the decision. If the lowest priced security (highest yield) was not selected for purchase, an explanation describing the rationale shall be included in this record.

5. <u>RECORDS</u>

Records and manual files will be kept according to the existing municipal Records and Retention By-law.

6. GLOSSARY OF TERMS

Asset Backed Securities: fixed income securities (other than a government security) issued by a Special Purpose Entity, substantially all of the assets of which consist of Qualifying Assets.

CHUMS Financing Corporation (CHUMS): A subsidiary of the Municipal Finance Officers Association of Ontario (MFOA) which in conjunction with the Local Authority Services Limited operates the ONE Fund.

Corporation: The Corporation of the City of Windsor, its Boards and Subsidiaries.

Credit Risk: the risk to an investor that an issuer will default in the payment of interest and/or principal on a security.

Diversification: a process of investing assets among a range of security types by class, sector, maturity, and quality rating.

Duration: a measure of the timing of the cash flows, such as the interest payments and the principal repayment, to be received from a given fixed-income security. This calculation is based on three variables: term to maturity, coupon rate, and yield to maturity. The duration of a security is a useful indicator of its price volatility for given changes in interest rates.

Forward Rate Agreement (FRA): a contract with a qualified financial institution (eg. bank) that allows an investor to fix a rate of interest to be received on an investment for a specified term beginning at a specified future date.

Interest Rate Risk: the risk associated with declines or rises in interest rates that cause an investment in a fixed-income security to increase or decrease in value.

Investment-grade Obligations: an investment instrument suitable for purchase by institutional investors under the prudent person rule. Investment-grade is restricted to those obligations rated BBB or higher by a rating agency.

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Liquidity: a measure of an asset's convertibility to cash.

Local Authorities Service Limited (LAS): a subsidiary of the Association of Municipalities of Ontario ('AMO') which in conjunction with CHUMS operates the ONE Fund, the Public Sector Group of funds, an investment pool in which local governments can invest.

Market Risk: the risk that the value of a security will rise or decline as a result of changes in market conditions.

Market Value: current market price of a security.

Maturity: the date on which payment of a financial obligation is due. The final stated maturity is the date on which the issuer must retire a bond and pay the face value to the bondholder. See "Weighted Average Maturity".

ONE - the Public Sector Group of Funds (the "ONE Fund"): a professionally managed group of investment funds composed of pooled investments that meet eligibility criteria as defined by regulations under the Municipal Act.

Prudent Person Rule: an investment standard outlining the fiduciary responsibilities relating to the investment practices of public fund investors.

Qualifying Assets: financial assets, either fixed or revolving, that by their terms convert into cash within a finite time period, plus any rights or other assets designed to assure the servicing or timely distribution of proceeds to security holders.

Safekeeping: holding of securities by a qualified financial institution (e.g. bank) on behalf of the investor.

Schedule I banks: Schedule I banks are domestic banks and are authorized under the Bank Act to accept deposits, which may be eligible for deposit insurance provided by the Canadian Deposit Insurance Corporation.

Schedule II banks: Schedule II banks are foreign bank subsidiaries authorized under the *Bank Act* to accept deposits, which may be eligible for deposit insurance provided by the Canada Deposit and Insurance Corporation. Foreign bank subsidiaries are controlled by eligible foreign institutions.

Schedule III banks: Schedule III banks are foreign bank branches of foreign institutions that have been authorized under the *Bank Act* to do banking business in Canada. These branches have certain restrictions.

Sinking Fund: securities and/or deposits accumulated on a regular basis in a separate safekeeping and/or bank account that will be used to redeem debt securities at maturity.

Special Purpose Entity: a trust, corporation, partnership or other entity organized for the sole purpose of issuing securities that entitle the holders to receive payments that depend primarily on the cash flow from Qualifying Assets, but does not include a registered investment company.

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Supranational: an agency sponsored by either a single or group of highly rated foreign banks or governments that will issue debt to fund loans in developing countries or large infrastructure projects. Supranational institutions may be owned or guaranteed by a consortium of national governments and their debt is typically rated "AA" or higher.

Weighted Average Maturity (WAM): the average maturity of all the securities that comprise a portfolio.

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APPENDIX A – AUTHORIZED INVESTMENTS AND SECTOR LIMITATIONS

| Sectors | Minimum Credit Rating ¹ | | | Sector/Credit Exposure Limitation ² (maximum) | | |
|---|--|------------|-------------------------|---|----------|--|
| | Long-term | Short-term | Portfolio Limit | Individual Limit | | |
| (a) | (b) | (c) | (d) | (e) | (f) | |
| Federal ³ | | | | | | |
| Canada | | N/A | 100% | 100% | 1 year | |
| Canada | N/A | | 75% | 75%(>1 year) | 30 years | |
| Overall Category Limit | | | 100% | | | |
| Provincial ³ | | R1 mid | 80% | 25% | 1 year | |
| | | R1 low | 10% | 5% | 1 year | |
| | AA | | 75% | 25% | 30 years | |
| | A | | 25% | 15% | 15 years | |
| | BBB | | 10% | 5% | 5 years | |
| Overall Category Limit | | | 80% | | | |
| Municipal Sector | | | | | | |
| City of Windsor Debenture | N/A | | 50% (25% sinking funds) | 50% (25% sinking funds) | None | |
| City of Windsor internally financed capital projects | N/A | | 100% | 100% | None | |
| Oth on Maniainalitie -4 | AAA | | 25% | 10% | 20 years | |
| Other Municipalities ⁴ | AA(low) | | 25% | 5% | 10 years | |
| Applied Arts, Housing Corp, Education, Hospitals and Other ⁵ | AA(low) | | 25% | 5% | 10 years | |
| Overall Category Limit ⁶ | | | 50% | | | |

¹credit ratings indicated are minimum ratings as per DBRS that must be demonstrated as of date of investment. Reference should be made to the equivalency matrix provided in Appendix B

² exposure % limitations to be applied to the par value of the total portfolio

³ includes guarantees

⁴ includes advances to area municipalities

⁵ includes Ontario Infrastructure Projects Corporation (OIPC formerly OSIFA), School Boards, Local Boards & Conservation Authorities

⁶Except for City of Windsor internally financed capital projects – the limit is 100% as per Sec. 4.3.1.1 (d) of this policy.

| Sectors | Minimum Credit Rating ¹ | | | Sector/Credit Exposure Limitation ² (maximum) | | |
|---------------------------|--|------------|--------------------|---|---------------------|--|
| | Long-term | Short-term | Portfolio Limit | Individual Limit | | |
| (a) | (b) | (c) | (d) | (e) | (f) | |
| Banks-Debt | | | | | | |
| Schedule I Banks | | R1 mid | 90% | 30% | 1 year | |
| | | R1 low | 20% | 5% | 6 months | |
| | AA(low) | | 30% | 15% | 10 years | |
| Schedule II Banks | | R1 mid | 10% | 5% | 1 year | |
| | AA(low) | | 10% | 5% | 10 years | |
| Overall Category Limit | | | 90% | | | |
| | | | | | | |
| ONE Fund | | | | | | |
| Money Market Fund | N/A | | 50% | N/A | None (pooled funds) | |
| Bond Fund | N/A | | 25% | N/A | None (pooled funds) | |
| Equity Fund | N/A | | 5% | N/A | None (pooled funds) | |
| Overall Category Limit | | | 50% | | | |
| Other | | | | | | |
| Loan or trust corporation | AA(low) | | 10% | 10% | 10 years | |
| Credit Union | See below | | 10% | 10% | 10 years | |
| Loan or trust corporation | | N/A | 15% | 15% | 1 year | |
| Credit Union | See below | | 15% | 15% | 1 year | |
| Overall Category Limit | | | 25% | | | |

CRITERIA FOR INVESTMENTS WITH CREDIT UNION

The following information shall be obtained at a minimum 30 days prior to the placement of funds and maintained on an annual basis thereafter where there is the decision to place funds in securities to be held by a credit union and where such fund value is \$250,000 or more:

- a) Audited financial statements for the most recent fiscal year.
- b) Attestation in writing that all of the required financial indicators as prescribed under Ontario Regulation 438/97 are met

Prescribed financial indicators to be identified are as follows:

- 1. Positive retained earnings in its audited financial statement for its most recently completed fiscal year
- 2. Regulatory capital of at least the prescribed percentage of its total assets as the date of the most recently completed fiscal year
- 3. Regulatory capital of at least the prescribed percentage of total risk weighted assets as of the date of the most recently completed fiscal year
- 4. Positive net income in audited financial statements for three of the five most completed fiscal years.

PORTFOLIO TERM LIMITATIONS (excluding Sinking and Trust Funds)

| Term Limitation | Minimum Percentage | Maximum Percentage | | |
|-----------------------------|--------------------|--------------------|--|--|
| Less than 90 days | 10% | 100% | | |
| Less than 1 year | 10% | 100% | | |
| From 1 year up to 2 years | | 75% | | |
| From 2 years up to 5 years | | 30% | | |
| From 5 years up to 30 years | | 20% | | |

Minimum and Maximum limitations for sinking and trust funds are to be determined by the specific requirements of the agreement to which the fund relates. Barring specific terminology, stated portfolio limitations will apply.

APPENDIX B – INVESTMENT GRADE EQUIVALENCY MATRIX

| Investment Grade | Moody's S& | | S&P | | S&P | | Fito | ch | DB | RS | | |
|---------------------|-------------------|------------|------------------|------------|------------------|------------|---------------------|----------|---------|----------|--|--|
| | Long Term | Short Term | Long Term | Short Term | Long Term | Short Term | Long Term | Sh | ort Tei | rm | | |
| Prime High Grade | Aaa Aa1 Aa2 | P1 | AAA AA+ AA | A-1+ | AAA AA+ AA | A1+ | AAA AAHigh AA | R- 1H | R- | | | |
| Upper Medium Grade | Aa3 A1 A2 | | AA- A+ A | A-1 | AA- A+ A | A1 | AALow AHigh A | | 1M | R- 1L | | |
| | A3 | P2 | A- | A-2 | A- | A2 | ALow | | | | | |

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Committee Matters: SCM 68/2024

Subject: Amendment to the Windsor–Essex Child Care and Early Years Services System Plan 2020-2025: Priority Neighbourhoods for CWELCC Directed Growth

Moved by: Councillor Mark McKenzie Seconded by: Councillor Jo-Anne Gignac

Decision Number: CSSC 235

THAT this report of the Manager of Children's Services dated February 16, 2024 entitled "Amendment to the Windsor–Essex Child Care and Early Years Services System Plan 2020-2025: Priority Neighbourhoods for CWELCC Directed Growth" **BE ACCEPTED**; and further,

THAT the Executive Director of Housing and Children's Services **BE AUTHORIZED** to submit The Amendment to the Windsor-Essex Child Care and Early Years Service System Plan 2020-2025: Priority Neighbourhoods for CWELCC Directed Growth to the Province of Ontario's Ministry of Education (MEDU) as required under the *Child Care and Early Years Act*; 2014 (CCEYA); and further,

THAT the Executive Director of Housing and Children's Services **BE AUTHORIZED** to submit subsequent reports and updates on The Amendment to the Windsor-Essex Child Care and Early Years Service System Plan 2020-2025: Priority Neighbourhoods for CWELCC Directed Growth to the Ministry of Education (MEDU) as requested. Carried.

Report Number: S 32/2024

Clerk's File: SS/13629

Clerk's Note:

- 1. The recommendation of the Community Services Standing Committee and Administration are the same.
- 1. Please refer to Item 6.1 from the Community Services Standing Committee held on March 6, 2024.
- To view the stream of this Standing Committee meeting, please refer to: https://csg001-harmony/en/PowerBrowser/PowerBrowserV2/20240 306/-1/9472



Council Report: S 32/2024

Subject: Amendment to the Windsor–Essex Child Care and Early Years Services System Plan 2020-2025: Priority Neighbourhoods for CWELCC Directed Growth

Reference:

Date to Council: March 6, 2024

Author: Dawn Bosco

Manager, Children's Services

dbosco@citywindsor.ca 519-255-5200 ext. 5290

Housing and Children's Services

Report Date: 2/16/2024 Clerk's File #: SS/13629

To: Mayor and Members of City Council

Recommendation:

THAT this report from the Manager of Children's Services: Amendment to the Windsor-Essex Child Care and Early Years Service System Plan 2020-2025 Priority Neighbourhoods for CWELCC Directed Growth **BE ACCEPTED**; and further,

THAT the Executive Director of Housing and Children's Services **BE AUTHORIZED** to submit The Amendment to the Windsor-Essex Child Care and Early Years Service System Plan 2020-2025: Priority Neighbourhoods for CWELCC Directed Growth to the Province of Ontario's Ministry of Education (MEDU) as required under the *Child Care and Early Years Act*; 2014 (CCEYA); and further,

THAT the Executive Director of Housing and Children's Services **BE AUTHORIZED** to submit subsequent reports and updates on The Amendment to the Windsor-Essex Child Care and Early Years Service System Plan 2020-2025: Priority Neighbourhoods for CWELCC Directed Growth to the Ministry of Education (MEDU) as required

Executive Summary:

N/A

Background:

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, ensuring an increasingly integrated, high quality child care and early years system that is governed and funded by the Ministry of Education (MEDU).

The Child Care and Early Years Act (CCEYA) requires that service system managers establish a child care and early years programs and services plan (Service System Plan) for their service areas that address matters of provincial interest under the Act. The information provided in these plans will allow for province wide opportunities to analyze the impacts of programs and services, identify progress, service gaps, and foster evidence-based decision making to support service managers and the early years and child care sector.

As set out in the CCEYA service system managers:

- May establish, administer, operate and fund licensed child care and early years programs, including providing assistance to licensees and evaluating as assessing the impact of public funding;
- Deliver and administer local polices respecting the operation of child care and early years programs and services;
- Coordinate the planning and operation of child care and early years programs with the planning and provision of other human services delivered by the service system manager; and
- Assess the economic viability of child care and early years programs and facilitate changes to make programs more viable.

CMSM's are responsible for planning and managing the delivery of early years and child care services for children pre-natal to 12 years of age at the local level to ensure an increasingly integrated, high quality, child care and early years system. These programs and services are managed through a local service planning and managing process that reflects current legislation, regulations, and policies/directives. Provincial funding is provided to allow CMSMs to have the flexibility to determine how to allocate child care and early years funding to best meet the needs of children, families and service providers within their community. Service system managers possess critical knowledge about community needs, maintain close connections with community partners, are well-positioned to establish strong links between child care and early years program and relevant community and municipal services.

Planning is done in conjunction with the Windsor-Essex Children and Youth Planning Committee (CYPC) and five supporting Networks that focus on program specific initiatives, issues and objectives. With consistent usage of boundaries Best Start Neighbourhoods (BSN) were established in our community, in partnership with the former Best Start Network (now known as CYPC) in 2006. Understanding that consistency is critical in making comparisons of data over periods of time, between neighbourhoods and/or other geographies, Best Start Neighbourhoods were developed. BSN are geographical areas within Windsor-Essex used by the Children's Services department for early years and child care planning purposes. This aligns with the Ministry of Education's vision of a "schools first" concept. As a result, an opportunity of a "hub" located within a school, including a child care and early years program was developed. These programs would be accessible to children and families living in Windsor-Essex prior to utilizing the school system.

A total of seven (7) best start neighbourhoods have been established for the City of Windsor and seven (7) best start neighbourhoods have been established for Essex County.

Table 1: Best Start Neighbourhoods

| City of Windsor | Essex County |
|----------------------------------|---------------------------------|
| Forest Glade/Riverside | Amherstburg |
| East Windsor/Fontainebleau | 。 LaSalle |
| West | Lakeshore |
| Central | ∘ Essex |
| Central - South | ∘ Leamington |
| Sandwich South & Industrial Area | ∘ Kingsville |
| South | o Tecumseh |

Brought before Council in 2019, the initial 2020-2025 Windsor–Essex Child Care and Early Years Service System Plan, developed in conjunction with the CYPC, community agencies/partners, child care and early years programs as well as parents, families and caregivers, collectively determined that there should be three priorities for child care and early years programs in Windsor-Essex. The priorities are *Access to Services*; *System Coordination*; and a focus on *Services for Children with Special Needs*.

Discussion:

In March 2022, an announcement of the Canada Wide Early Learning and Child Care (CWELCC) Agreement was made. This agreement was signed between the Federal and Provincial governments. With a goal to reach an average parental child care fee of \$10/day by 2025-2026, and create 86,000 new child care spaces across the province under a Directed Growth Strategy. The CWELCC System is focused on increasing quality, accessibility, affordability, and inclusivity, building upon the current early learning and child care system. The Government of Canada has identified child care as a national priority to enhance early learning and childhood development, support workforce participation and contribute to economic recovery. Under this agreement, Ontario will receive 13.2 billion dollars over six years.

The Ministry created an Access and Inclusion Framework, which is designed to support CMSMs with developing and implementing local service plans with an increased focus on access as it relates to inclusion. This new Framework was informed by the feedback and consultations conducted in early 2023 with CMSMs, Indigenous partners, Francophone stakeholders, other provincial government ministries and a range of external partners. It is also now more closely linked with the Directed Growth Strategy.

As part of the CWELCC Directed Growth Strategy, the MEDU identifies the criteria for priority neighbourhoods as follows: Low-Income families, Children with disabilities and children needing enhances or individual supports, Francophone children, Indigenous children, Black children, Other racialized children and New Immigrants.

As part of the CWELCC Agreement, a Directed Growth Strategy (2022-2026) was announced and includes the creation of 86,000 new high-quality, affordable licensed child care spaces (relative to 2019 levels), predominantly through not-for-profit licensed child care. Dedicated age requirement for CWELCC funding and expansion, is set at 0-6 years. More specifically for Windsor-Essex, the Ministry has allocated 1,587 new licensed child care spaces to be created in both community (909) and school based (678) settings. As a requirement for this new space allocation, an amendment to child care and early years service system plans had to be created and submitted to the Ministry, identifying priority neighbourhoods that met the criteria for directed growth.

The Province has taken steps to prioritize its funding towards the not-for-profit child care sector and has introduced a "for-profit auspice threshold" as part of CWELCC Directed Growth. CMSMs are mandated to be at or below the current for-profit auspice threshold of 70%, as outlined by the Ministry of Education by the end of the CWELCC Agreement in 2026.

Table 2: Windsor-Essex Directed Growth Allocation (2022-2026)

| Directed Growth CWELCC Child Care Expansion Allocation (Total 1,587) | | | | | |
|--|------|------|------|------|------|
| | 2022 | 2023 | 2024 | 2025 | 2026 |
| School Based Spaces | 146 | 288 | | 73 | 171 |
| Community Based Spaces | 134 | * | 266 | 365 | 144 |
| Total Spaces | 280 | 288 | 266 | 438 | 315 |

^{*50} community spaces were moved from 2023 to 2024

An amendment to the plan to identify which priority neighbourhoods met the directed growth criteria was developed in partnership with the Children and Youth Planning Committee, as well as the early years and child care community, through ongoing collaboration. Data used to amend the plan was based on the following demographics in Windsor-Essex.

Reports utilized in the initial 2020-2025 Child Care & Early Years Service System Plan & the Amended CWELCC Directed Growth Plan:

- EDI: Early Development Instrument, Cycle 5 2017-2018
- Social Risk Index 2016
- The Journey Together, 2017 (Indigenous Led)
- The OEYCFC Initial Plan (Ontario Early Years Child and Family Centres), 2017
- Child Care Environmental Scan, 2017
- Special Needs Resourcing Funding Review, 2019

Reports utilized to identify CWELCC Directed Growth Priority Neighbourhoods:

- Knowing Our Numbers (KON)
- Statistics Canada, Census 2021
- Social Determinants of Health, Children First
- Autism Reporting, Children First
- Special Needs Resourcing (SNR) Referrals
- Windsor-Essex Child Care Expansion Survey
- Windsor-Essex Child Care Mapping

Table 3 below outlines the priority criteria used for each of the BSN.

Table 3: Priority Criteria by Best Start Neighbourhoods (BSN)

| | City | | | | County | | |
|--|-----------------|------------------------------|----------|--------------------------------------|----------------|-----------|-----------------|
| Criteria | Central (10) | East Fontainebleau (7) | West (6) | Forest Glade/ Riverside (2) | Leamington (8) | Essex (4) | Amherstburg (3) |
| Prevalence of low income (LIM-AT) | X | X | X | | X | | |
| SNR Data | X | X | | | | X | X |
| Unemployment Rate | X | X | X | | | | |
| % of Neither English nor French (Census) | X | | | | X | | |
| Lone Parent Families | X | X | X | | | | |
| EDI Cycle 5 | X | | X | | X | | |
| % No certificate, diploma or degree | X | | | | X | | |
| High Population 0-4 years | X | X | | | X | | |
| High Population 5-9 years | | | | | X | | |
| % Immigrating 2016- 2021 (Census) | X | | X | | | | |
| SNR Referrals | X | X | | X | X | | |
| Aboriginal Identity- (Census) | | X | X | | | X | X |
| CC & EY Service System Plan (2020- 2025) | | | | X | X | X | X |
| Child Care flexibility/lack of infant spaces | | | | | | X | |

Since it's inception in 2022, CWELCC has reduced daily child care fees, by a 52.75% reduction in daily child care fees for infant, toddler and preschool aged children attending licensed child care, in our community. While the vision of affordable and accessible child care is positive and a benefit to many, it has resulted in child care centres being full and has created a waitlist for child care spaces. The CWELCC Directed Growth Expansion Plan, will allow opportunities in our community for child care expansion in areas of need. CWLECC Directed Growth neighbourhoods meeting priority criteria for child care expansion spaces, are listed by Best Start Neighbourhood in the table above (criteria was scored out of ten).

Risk Analysis:

The Ministry of Education's CWELCC Directed Growth Plan, allocated child care expansion targets for CMSMs across the Province. The Amendment to the Windsor-Essex Child Care and Early Years Service System Plan 2020-2025: Priority Neighbourhoods for CWELCC Directed Growth outlines the underserved service areas by Best Start Neighbourhoods in Windsor-Essex. Without the plan and the data supporting the identified priority neighbourhoods, we will not be able to meet the Ministry targeted allocations for directed growth.

Climate Change Risks

Climate Change Mitigation:

N/A

Climate Change Adaptation:

N/A

Financial Matters:

To support the CWELCC Directed Growth Plan, within each CMSM's 2023-2027 transfer payment agreements, the Ministry will include an allotment of CWELCC Start-up Grant funding to offset initial costs eligible licensees may incur in expanding or creating new, affordable child care spaces, such as costs for purchasing equipment or for minor renovations of facilities. Currently, no capital funding has been allocated for directed growth. In addition to the Start Up Grant, each CMSM's CWELCC allocation includes Fee Reduction and Workforce Compensation funding specifically to support the Directed Growth spaces created. No municipal contribution towards these funds is required.

Consultations:

Linda Higgins, Manager of Intergovernmental Funding

Conclusion:

Through continued collaboration, Children's Services will continue to work with the child care and early years community and partners to strive to create an increasingly integrated, high quality, child care and early years system. This Amendment plan outlines a multi-year approach to create new child care spaces in areas of need. This will support positive growth for the early years sector, creating a foundation for the future, focusing on the unique needs of our community and the needs of all children and families, enhancing opportunities for the betterment of all.

Planning Act Matters:

N/A

Approvals:

| Name | Title |
|-----------------------------|---|
| Dawn Bosco | Manager, Children's Services |
| Kirk Whittal | Executive Director, Housing and Children's Services |
| Tony Ardovini | On behalf of Commissioner, Finance & City Treasurer |
| Andrew Daher | Commissioner, Human & Health Services |
| Ray Mensour for Joe Mancina | Chief Administrative Officer |

Notifications:

| Name | Address | Email |
|----------------------|---------|--------------------------|
| County of Essex; CAO | | szwiers@countyofessex.ca |

Appendices:

1 Appendix A - CCEY Service System Plan Amendment- Priority Neighbourhoods

WINDSOR-ESSEX COUNTY CHILDREN AND YOUTH PLANNING COMMITTEE (CYPC)



AMENDMENT TO THE (W.E) WINDSOR-ESSEX CHILD CARE AND EARLY YEARS SERVICE SYSTEM PLAN 2020-2025

PRIORITY NEIGHBOURHOODS FOR CWELCC DIRECTED GROWTH

December, 2023









"All children and families have access to a range of high-quality, inclusive and affordable early years and child care programs and services that are child-and family-centred and contribute to children's learning, development and well-being."

Ontario's Renewed Early Years and Child Care Policy Framework 2017

3

OVERVIEW

- WHERE WE STARTED
- CANADA-WIDE EARLY LEARNING CHILD CARE SYSTEM (CWELCC)

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WORKFORCE

- RECRUITMENT & RETENTION
- KNOWING OUR NUMBERS (KON)

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INFORMING THE PLAN: BUILDING UPON

- STATISTICS CANADA, CENSUS 2021
- SPECIAL NEEDS RESOURCING
- CHILD CARE EXPANSION SURVEY

22

WHERE ARE THE NEEDS IN OUR COMMUNITY?

• CHILD CARE MAPPING

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PRIORITY NEIGHBOURHOODS

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DIRECTED GROWTH: EXPANSION

 4 P'S FOR CHILD CARE DIRECTED GROWTH: PURPOSE/PLANNING/PRIORITIES/PROCESS

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OVERVIEW

- WHERE WE STARTED
- CANADA-WIDE EARLY LEARNING CHILD CARE SYSTEM (CWELCC)

BACKGROUND PAGE | 04



The City of Windsor is the Consolidated Municipal Service Manager (CMSM) for Children's Services in Windsor and Essex County. As the CMSM, the City of Windsor, Children's Services is responsible for planning and managing licensed child care services in the region, ensuring an increasingly integrated, high-quality child care and early years system that is governed and funded by the Ministry of Education.

The Children's Services sector has a strong focus on moving toward an increasingly integrated system of services for families and children. The Windsor-Essex Child Care and Early Years Service System Plan 2020-2025 (Service System Plan) was developed based on community needs that were determined through extensive consultations with more than 4,000 individuals. The Service System Plan had constructed the community priorities around the Four Components of Ontario's Vision:

| F | Four Components of Ontario's Vision for Child Care and Early Years | | | | | |
|---|--|----------------|---------------|--------------|--|--|
| | Accessibility | Responsiveness | Affordability | High-Quality | | |

In line with Ontario's Vision for child care and the early years, **The Windsor-Essex County Children and Youth Planning Committee (CYPC)*** identified in the Service System Plan priorities for child care and early years in Windsor-Essex:

- Access to services
- System coordination
- Focus on services for children with special needs

CWELCC PAGE | 05

CANADA-WIDE EARLY LEARNING AND CHILD CARE SYSTEM (CWELCC)

On March 28, 2022, the Government of Canada and Province of Ontario signed the Canada-Wide Early Learning and Child Care (CWELCC) Agreement. Under this agreement, Ontario received \$13.2 billion dollars over six years (beginning in 2021-2022).

Ontario plans to support the creation of 86,000 new CWELCC licensed child care spaces for children 0-5 years of age, across the Province, by the end of 2026. Ontario will focus on creating affordable child care spaces in communities with populations that need them the most. This Directed Growth approach will support space creation in underserved areas of the Province.

The Government of Canada had identified **child care as a national priority** to enhance early learning and childhood development, support workforce participation and contribute to economic recovery.

The CWELCC System has two components:

- Fee reduction for parental child care fees
- Workforce compensation for those working in child care and early years program

The "Ontario's Inclusion Access and Framework 2023" states that child care is foundational to supporting early childhood development, learning, well-being, and student success. Quality child care experiences provide lifelong benefits to children, and are a key enabler of workforce participation, particularly for women. The Ontario government is committed to providing access to high-quality, affordable child care to as many families as possible. Currently, children are supported by a system of early learning and child care that is offered in a variety of communitybased settings and in publicly funded schools to support seamless access and experiences for all Ontario families.



CWELCC PAGE | 06

CANADA-WIDE EARLY LEARNING AND CHILD CARE SYSTEM (CWELCC)

Funding under CWELCC is to be used to build and leverage the success of Ontario's existing early learning and child care system by increasing *quality, accessibility, affordability, and inclusivity*, by achieving the following objectives of:

- Providing 25% fee reduction retroactive to April 1, 2022, building to a 50% reduction in average parent costs (based on 2020 levels) for licensed early learning and child care by the end of calendar year 2022
- Reaching an average fee of \$10 a day by 2025-2026 for licensed child care spaces;
- Creating 86,000 new high-quality, affordable licensed child care spaces (relative to 2019 levels), predominantly through not-for-profit licensed child care;
- Addressing barriers to provide inclusive child care; and
- Valuing the early workforce and providing them with training and development opportunities

Ontario's Child Care Vision



CWELCC System: where more families in Ontario have access to high quality, affordable, flexible, and inclusive early learning and child care throughout the province.

Ontario has developed an Action Plan with **five key pillars** to achieve this vision:



Affordability: Ontario commits to reduce parent fees for CWELCC spaces for children under age 6 by an average of 50% from 2020 levels by the end of December 2022. Ontario commits to reduce parent fees for full-time CWELCC spaces for children under age 6 to an average of \$10 per day by the end of fiscal year 2025 to 2026



Access: Ontario commits to increase the net number of licensed child care spaces for children under age 6 to support the creation of 76,700 spaces (from 2019 levels) by March 31, 2026, and 86,000 child care spaces (from 2019 levels) by December 31, 2026



Quality: Maintaining and improving evidence based quality frameworks, standards, and tools for CWELCC. Developing a wage framework for Early Childhood Educators (ECEs) and committing to its implementation, by setting a wage floor and instituting wage improvements. Increasing the percentage of child care workers providing licensed child care in the province for children age 0 to 5 who fully meet Ontario's requirements for qualified employees in regulation under the CCEYA to at least 60% by fiscal year 2025 to 2026



Inclusive: Ontario commits to develop and fund a plan that supports access to licensed child care spaces for vulnerable children and children from diverse populations, including, but not limited to, children living in low income families, children with disabilities and children needing enhanced or individual supports, Indigenous children, Black and other racialized children, children of newcomers to Canada, and official language minorities. Ontario will engage with a broad range of partners to develop a plan



Data sharing and reporting: Ontario commits to share financial and administrative data (including micro data) needed to monitor progress in establishing the Canada-wide system

CWELCC PAGE | 07

CWELCC IN OUR COMMUNITY



Windsor-Essex CWELCC Enrollment

99%

Child Care Providers enrolled in CWELCC

13,147

As of December 31, 2023, a total of 13,147 spaces in infant, toddler and preschool groupings benefitted by CWELCC rate reductions

(This number does not include Home Based Child Care and Recreation Sites)



GOAL

CWELCC Reduction Average to \$12 / day by 2026

In 2022, per diem rates were reduced by 25%, and an additional reduction of 37% was added in 2023



Total Reduction of Daily Fees since 2022





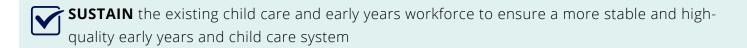
WORKFORCE

- RECRUITMENT & RETENTION
- KNOWING OUR NUMBERS (KON)

In August 2021, Canada and Ontario signed a new Early Childhood Workforce Funding Agreement, which was to provide \$149.9M in a one-time federal funding to support the retention and recruitment of a high-quality child care and early years workforce.

This additional federal funding was intended to **sustain**, **enhance**, **grow**, **and attract** staff into the child care and early years workforce. Under the agreement with the federal government, the Ministry of Education was able to allocate the funding over two fiscal years (2021-2022 and 2022-2023). This approach provided for flexible, multi-faceted strategies that recognizes the importance of not only recruiting new individuals into the profession, but also retaining, supporting and recognizing the existing child care and early years workforce.

GOALS



- **ENHANCE** access to opportunities for the workforce that promote retention and recruitment, including professional development, training and qualification upgrade programs
- **GROW** the number of qualified staff in the early years and child care workforce to increase access to high quality licensed child care for families
- **ATTRACT** and support the development of an increasingly diverse workforce to more effectively reflect the children & families accessing child care and early years programs

In our community, the City of Windsor, Children's Services used a multi-pronged approach with the Workforce Strategy to reach the identified goals, with intention to create foundational opportunities to continue this work. Strategies were developed based on community feedback through surveys and network meetings. All child care agencies, EarlyON Child and Family Centre (CFC) operators, Special Needs Resourcing agencies, School Boards and Early Childhood Educators (ECEs) providing direct service to children and families, had the opportunity to participate and provide feedback.



Windsor-Essex Registered Early Childhood Educators (WERECE) Campaign

The WERECE Campaign was developed locally to support the recruitment and retention of the Child Care and Early Years Workforce. The demand for ECEs is extremely high, as we constantly hear from child care providers and EarlyON CFC agencies about staffing shortages in our community. The Ministry of Education allowed flexibility for the delivery of the Workforce initiative by encouraging innovative partnerships, creative ideas and opportunities to engage the community. The goal of our campaign is to empower, engage and enhance ECEs in order to create a robust, quality system, connected to the community, supporting children and families.



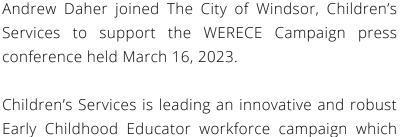




PHOTO BY DAN JANISSE /Windsor Star

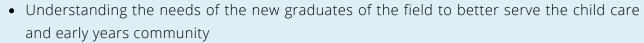
Early Childhood Educator workforce campaign which involves paid professional learning, mentorship programs, community partnerships, recruitment and retention strategies, and foundational initiatives that will continue in our community.

Windsor Mayor Drew Dilkens and Commissioner

WERECE CAMPAIGN HIGHLIGHTS

- Promotion and marketing of the ECE profession and the range of career options available
- Encourage approaches that are rooted in evidence-based adult learning models while ensuring linkages to How Does Learning Happen? (Ontario's Pedagogy for the Early Years)
- Develop long lasting partnerships with the Community Colleges to support success in transitioning graduates into the field of ECE









The WERECE Campaign is focused on empowering, engaging and enhancing the early childhood educator (ECE) workforce across our region. The first five years are critical to the development of a child; as ECEs we nurture their development and growth through guided play and self discovery, giving them the tools they'll need for success in everything they'll do. The campaign serves to highlight that registered ECEs are qualified, creative, dedicated, and in demand.

- Dawn Bosco, Manager of Children's Services

COMMUNITY OUTREACH: 2022-2023

WERECE Ambassadors Team

34 outreach initiatives including job fairs, community events, highschool career days and Employment Ontario service provider visits reaching **4486** participants



We ARE ECEs- Commercial produced in both English/
French to build on awareness with 12,976
expressions through LinkedIn & YouTube,

werecewindsoressex.ca







Over **15,000** views since the launch of the

werecewindsoressex.ca

Creation of community awards in Child Care and Early Years given out annually for ECE Appreciation Day

PROFESSIONAL LEARNING

All Child Care & EarlyON CFC's received funding to invest in technology to support ongoing professional learning opportunities

Paid professional learning opportunities for early learning professionals

Children First led Circle of Security sessions across Windsor-Essex as a form of mentorship and professional development

COMMUNITY & PARTNERSHIPS

Children's Services partnered with John McGivney Children's Centre to employ ECE students in the summer camp program

Children's Services partnered with Children First to employ ECE summer students in the "Jump Start on Learning" initiative

Children's Services partnered with Connections Child & Family Centre to lead a mentorship program

Partnership with St. Clair College and College Boreal to provide tuition assistance

Connections developed a Mentorship Hub including a resource lending library, tools & materials for creating classroom resources

Five collaborative classrooms established (opportunity for students to interact with children in a specially designed environment)

Creation of resource lending libraries for ECE students at College Boreal & St. Clair College

St. Clair College ECE students received resource kits to equip them for success in the field

CREATION OF COMMUNITY RESOURCES

Professional WERECE LinkedIn account to promote the field of ECE and professional development

Creation of the resume repository www.eceresumes.ca

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WORKING FOR YOU... RESUME REPOSITORY



Our new website, **eceresumes.ca** has been launched that highlights a resume repository!

This website will assist Registered Early Childhood Educators and others looking to enter the child care and early years workforce in Windsor-Essex.

The resume repository allows individuals to create an account profile and upload their resume. Individuals can make their resume/profile visible to child care and early years program operators to be considered for available positions. Individual profiles contain detailed information about each candidate, such as qualifications, experience, specialization, hours of availability and more. The website not only contains job postings but also includes resources such as a resume builder tool and tips for interviewing. There are also linkages for ongoing education and professional development to enhance an individuals ECE portfolio.





Windsor-Essex Registered Early Childhood Educators (WERECE) is the name of Windsor-Essex's Workforce

Latest Job Posts

4 Jan 2024

Montessori Teacher - Child Care Centre

Bright Path Kids Corp. - LaSalle Montessori

Permanent | Part Time

4 Jan 2024

Registered Early Childhood Educator (rece)

Bright Path Kids Corp. - LaSalle Montessori

KON: KNOWING OUR NUMBERS 2023

The City of Windsor, Children's Services is one of many CMSM's that are participating in KON "Knowing our Numbers"- A community approach to understanding the ECE workforce, which is a project facilitated by the University of Toronto, Atkinson Centre. This initiative will provide a provisional overview and also identify key issues/concerns voiced from the ECE's in our community, Windsor-Essex.

Atkinson Centre for Society and Child Development strives to mobilize the best available evidence to strengthen the quality of early childhood practice and inform public policy and discourse. In partnership with George Brown College's School of Early Childhood, the Centre provides training in policy research to undergraduate and graduate students. The Centre is guided by an understanding of the reciprocal nature of research, policy and practice and works in collaboration with advocates and researchers across Canada. Researchers with the Atkinson Centre at the University of Toronto are conducting a study of staff (supervisors, directors, RECEs, DECEs, non-ECEs, ECAs, and special needs support staff) in licensed child care centres, after-school programs, Full Day Kindergarten, early years programs, EarlyON, and staff and providers in licensed home child care. The study is being conducted for Children's Service Managers in 43 regional governments and the College of Early Childhood Educators (CECE), with support from the Ontario Municipal Social Services Association (OMSSA). Atkinson Centre plans to explore the feasibility of creating a sustainable, regional-level child care and early years workforce data collection process, whose findings could also be rolled up to provide a province- wide picture.

Data from the survey will help inform the development of a workforce strategy to support the advancement of a diverse, trained and thriving workforce that delivers high-quality programs to meet the needs of all children and their families. The information will be used to identify trends in educator recruitment and retention, provide information about working conditions and work satisfaction, and allow for the sharing of promising practices.

Knowing our Numbers is a province wide collection system with a local lens. Findings will allow for community comparators, highlight common trends, identify staffing gaps and workforce deserts, track year-by-year trends and regional strengths, and pinpoint priority areas.

Phase 1: Achieving Success

- An overview of data currently being collected by each Municipal Service Managers (CMSM)
- Identification of data gaps across the province
- Partners will be identified to support ongoing data collection and analysis

Phase 2: Achieving Quality

- Review wages of professions with similar qualifications/experience as Early Childhood Educators
- Design a survey tool for collection to examine wages, staff turnover, recruitment challenges, job satisfaction
- Review of current living wages
- Data collection, analysis and reporting





INFORMING THE PLAN

BUILDING UPON

DATA USED TO DETERMINE PRIORITY AREAS:

- STATISTICS CANADA, CENSUS 2021
- SPECIAL NEEDS RESOURCING
- CHILD CARE EXPANSION SURVEY

CENSUS 2021 PAGE | 17

STATISTICS CANADA, CENSUS 2021

Population by Age 0-4 Years

According to Statistics Canada Census 2021 data, the highest Best Start Neighbourhoods with children ages 0-4 years are:



- Central
- Central South
- East Fontainebleau

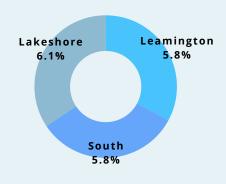


Central

5%

Leamington

5.7%



Population by Age 5-9 Years

According to Statistics Canada Census 2021 data, the highest Best Start Neighbourhoods with children ages 5-9 years are:

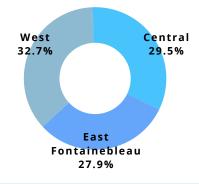
- Lakeshore
- Leamington
- South

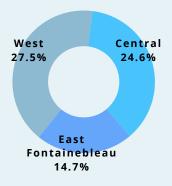
Lone-Parent Families

Lone-parent family is defined as one parent living with at least one child, living in the same dwelling.

According to Statistics Canada Census 2021 data, the highest Best Start Neighbourhoods with lone-parent families are:

- West
- Central
- East Fontainebleau





Prevalence of Low Income Measure (LIM-AT)

The prevalence of low income is the proportion or percentage of units whose income falls below a specified low income line.

According to Statistics Canada Census 2021 data, the highest Best Start Neighbourhoods with prevalence of low income are:

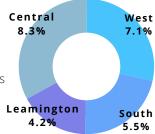
- West
- Central
- East Fontainebleau

CENSUS 2021 PAGE | 18

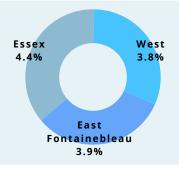
STATISTICS CANADA, CENSUS 2021

Immigration Status and Period of Immigration 2016-2021:

'Immigrant status' refers to whether the person is a non-immigrant, an immigrant or a non-permanent resident. 'Period of immigration' refers to the period in which the immigrant first obtained landed immigrant or permanent resident status. According to Statistics Canada Census 2021 data, the highest Best Start Neighbourhoods with population of individuals with immigrant status and period of immigration for the population in private house holds are:



- Central
- West
- South
- Leamington



Aboriginal Identity

According to Statistics Canada Census 2021 data, the highest Best Start Neighbourhoods are:

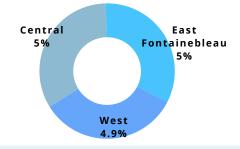
- Essex
- West
- · East Fontainebleau

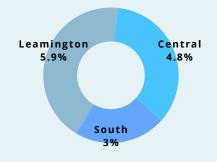
Unemployment Rate

The unemployment rate is the number of unemployed persons expressed as a percentage of the labour force. According to Statistics Canada Census 2021 data, the highest Best Start Neighbourhoods are:



- East Fontainebleau
- West





Neither English or French

According to Statistics Canada Census 2021 data, the highest Best Start Neighbourhoods with a population that neither speak English or French are:

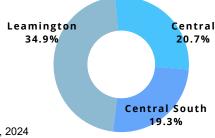
- Leamington
- Central
- South

Educational Attainment: No Certificate, diploma or degree

According to Statistics Canada Census 2021 data, the highest Best Start Neighbourhoods with a population that have no certificate, diploma or degree are:



- Central
- Central South



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SOCIAL DETERMINANTS OF HEALTH & 0-3 INTERRAL EARLY YEARS

This Social Determinants of Health Report was compiled by Children First and is a representation of children and families involved with the agency locally (2017-2020).

InterRAI Early Years is a comprehensive assessment instrument specifically for evaluating the needs, strengths and preferences for infants, toddlers and preschoolers ages zero to 47 months with developmental, social, behavioural or emotional concerns as well as physical and intellectual delays or disabilities.

According to the World Health Organization, the social determinants of health (SDH) are the non-medical factors that influence health outcomes. They are the conditions in which people are born, grow, work, live, and age, and the wider set of forces and systems shaping the conditions of daily life. These forces and systems include economic policies and systems, development agendas, social norms, social policies and political systems.

17 Social Determinants of Health

| EARLY CHILDHOOD DEVELOPMENT | | | | |
|--------------------------------------|---------------------------|---------------------|--|--|
| Income and Distribution | Gender | Food Insecurity | | |
| Unemployment and Job Security | Education | Social Safety Net | | |
| Employment and Working Conditions | Immigration | Social Exclusion | | |
| Housing | Geography & Globalization | Indigenous Ancestry | | |
| Health Services | Disability | Race | | |

Through the Social Determinants of Health report, the key areas of need are:

8% - Central

7.5% - Amherstburg / Essex / Kingsville

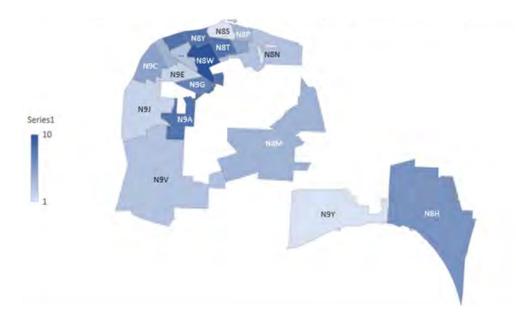
7.5% - East/ Fontainebleau



SPECIAL NEEDS RESOURCING: QUERIES OF AUTISM

Children First data shows a sample of 100 children diagnosed with autism by postal code in 2019-2021:

- 70% of children require substantial support (moderate to severe)
- 4 years- Average age at time of diagnosis
- 50/104 (48%) diagnosed prior to school entry with average age being 3 years.
- 57/104 (55%) received dual diagnosis. Most Common = Language Impairment and Global Developmental Delays
- 31/49 (63%) of those younger than school age received a dual diagnosis.



The table below identifies the highest neighbourhoods of children diagnosed with autism in a sample of 100 children (2019-2021):

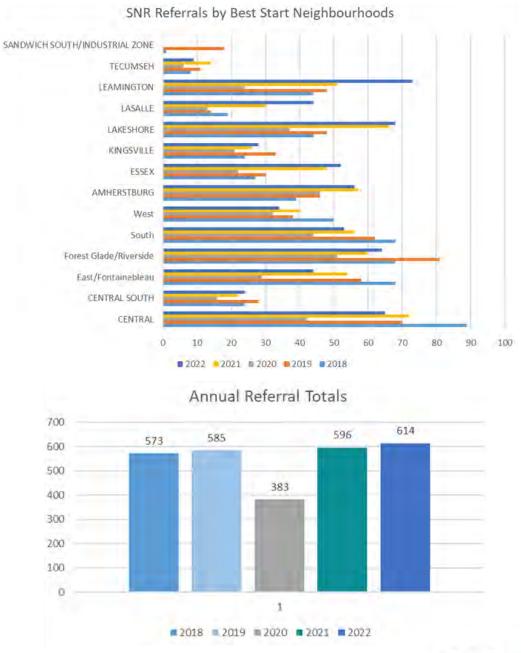
| NOR | Amherstburg/ Essex/ Kingsville | |
|-----|-----------------------------------|--|
| N8W | Central/ Central | |
| | South/ East/ | |
| | Fontainebleau | |
| N8T | East/ Fontainebleau | |
| N8Y | Central - East/ | |
| | Fontainebleau | |
| N9A | Central | |
| | | |



SPECIAL NEEDS RESOURCING: REFERRALS*

The data provided by Children First, shows children/families *referred for special needs resourcing annually (2018-2022). Based on the data shown in 2022, the highest priority neighbourhoods are:

Leamington, Lakeshore, Central and Forest Glade/Riverside







WHERE ARE THE NEEDS IN OUR COMMUNITY?

- CHILD CARE EXPANSION SURVEY
- CHILD CARE MAPPING

WINDSOR-ESSEX CHILD CARE EXPANSION SURVEY

Ontario's Vision for the Canada-Wide Early Learning and Child Care (CWELCC) system is that more families in Ontario have access to high quality, affordable, flexible, and inclusive early learning and child care no matter where they live. As the CMSM, Children's Services conducted a survey to review the needs in Windsor-Essex. The data was provided and reviewed with the child care community. This data helped inform system planning and to determine opportunities to support services.

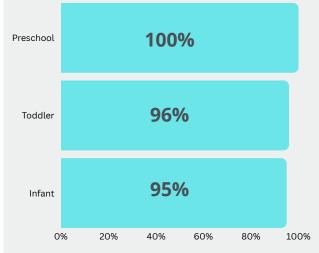
The Child Care Expansion survey was conducted in January 2023. Out of 156 child care centres, **113 responses were provided:**

- 43% of these child care centres are stand alone sites in the community
- 55% of these child care centres are within a school
- 14% are for profit child care centres
- 86% are not for profit child care centres
- 82% of child care centres reported that they are not at full licensed capacity

CHILD CARE WAITLIST

93%

Of the 43 centres that responded to this question, **93% of them have a wait list,** resulting in the following pressures by age group:



INCREASING CAPACITY



112 centres responded: **64%** are interested in increasing operating capacity to full licensed capacity

SPECIAL NEEDS RESOURCING

- 107 centres responded to the question, do you currently have children with special needs attending your centre? 66% said yes while 34% said no.
- 111 centres responded to the question, has your centre ever turned away children with special needs? 9% responded with yes

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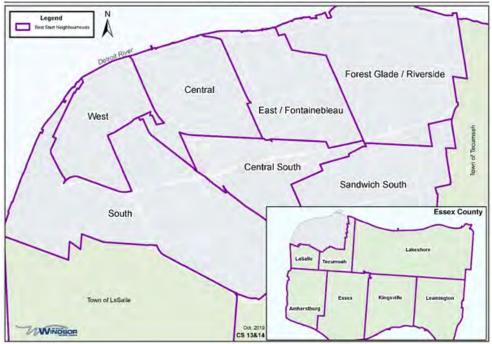
BEST START NEIGHBOURHOODS

Best Start Neighbourhoods (BSN) were established in partnership with the former Best Start Network (now the CYPC) in 2006. Understanding that consistent usage of boundaries is critical in making comparisons of data over periods of time, between neighbourhoods or other geographies, BSN were developed. BSNs are geographical areas in Windsor-Essex used by the City of Windsor, Children's Services for planning purposes.

Aligning with the Ministry of Education vision of "Schools First" concept, the opportunity for the creation of a hub including a child care and Early Years program was developed. These services would be accessible to children and families living in Windsor-Essex prior to utilizing the school system.

A total of seven (7) best start neighbourhoods have been established for the City of Windsor and seven (7) best start neighbourhoods have been established for Essex County.





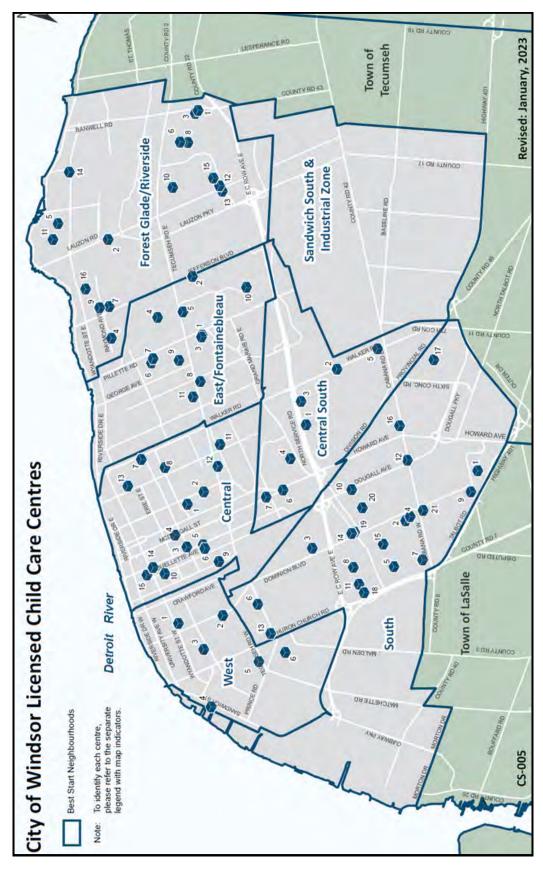
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WINDSOR-ESSEX CHILD CARE MAPPING: CITY

| p No | Centre | Address | PC | Neighbourhood Free |
|------------------------|--|--|-------------------|--|
| 1 | A Place to Grow - Ellis | 816 Ellis Street East | N8X2H7 | Central |
| | ABC Day Nursery of Windsor - Hanna | 888 Hanna Street East | N8X2N9 | |
| | Cosmopolitan Kids Inc. | 42 Giles Boulevard East | N9A4B4 | |
| | Delta Chi Beta - James Dunn Campus | 1167 Mercer St | N9A1N8 | |
| | Delta Chi Early Childhood Centre - Quellette Delta Chi Early Childhood Centre - Queen Victoria School | 1385 Ouellette Avenue 1376 Victoria Ave. | | Central Central |
| | Delta Chi Early Childhood Centre - Queen victoria Scribbi | 1140 Monmouth Rd. | N8Y3L8 | |
| | La Garderie Les Petites Mains (Windsor) Inc L'Envolee School | 1799 Ottawa Street | | Central Yes |
| | Sakeena Child Care Centre | 1480 Janette Avenue | N8X1Z4 | |
| | Sundowners Day Care & Resource Centre - Dougall School | 811 Dougall Avenue | | Central |
| 11 | Sundowners Day Care & Resource Centre - Hugh Beaton School | 2229 Chilver Road | N8W2V4 | Central |
| | Sundowners Day Care & Resource Centre - John Campbell School | 1255 Tecumseh Rd. E. | N8W1B7 | Central |
| | Sundowners Day Care & Resource Centre - King Edward School | 853 Chilver Road | N8Y2K5 | |
| | Women's Enterprise Skills Training of Windsor- West | 201- 647 Ouellette Ave | | Central |
| | YMCA of Windsor and Essex County - Frank W Begley YMCA of Windsor and Essex County - Victoria Site | 1093 Assumption 500 Victoria Ave. | N9A 3C5 N9A4M8 | |
| | | A STATE OF THE STA | | |
| | A Place to Grow - St. Christopher School Kinder Academy | 1213 EC Row Ave E. 3511 Walker Rd. | | Central South |
| | Latch Key Day Care & Learning Centre - John McWilliam School | 1901 E.C. Row Ave. E. | | Central South |
| | A Place to Grow - Our Lady of Perpetual Help School | 775 Capitol Street | | Central South |
| | The Toy Box Early Childhood Education Centre - Walker | 3966 Walker Rd | | Central South |
| | The Toy Box Early Childhood Education Centre Inc Howard Site | 2665 Howard Avenue - Unit 3 | | |
| | The Toy Box Early Education Centre - McDougail Site | 2550 McDougall Avenue | | Central South |
| 1 | ABC Day Nursery of Windsor - Arthur | 2495 Arthur Road | N8W4V8 | East/Fontainebleau |
| | ABC Day Nursery of Windsor - Jefferson | 2605 Jefferson Blvd | | East/Fontainebleau |
| | ABC Day Nursery of Windsor - Somme | 4540 Somme Avenue | | East/Fontainebleau |
| | Delta Chi Early Childhood Centre - Coronation School | 5400 Coronation | N8T1B1 | East/Fontainebleau |
| 5 | Franco-Sol - Ste. Therese School | 5305 Tecumseh Road East | N8T1C5 | East/Fontainebleau |
| | Ska:Na Family Learning Centre - David Maxwell School | 1648 François | N8Y4L9 | East/Fontainebleau |
| | Ska:Na Family Learning Centre - Home Based Child Care | 1684 Elirose Avenue | | East/Fontainebleau |
| | Ska:Na Family Learning Centre - Ellrose | 1684 Elirose Avenue | | East/Fontainebleau |
| | The School House Academy Inc. | 3450 Ypres Ave | | East/Fontainebleau |
| | The Toy Box Early Education Centre - Herman | 1905 Bernard Street | | East/Fontainebleau East/Fontainebleau |
| | The Toy Box Early Education Centre - W. J. Langlois YMCA of Western Ontario - St. Teresa of Calcutta | 3110 Rivard 1860 Chandler Road | 2073 975 | East/Fontainebleau |
| | TOTAL OF STREET STREET, STREET, STREET | 2000 | BOX STORES | Control of division |
| | ABC Day Nursery of Windsor - Banwell | 3335 Banwell Rd E., Unit 500 1225 Lauzon Road | | Forest Glade/Riversid |
| | ABC Day Nursery of Windsor - Lauzon Alexander's Day Care Centre Limited | 3990 Wildwood Dr | | Forest Glade/Riversid |
| | Delta Chi Beta - Princess Elizabeth | 5399 Raymond Ave | | Forest Glade/Riversid |
| | Delta Chi Early Childhood Centre - Hetherington School | 8800 Menard St. | | Forest Glade/Riversid |
| | Delta Chi Early Childhood Centre - L.A. Demarais School | 10715 Eastcourt Dr. | | Forest Glade/Riversid |
| | Franco-Sol - George P Vanier School | 6200 Edgar Street | | Forest Glade/Riversid |
| | Sundowners Day Care & Resource Centre - Dr. David Suzuki School | 6320 Raymond | | Forest Glade/Riversid |
| 9 : | Sundowners Day Care & Resource Centre - Forest Glade Public School | 9367 Esplanade | N8R1J3 | Forest Glade/Riversid |
| 10 : | Sundowners Day Care & Resource Centre - St. John Vianney School | 8405 Cedarview Street | | Forest Glade/Riversid |
| | Sundowners Day Care and Resource Centre - Eastview | 3555 Forest Glade Dr. | | Forest Glade/Riversid |
| | The Learning Corner | 3199 Lauzon Road | | Forest Glade/Riversid |
| | Windsor East Day Care Services Inc Home Care | 10273 Paulina Court | | Forest Glade/Riversid |
| | YMCA of Windsor and Essex County - H.J. Lassaline YMCA of Windsor and Essex County - St. Rose School | 3145 Wildwood Drive 871 St Rose Ave | | Forest Glade/Riversid Forest Glade/Riversid |
| ,. | The of throat and cook own, or those owner | or rottion me | 1100 1111 | T GTGGT GTGGGTTTTGTGTG |
| | Academie Ste. Cecile Child Enrichment Centre | 926 Cousineau Rd | N9G1V8 | |
| | Best Friends Learning Centre of Windsor - St. Gabriel School | 1400 Roselawn Drive | N9E1L8 | |
| | Delta Chi Beta - Northwood School | 1100 Northwood Street | N9E1A3 | |
| | Delta Chi Early Childhood Centre - Curry Franco-Sol - Monseigneur Jean Noel School | 3600 Curry Street 3225 California Ave. | N9E2T6 N9E3K5 | |
| | Franco-Sol - St. Edmond School | 1880 Totten Street | N9B1X3 | 0.0000 |
| | La Garderie Les Petites Mains-Louise-Charron | 2520 Cabana Rd W. | N9G1E5 | |
| | Latch Key Day Care & Learning Centre - Notre Dame School | 2751 Partington Avenue | N9E3A9 | |
| | Latch Key Day Care & Learning Centre - Our Lady of Mount Carmel School | 1400 Cousineau Road | N9G1V9 | |
| | Little Stars | 3139 Dougall | N9E185 | |
| | Montessori School of Windsor - Bellewood | 2500 Labelle Street | N9E1B6 | |
| | Olivia DiMaio - Cabana | 315 Cabana Rd W | N9G1B1 | South |
| | Ska:Na Family Learning Centre Northway | 1699 Northway Ave | N9B3L8 | |
| | YMCA of Windsor and Essex County - Christ The King School | 1200 Grand Marais Road Wes | | |
| | Sundowners Day Care & Resource Centre - Glenwood School | 1601 Norfolk Street | N9E1H6 | |
| | Sundowners Day Care & Resource Centre - Roseland School | 620 Cabana Road East | N9G1A4 | |
| | Sundowners Day Care & Resource Centre - Talbot Trail School | 4000 Ducharme Street | N9G0A1 | |
| | The Children's House Montessori Bright Path Kids - Windsor | 2611 Labelle Street | N9E4G4 N9E1E1 | |
| | The School House Early Learning Centre | 1235 Grand Marais West 700 Norfolk St. | | 490000 |
| | YMCA of Windsor and Essex County - Central School YMCA of Windsor and Essex County - Southwood School | 1355 Cabana Road West | N9E1H4 N9G1C3 | |
| | A STATE OF THE STA | | | |
| 21 | Contraction of the Contraction o | 1585 Wyandotte St W. | N9B1H6 | |
| 21 | Delta Chi Beta - West Campus Delta Chi Early Childhood Contro - Westgate School | 1975 Comphell Ave | MODOLET | |
| 11 21 | Delta Chi Early Childhood Centre - Westgate School | 1275 Campbell Ave. | N9B3M7 | |
| 21 1 | Delta Chi Early Childhood Centre - Westgate School Great Beginnings Child Centred Co-operative Inc Home Care | 820 California Avenue | N9B3T3 | West |
| 21 1 21 31 31 | Delta Chi Early Childhood Centre - Westgate School Great Beginnings Child Centred Co-operative Inc Home Care Great Beginnings Child Centred Co-operative Inc University & Home Care | 820 California Avenue 820 California Avenue | N9B3T3 N9B3T3 | West West |
| 21 1 2 1 3 1 3 1 4 1 | Delta Chi Early Childhood Centre - Westgate School Great Beginnings Child Centred Co-operative Inc Home Care | 820 California Avenue | N9B3T3 | West West West |

In School Stand Alone Home Child Care

WINDSOR-ESSEX CHILD CARE: CITY



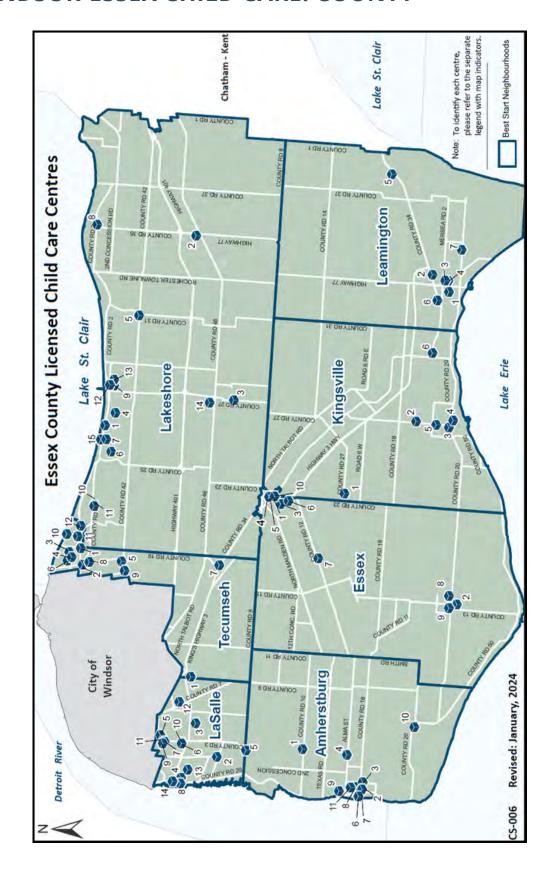
WINDSOR-ESSEX CHILD CARE MAPPING: COUNTY

| No Centre | Address | PC | Neighbourhood | FRE |
|--|--|------------------------|--|------|
| A SERVICE OF THE PROPERTY OF T | 3170 Middle Side Rd | N9V2Y9 | Amherstburg | 0.00 |
| | 236 Cherrylawn Cres. | N9V1P8 | Amherstburg | |
| | 365 Fryer Street | N9V0C3 | Amherstburg | Yes |
| | 11 Concession 3 North | | | 1.63 |
| | | N9V2Y9 | | |
| | 9381 Townline Road | N9J2W6 | Market State of the State of th | |
| | 287 Dalhousie St | N9V2H4 | | |
| | 193 Simcoe St. | N9V1M3 | | |
| | 260 Murray Street | N9V3R1 | Amherstburg | |
| 9 The Creative Child Learning Centre Inc Stella Marais School | 140 Girard St. | N9V2X3 | Amherstburg | |
| 10 The Toy Box Early Childhood Education Centre Inc Malden Central Schoo | 5620 County Rd. 20 | N9V2Y8 | Amherstburg | |
| 11 YMCA of Windsor and Essex County - Amherstburg Public School | 252 Hamilton Dr. | N9V1E1 | Amherstburg | |
| 1 First Steps Child Care Centre - Essex | 169 Irwin Avenue | N8M2T4 | Essex | |
| | 243 McAffee Street - Unit 12 | | | |
| | 200 Fairview Avenue West | N8M1Y1 | | |
| | 70 Brien Avenue East | N8M2N8 | | |
| | 72 Brien Avenue East | N8M2N8 | | |
| | | | | |
| | 185 Oak Dr | N8M3C6 | | |
| | 2651 County Road 12 | N8M2X6 | | |
| 8 YMCA of Windsor and Essex County - Harrow Sr. Elementary School | 400 Centre St. E. | NOR1G0 | Essex | |
| 9 Discovery School-Based Child Care Program - St. Anthony School | 166 Centre St | NOR1G0 | Essex | |
| 0 First Steps Child Care Centre-Maedel Community Centre | 25 Gosfield Townline W | N8M0A1 | Essex | |
| | 302 County Road 27 | | Kingsville | |
| | 79 Road #3 East, R.R.#2 | N9Y2E5 | | |
| 3 Discovery School-Based Child Care Program - Kingsville Public School | 36 Water Street | N9Y1J3 | Kingsville | |
| 4 Discovery School-Based Child Care Program - St. John de Brebeuf School | 43 Spruce Street South | N9Y1T8 | Kingsville | |
| | 1723 Division Road North | N9Y2H1 | Kingsville | |
| | 1695 Elgin Street | N0P2G0 | | |
| 1 Alexander's Daycare Centre | 197 Auburn Ave. | NOR1A0 | Lakeshore | |
| | 6420 Taylor Street | NOP1J0 | Lakeshore | |
| | 2548 County Road 27 | | Lakeshore | |
| | RR #3 Rourke Line Road | | Lakeshore | Yes |
| | | | | |
| | 2716 County Road 42 | | Lakeshore | Yes |
| | 376 I.C. Roy Drive | | Lakeshore | |
| 7 Lakeshore Township Community Day Care - St. Williams School | 1217 Faith Drive | | Lakeshore | |
| 8 Lakeview Montessori | 13797 Riverside Drive East | N8N1B5 | Lakeshore | |
| 9 Latch Key Day Care & Learning Centre - Our Lady of Annunciation School 7 | 7343 Tecumseh Road East | NOR1NO | Lakeshore | |
| 0 Latch Key Day Care & Learning Centre - St. Andre School | 13765 St. Gregory Rd. | N8N1K3 | Lakeshore | |
| | 494 St. Peter Street | NOR1A0 | Lakeshore | |
| | 444 Advance Boulevard | | Lakeshore | |
| | 430 Advance Blvd | | Lakeshore | |
| | 220 Dupuis St. | | Lakeshore | |
| | Section Control of the Control of th | | | |
| | 370 St. Peter St. | | Lakeshore | |
| | 14194 Tecumseh Road East | N8N1M7 | | |
| | 1757 Oriole Park Dr. | NOR1VO | Lakeshore | |
| 6 Your Wooden Treenouse - Emeryvine Site | 1204 County Road #22 | NURTO | Lakeshore | |
| 1 Al Hijra Mosque and School 5 | 5100 Howard | N9A6Z6 | LaSalle | |
| | 8200 Matchette Road | N9J3P1 | LaSalle | Yes |
| | 200 Kenwood Boulevard | N9J2Z9 | LaSalle | 77.5 |
| | 2055 Wyoming Avenue | N9H1P6 | | |
| | | N9J0E4 | LaSalle | |
| | 2648 Leptis Magna Drive | NAME OF TAXABLE PARTY. | A STATE OF THE PARTY OF THE PAR | |
| | 6555 Malden Road - Units 2 & | | | |
| | 1775 Sprucewood Avenue - U | | LaSaile | |
| | 1550 Front Road W | | LaSalle | |
| | 1700 Sprucewood | N9J1X6 | LaSalle | |
| 0 Olivia DiMaio Inc Maiden | 6535 Malden Road - Unit 3 | N9H1T5 | LaSalle | |
| | 5844 Malden Road - Unit 1 | N9H1S4 | | |
| | 2555 Sandwich West Parkway | | | |
| | 1600 Mayfair Avenue | N9J3K6 | LaSalle | |
| | 805 Front Rd | N9J2A4 | LaSalle | |
| 1 Audrey's Clubhouse - Margaret D. Bennie Public School | 259 Sherk Street | N8H3K8 | Leamington | |
| | 176 Talbot St. E. | N8H1M2 | | |
| TO COMPANY DESCRIPTION OF TAXABLE PARTY | 4 Maxon Drive | N8H2E2 | Leamington | |
| A DESCRIPTION OF THE PROPERTY | 33 Sherman Street | N8H5H6 | Leamington | Yes |
| | | | Leamington | 103 |
| | 547 County Rd. 21 | N0P2P0 | | |
| | 197 Talbot Street W. 1135 Mersea Rd 1 | N8H1N8 N8H3V7 | Leamington Leamington | |
| | 10004 Torument Bearl F | | | |
| | 13291 Tecumseh Road East | N8N3T4 N8N1X6 | Tecumseh Tecumseh | Yes |
| | 1317 Lesperance Road | | | |
| 3 Franco-Sol - Ste. Marguerite d'Youville School | 13025 St. Thomas Road | N8N3P3 | Tecumseh | Yes |
| | 815 Brenda Cres | N8N2G5 | Tecumseh | |
| | | MONIOVO | Tecumseh | |
| | 2451 St. Alphonse Street | MONEYE | recument | |
| 5 Latch Key Day Care & Learning Centre - St. Peter School | 2451 St. Alphonse Street 644 Lacasse Avenue | N8N2C1 | Tecumseh | |
| 5 Latch Key Day Care & Learning Centre - St. Peter School 6 Latch Key Day Care & Learning Centre - St. Pius School 6 | 644 Lacasse Avenue | | | |
| 5 Latch Key Day Care & Learning Centre - St. Peter School 6 Latch Key Day Care & Learning Centre - St. Pius School 7 Once Upon A Time - St. Mary's Separate School | | N8N2C1 | Tecumseh Tecumseh | |

Revised December 2023

In School Stand Alone Home Child Care

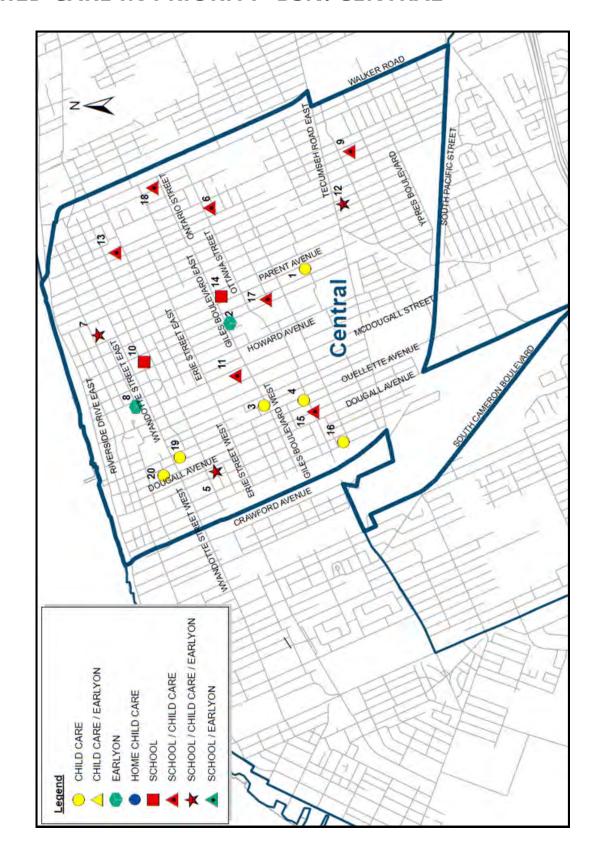
WINDSOR-ESSEX CHILD CARE: COUNTY



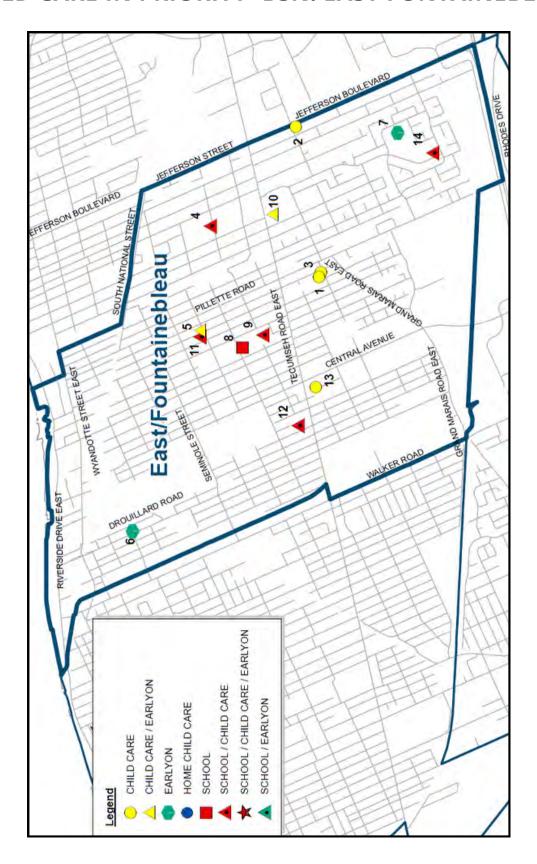


PRIORITY NEIGHBOURHOODS

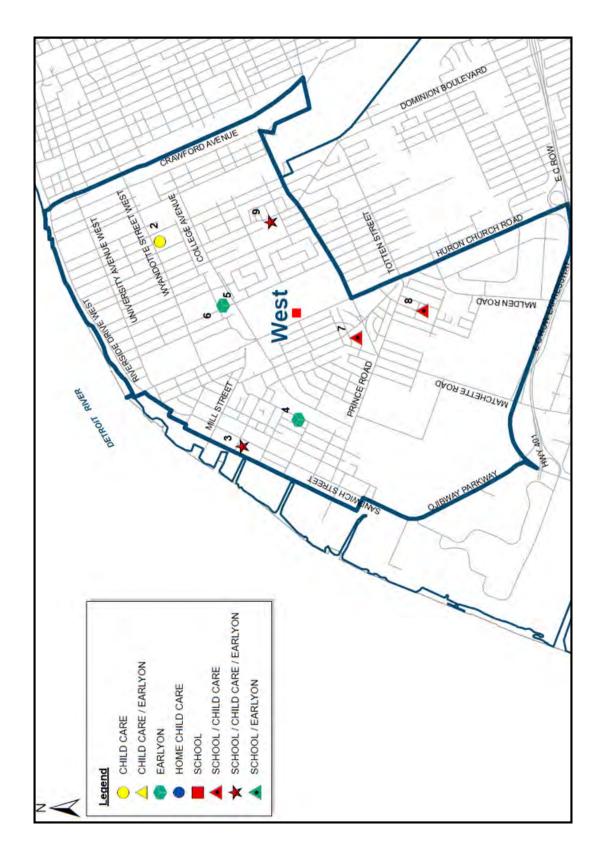
CHILD CARE IN PRIORITY- BSN: CENTRAL



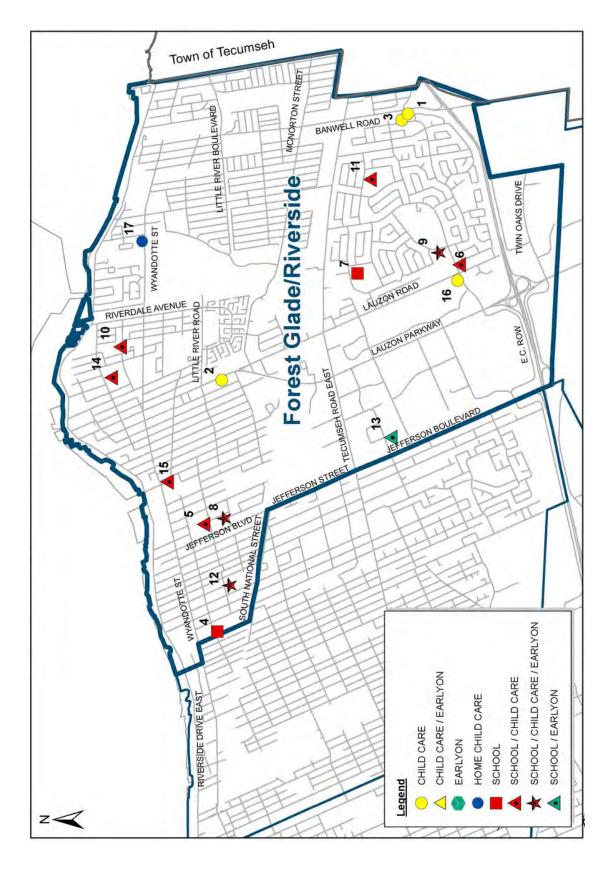
CHILD CARE IN PRIORITY- BSN: EAST FONTAINEBLEAU



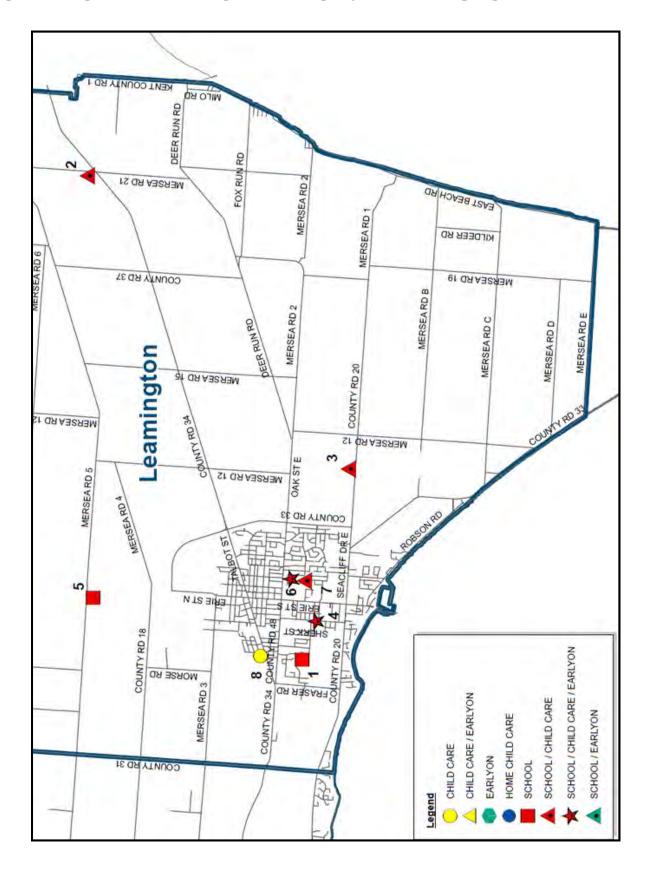
CHILD CARE IN PRIORITY- BSN: WEST



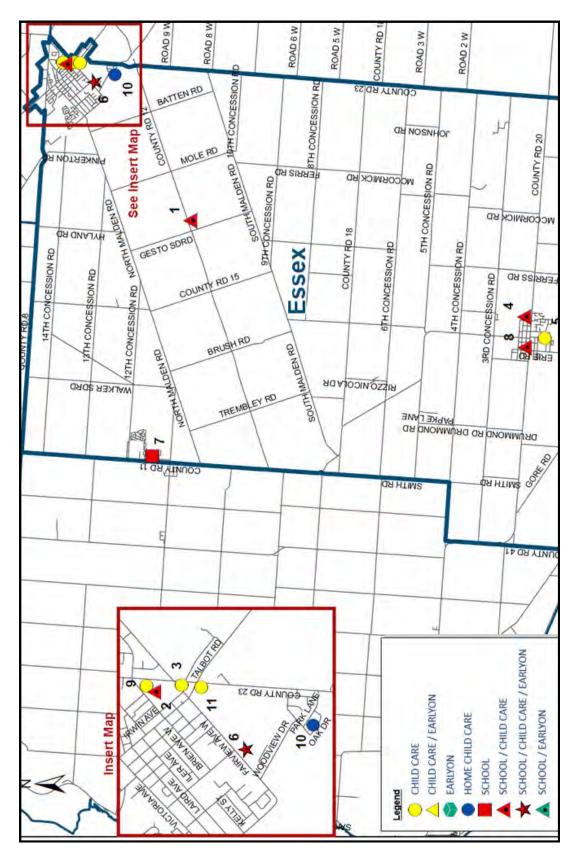
CHILD CARE IN PRIORITY- BSN: FOREST GLADE/ RIVERSIDE



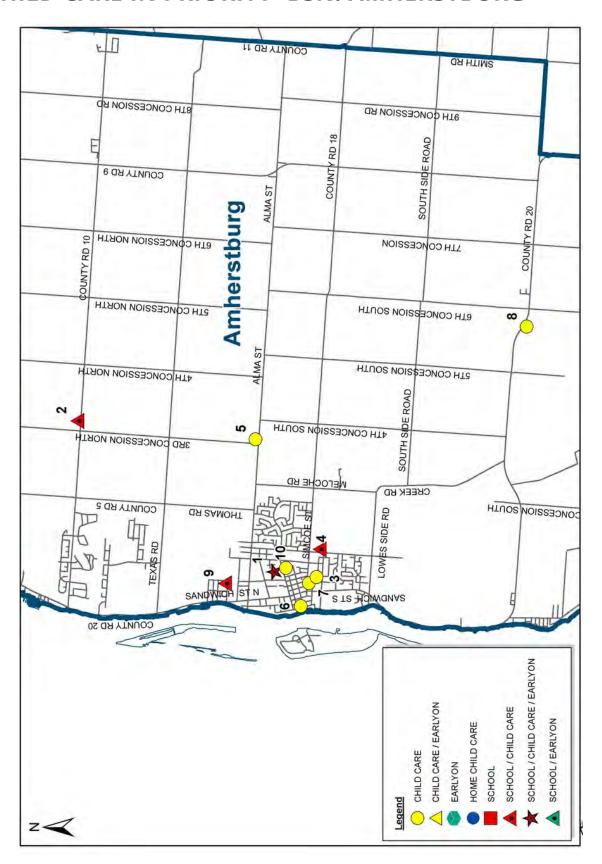
CHILD CARE IN PRIORITY- BSN: LEAMINGTON



CHILD CARE IN PRIORITY- BSN: ESSEX



CHILD CARE IN PRIORITY- BSN: AMHERSTBURG





DIRECTED GROWTH: EXPANSION

- WINDSOR-ESSEX DIRECTED GROWTH EXPANSION: SPACES
- 4 P'S FOR CHILD CARE DIRECTED GROWTH

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WINDSOR-ESSEX DIRECTED GROWTH EXPANSION: SPACES 2022-2026

Funded through CWELCC, the Ministry of Education led the directed growth plan including the creation of 86,000 **(1,587 spaces allocated for Windsor-Essex)** new high-quality, affordable licensed child care spaces (relative to 2019 levels), predominantly through not-for-profit licensed child care.

| TOTAL SPACE ALLOCATION (1587) | 2022 | 2023 | 2024 | 2025 | 2026 |
|----------------------------------|------|------|------|------|------|
| School Based Spaces | 146 | 288 | | 73 | 171 |
| Community Based Spaces | 134 | * | 266 | 365 | 144 |
| Total Spaces | 280 | 288 | 266 | 438 | 315 |

*50 community spaces were moved from 2023 to 2024

According to the 2023 Canada-Wide Early Learning and Child Care (CWELCC) guidelines, there is a commitment to the protection of for-profit and non-profit child care spaces in the province. The proportion of not-for-profit licensed child care spaces for children age 0 to 5 years, must be maintained at 70% or increased by the end of the CWELCC agreement.

The 4P's for Directed Growth: Purpose, Planning, Priorities & Process



Moving forward, the City of Windsor, Children's Services identified the **4 Ps for Child Care Directed Growth: Purpose, Planning, Priorities and Process** to work towards a successful directed growth plan for the Windsor-Essex community.

4 P'S FOR CHILD CARE DIRECTED GROWTH: PURPOSE



Ontario's Vision for the Canada-Wide Early Learning and Child Care (CWELCC) system is that more families in Ontario have access to high quality, affordable, flexible and inclusive early learning and child care no matter where they live.



As part of the CWELCC Directed Growth Plan, the Ministry of Education (MEDU) identifies the criteria for priority neighbourhoods as follows:

- Low-Income families
- Children with disabilities and children needing enhances or individual supports
- Francophone children
- Indigenous children
- Black children
- Other racialized children
- New Immigrants

DIRECTED GROWTH PAGE | 40

4 P'S FOR CHILD CARE DIRECTED GROWTH: PLANNING



The following data collection was compiled during the creation of the Service System Plan 2020-2025 and has been used as a resource with CWELCC Directed Growth:

- EDI: Early Development Instrument, Cycle 5 2017-2018
- Social Risk Index 2016
- The Journey Together, 2017 (Indigenous Led)
- The OEYCFC Initial Plan (Ontario Early Years Child and Family Centres), 2017
- Child Care Environmental Scan, 2017
- Special Needs Resourcing Funding Review, 2019

In addition to the above data listed, the **Service System Plan** identified the following concerns:

- In the County, child care centres are spread further apart, while supply is similar, access is less convenient
- Infant care appears to be lacking in some areas, particularly in Essex
- 40% of families (almost half) in Amherstburg and Essex reported that they had to use more than one location to meet their child care needs
- Many families with children who have special needs, have to use more than one child care provider
- Lack of extended hours is an issue
- Many parents reported having made employment decisions as a result of child care difficulties, particularly for parents in Forest Glade/Riverside, Amherstburg and Leamington
- Local challenges include lack of high-quality staff and associated staff turnover

Moving Forward...

Reports that have been analyzed to further identify the Priority Neighbourhoods:

Future reports to be analyzed to further identify the Priority Neighbourhoods:

- Knowing Our Numbers (KON), pg. 15
- Statistics Canada, Census 2021, pg. 17
- Social Determinants of Health, Children First, pg. 19
- Autism Reporting, Children First, pg. 20
- Special Needs Resourcing (SNR) Referrals, pg. 21
- Windsor Essex Child Care Expansion Survey, pg. 23
- Windsor Essex Child Care Mapping, pg. 25

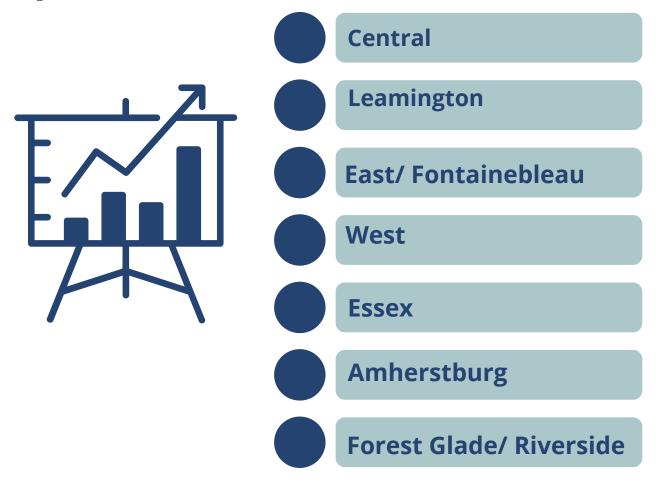
- Knowing Our Numbers (KON) Results
- Indigenous-Led Environmental Scan
- EDI: Early Developmental Instrument, Cycle 6 2022-2023

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4 P'S FOR CHILD CARE DIRECTED GROWTH: PRIORITIES



Priorities have been identified through the planning phase to determine expansion spaces/areas of need based on the best start neighbourhoods. The priority neighbourhoods are identified as:



Dedicated age requirement is set at 0- 6 years; however, we continue to review the needs of school age child care spaces on a regular basis.

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4 P'S FOR CHILD CARE DIRECTED GROWTH: PROCESS



The City of Windsor, Children's Services has taken on a phased process for directed growth child care expansion of current child care locations. Priority will be based on child care centres within Windsor-Essex in the priority neighbourhoods.



Phase 1: Note their interest- Expression of interest application and start up grant application is sent



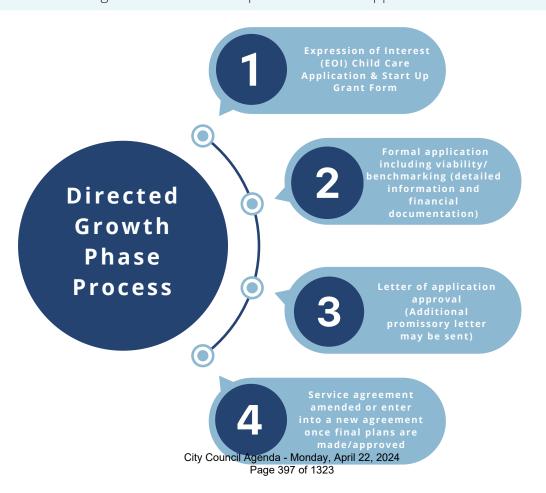
Phase 2: Formal application including detailed information and financial documentation



Phase 3: Letter of application approval sent, additional promissory letter may be sent



Phase 4: Once finalized between parties, service agreement amended or enter into a new agreement once final plans are made/approved



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PRIORITY NEIGHBOURHOODS WITHIN THE CITY

Priority neighbourhoods were determined utilizing the compiled data outlined previously in this document. The top neighbourhoods within the City listed by BSN are identified as: *Central (10), East/Fontainebleau (7), West (6) and Forest Glade/ Riverside (2)*

Central (10)

- Prevalence of low income (LIM-AT)
- SNR Data
- Unemployment Rate
- % Neither English or French
- Lone Parent Families

- EDI Cycle 5
- % No certificate, diploma or degree
- High Population 0-4 years
- % Immigrating 2016-2021
- SNR Referrals

East/ Fontainebleau (7)

- Prevalence of low income (LIM-AT)
- Unemployment Rate
- Aboriginal Identity- Census 2021
- High Population 0-4 years
- Lone Parent Families

- SNR Referrals
- SNR Data

West (6)

- Prevalence of low income (LIM-AT)
- Unemployment Rate
- Aboriginal Identity- Census 2021
- Lone Parent Families
- EDI Cycle 5
- % Immigrating 2016-2021

Forest Glade/ Riverside (2)

- Service System Plan (2020-2025)
- SNR Referral

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PRIORITY NEIGHBOURHOODS WITHIN THE COUNTY

Compiled data summary to determine expansion spaces / areas of need based on the best start neighbourhoods. The top county neighbourhoods are identified as: Leamington (8), Essex (4) and Amherstburg (3)

Leamington (8)

- Prevalence of low income (LIM-AT)
- Highest Population 0-4 years
- High Population 5-9 years
- SNR Referral
- EDI Cycle 5
- % Neither English or French

• % No certificate, diploma or degree

• Service System Plan (2020-2025)

Essex (4)

- Aboriginal Identity- Census 2021
- Child Care flexibility/lack of infant spaces
- Service System Plan (2020-2025)
- SNR Data

Amherstburg (3)

- Aboriginal Identity- Census 2021
- Service System Plan (2020-2025)
- SNR Data

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REFERENCES

- Ontario's Renewed Early Years and Child Care Policy Framework, 2017
- CWELCC Guidelines, June 2023
- Ontario's Access and Inclusion Framework, 2023
- Ontario Child Care Management System (OCCMS) Reporting, 2023
- The Early Childhood Workforce Agreement, 2021
- University of Toronto, Atkinson Centre, Knowing Our Numbers 2023
- Statistics Canada, 2021 Census Data
- Social Determinants of Health, Children First
- Special Needs Resourcing: Queries of Autism, Children First 2019
- Special Needs Resourcing: Referrals, Children First 2022

APPENDIX

A- CYPC Terms of Reference & Membership

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WINDSOR-ESSEX COUNTY CHILDREN AND YOUTH PLANNING COMMITTEE: TERMS OF REFERENCE

The Windsor-Essex County Children and Youth Planning Committee is working to build an effective integrated system of services that supports children and youth, ages birth to 12 years and their families. The committee provides leadership for this process in the form of input, advice and recommendations. This serves to inform the broader system planning as well as planning done by individual agencies/sectors in an effort to integrate services into a system and create a seamless service experience for children, youth and their families.

Vision: All children, youth and families are healthy and valued.

Mission Statement: Through a collaborative, integrated approach, we plan, lead and implement strategies to achieve the best outcomes for children, youth and families in Windsor-Essex County.

Guiding Principles: The following principles guide the work of the Children and Youth Planning Committee:

| Family Centred | Children, youth and families are our priority. They are engaged in |
|----------------|--|
| , | decisions made and plans developed. |
| Respect | We value each other's knowledge and input and commit to treating each |
| | other with integrity and respect. |
| Accountable | We accomplish our work in a professional and transparent manner and |
| | are accountable to families, communities and other planning groups. |
| Strength Based | We plan together for an integrated service system that builds on strengths |
| | of children, youth, families and our community. |
| Responsive | We aspire to create an integrated service system that is responsive to the |
| | changing needs of children, youth and families. |
| Inclusive | We plan for an integrated service system that is uniquely designed to |
| | meet the needs of all children, youth and families and celebrates |
| | differences to foster a sense of belonging. |
| Evidence Based | We plan together for an integrated service system that is evidence based |
| | and outcome focused. |

Outcome

We will achieve the following outcomes for all children, youth and their families:

- Improved quality of life
- Increased integration of services
- Improved access to services and supports
- Increased quality of services and supports
- Increased engagement of stakeholders in service planning

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Structure and Membership

The Windsor-Essex County Children and Youth Planning Committee is comprised of representatives from a diverse cross sector of agencies that reflect the unique composition of our community. Individuals representing agencies at the planning table reflect the mandate of their organization and those individuals representing sectors reflect the views of the sector.

It is the expectation that additional members will join the table as gaps in representation of services for children and youth are identified. The planning table is comprised of (but not limited to) representatives from the following organizations/sectors:

- The City of Windsor, Manager of Children's Services (Chair)
- Parent Representatives
- Data Analysis Coordinator
- Community Engagement Coordinator
- EarlyON Child and Family Centres (City of Windsor and Agency Led)
- Local School Boards (Greater Essex County District School Board, Windsor-Essex Catholic District School Board, Conseil Scolaire de District du Centre-Sud-Ouest, Conseil Scolaire de District des Ecoles Catholiques du Sud-Ouest, John McGivney Children's Centre School Authority)
- Windsor-Essex County Health Unit
- Children First
- John McGivney Children's Centre
- Preschool Speech and Language/Infant Hearing Program (Talk 2 Me)
- Blind Low Vision Program (CNIB)
- Building Blocks for Better Babies
- Ready Set Go
- St. Clair College Early Childhood Education Program Faculty
- United Way Centraide/Windsor-Essex County
- Windsor Public Library
- Essex County Public Library
- City of Windsor Recreation
- Ska:na Family Learning Centre (Indigenous-led Child Care and EarlyON CFC)
- Caldwell First Nation
- Franco-sol (Francophone Child care and EarlyON CFC)
- CAN AM Indian Friendship Centre of Windsor
- Windsor-Essex Children's Aid Society
- City School-Based Child Care Operators
- City Non-School Based Child Care Operator
- County School-Based Child Care Operators
- County Centre-Based Child Care Operator
- Licensed Home Child Care
- Pathway to Potential
- Family Respite Services
- Building Blocks for Better Babies
- Windsor Regional Children's Centre
- The Summit Centre
- Erie St. Clair LHIN
- Multicultural Council of Windsor and Essex County
- Essex Community Care Access Centre
- Workforce Windsor Essex
- Windsor Essex Local Immigration Partnership
- Ministry of Education

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In order to maintain equity in representation, one representative will be identified for each agency/sector, except in cases where an agency has multi-program delivery which requires program specific representation. When unable to attend meetings, the member may name a replacement representative. Sector representation such as child care and EarlyON Child and Family Centre satellites have a two year term and the call for membership goes out to the sector on a bi-annual basis to ensure an inclusive approach.

This committee is chaired by the City of Windsor, Manager of Children's Services.

The Children and Youth Planning Committee has five Networks which report to the main committee. The five Networks include (see organizational chart below):

| Network | Purpose |
|---|--|
| Inclusion Network | The purpose of the Inclusion Network is to give input/advice to the City of Windsor as Consolidated Municipal Service Manager (CMSM) for child care in Windsor/Essex County. This advice will serve to assist in service system management responsibilities for the planning and implementation of services for children with special needs ages 0 – 12 years with a focus on children ages 0 to 5 years, including the transition to services with the Boards of Education. |
| EarlyON Child and Family Centre Network | The purpose of the EarlyON Child & Family Centre Network is to give input/advice to the City of Windsor as the Consolidated Municipal Service Manager (CMSM) with respect to identifying gaps and overlaps of early years services for families with children 0 – 6 years and to |
| Professional Development Network | integrate parenting programs into the early learning and care hubs. The purpose of the Professional Development Network is to give input/advice to the City of Windsor as Consolidated Municipal Service Manager (CMSM) for training opportunities to early childhood educators/caregivers working with children ages 0 to 12 years of age in early learning programs in Windsor/Essex County. Through the CMSM, this committee will also provide advice to the Ministry of Education (MEDU) on issues relative to the needs of early childhood educators/ caregivers providing services to children and their families in our community. |
| Urban Indigenous Early Child Development Network | The purpose of the Urban Indigenous Early Child Development Network will be to give input/advice to the City of Windsor as Consolidated Municipal Service Manager (CMSM) for planning purposes as it relates to child care, EarlyON Child and Family Centres and system integration for children and youth in Windsor/Essex County. Through the CMSM, this network will also provide advice to the Ministry of Education (MEDU) on issues relative to the needs of children and their families in our community. |
| Child Care Network | The purpose of the Child Care Network is to provide input/advice to the City of Windsor as Consolidated Municipal Service Manager (CMSM) for child care and as applicable to the Windsor-Essex County Children and Youth Planning Committee. This advice will serve to assist in service system management responsibilities for the planning and delivery child care funding and child care services. Through the CMSM, this committee will also provide input/advice to the Ministry of Education (MEDU) as applicable. |

Each Network has its own Terms of Reference.

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The chair/those with responsibility for the program area of each of the Networks sits on the Children and Youth Planning Committee. The agenda of the Children and Youth Planning Committee has a standing agenda item for Network reporting. Each of the chairs reports back on the work of the Networks. These updates are usually verbal in nature and they then appear in the minutes of the meeting for others to review. In some cases, the chair of the Network brings a recommendation for approval and/or a document for review and input.

On occasion, a working group or task group is established to work on a specific, time limited task.

Decision Making

It is a clear expectation that all committee members will work cooperatively and collaboratively in decision-making and implementation activities, with a primary focus on broad community needs and the needs of all children and families rather than individual agency interests. Due to this, a consensus decision making model is employed by the planning committee and its networks. If consensus can't be reached, the majority will rule.



Last Revised 2023











Committee Matters: SCM 70/2024

Subject: Rent Supplement Program Expiries and Mitigation Update - City Wide

Moved by: Councillor Fabio Costante Seconded by: Councillor Jo-Anne Gignac

Decision Number: CSSC 237

THAT this updated report from the Coordinator, Housing Administration & Policy and the Social Housing Analyst dated February 16, 2024 entitled "Rent Supplement Program Expiries and Mitigation Update - City Wide" **BE RECEIVED**; and further,

THAT the Executive Director, Housing and Children's Services **BE AUTHORIZED** to pursue additional funding opportunities, and take action as required to reduce the amount of funding that may be requested from the municipal tax base; and further,

THAT the Commissioner, Human and Health Services **BE AUTHORIZED** to **APPROVE** and **SUBMIT** applications and related submissions and amendments to secure operating funding for the purpose of extending expiring rent supplement/housing allowance households, beyond their March 31, 2024 expiry, if in core housing need and at risk of homelessness without the assistance of a rent subsidy/housing benefit; and further,

THAT the City Clerk and Chief Administrative Officer and City Clerk **BE AUTHORIZED** to **EXECUTE** any Agreements and related documents, amendments and/or extensions related to operating funding for the purpose of extending rent supplement households beyond their March 31, 2024 expiry, if in core housing need and at risk of homelessness without the assistance of a rent subsidy/housing benefit, provided the Funding Agreements and any related documents, amendments and/or extensions are in a form satisfactory to the City Solicitor, satisfactory in financial content to the City Treasurer, and technical content to the Commissioner of Human and Health Services, provided that any agreements do not exceed the funding in the approved City budget in each respective year; and further,

THAT for the duration of the rent supplement/housing allowance/housing benefit programs the Commissioner of Human and Health Services **BE AUTHORIZED** to submit any necessary reports and documents required by the respective provincial and/or federal ministry and/or other funder(s) to remain in compliance with mandatory reporting requirements under the program(s) provided they are satisfactory in financial content to the City Treasurer or designate, and in technical content to the Executive Director, Housing and Children's Services; and further,

THAT the Executive Director, Housing & Children's Services **REPORT BACK** on the outcome of the expiring rent supplement and any other mitigation strategies post completion.

Carried.

Report Number: S 31/2024 Clerk's File: GH/14271

Clerk's Note:

- 1. The recommendation of the Community Services Standing Committee and Administration are the same.
- 1. Please refer to Item 8.4 from the Community Services Standing Committee held on March 6, 2024.
- 2. To view the stream of this Standing Committee meeting, please refer to:

 https://csg001-harmony.sliq.net/00310/Harmony/en/PowerBrowser/PowerBrowserV2/20240

 306/-1/9472



Council Report: S 31/2024

Subject: Rent Supplement Program Expiries and Mitigation Update - City Wide

Reference:

Date to Council: March 6, 2024

Author: Jolayne Susko

Coordinator, Housing Administration & Policy

(519) 255-5200 ext. 6278 jsusko@citywindsor.ca

Mike Deimling
Social Housing Analyst
(519) 255-5200 ext. 5358
mdeimling@citywindsor.ca
Housing and Children's Services
Report Date: 2/16/2024
Clerk's File #: GH/14271

To: Mayor and Members of City Council

Recommendation:

THAT this update report from the Coordinator, Housing Administration & Policy and the Social Housing Analyst regarding Rent Supplement Expiries and Mitigation Efforts **BE RECEIVED**; and further,

THAT the Executive Director, Housing and Children's Services **BE AUTHORIZED** to pursue additional funding opportunities, and take action as required to reduce the amount of funding that may be requested from the municipal tax base; and further,

THAT the Commissioner, Human and Health Services **BE AUTHORIZED** to **APPROVE** and **SUBMIT** applications and related submissions and amendments to secure operating funding for the purpose of extending expiring rent supplement/housing allowance households, beyond their March 31, 2024 expiry, if in core housing need and at risk of homelessness without the assistance of a rent subsidy/housing benefit; and further,

THAT the City Clerk and Chief Administrative Officer and City Clerk **BE AUTHORIZED** to **EXECUTE** any Agreements and related documents, amendments and/or extensions related to operating funding for the purpose of extending rent supplement households beyond their March 31, 2024 expiry, if in core housing need and at risk of homelessness without the assistance of a rent subsidy/housing benefit, provided the Funding Agreements and any related documents, amendments and/or extensions are in a form

satisfactory to the City Solicitor, satisfactory in financial content to the City Treasurer, and technical content to the Commissioner of Human and Health Services, provided that any agreements do not exceed the funding in the approved City budget in each respective year; and further,

THAT for the duration of the rent supplement/housing allowance/housing benefit programs the Commissioner of Human and Health Services **BE AUTHORIZED** to submit any necessary reports and documents required by the respective provincial and/or federal ministry and/or other funder(s) to remain in compliance with mandatory reporting requirements under the program(s) provided they are satisfactory in financial content to the City Treasurer or designate, and in technical content to the Executive Director, Housing and Children's Services; and further,

THAT the Executive Director, Housing & Children's Services **REPORT BACK** on the outcome of the expiring rent supplement and any other mitigation strategies post completion.

Executive Summary:

N/A

Background:

The City of Windsor is the Service Manager with respect to Social and Affordable Housing for the City of Windsor and the County of Essex. The City administers several affordable housing programs funded municipally, as well as provincially and federally, including Rent Supplement (RS) and Housing Allowance (HA) Programs.

These programs provide rental assistance to low-income households living in private rental accommodations, and in social and affordable market housing units in Windsor and Essex County. A portion of these programs are municipally funded through a shared contribution agreement between the City of Windsor (as Service Manager) and the County of Essex since the devolution of social housing in 2001. In addition, the federal and provincial governments have provided RS/HA funding under time-limited housing program funding envelopes such as, Investment in Affordable Housing (IAH and IAH-E), Social Infrastructure Fund (SIF) and Ontario Priorities Housing Initiative (OPHI).

RS/HA(s) have not only benefited low-income households in Windsor and Essex County but have also assisted social and/or affordable housing landlords in our communities with their housing project's financial viability by providing RS/HA(s) to a specific number of qualifying tenants and as a means of expanding affordable housing options in our communities for years.

In 2020, Housing Services began actively working with RS/HA Program Administrators on a rent supplement expiry mitigation strategy. In November 2021, approximately \$3.29 million was being allocated to RS/HA(s) assisting on a monthly basis approximately 500-549 households throughout Windsor and Essex County.

Rent Supplement Program Expiries and Mitigation Strategy and Updates were brought forward to Council on January 5, 2022 (Council Report: S 144/2021; CR 36/2022) and April 11, 2022 (Council Report: C 51/2022), respectfully and captured mitigation efforts through March 31, 2023.

The remaining programs outlined in the above noted report to Council (S144/2021), set to expire March 31, 2024 which are funded under the Investment in Affordable Housing-Extension (IAH-E), Social Infrastructure Funding (SIF) and Ontario Priorities Housing Initiative (OPHI) represent 274 units. At that time, annual funding for the 274 households totaled approximately \$1.731 million per year.

Discussion:

Since 2020, Housing Services in conjunction with efforts of RS/HA Administrators have successfully reduced the number of households requiring mitigation after March 31, 2024 from 274 to 171. Table 1 provides a summary of the funding programs associated with the March 31, 2024 RS/HA expiries as well as, the number of households, approximate annualized subsidy and populations served for each of the 171 remaining households.

Table 1: Expiring Rent Supplement Programs Set to Expire on March 31, 2024

| | | No. of | Estimated |
|---------------------------------|--------------------------------|-----------|-------------|
| Program Name | Populations | House- | Annual |
| | Served | holds (at | Subsidy (at |
| | | Dec 23) | Dec 2023) |
| Investment in Affordable | In crisis, homeless, seniors, | 126 | \$958,000 |
| Housing (Ext) (IAHE) | survivors of domestic | | |
| | violence, working poor | | |
| IAHE – Social Infrastructure | seniors, youth | 33 | \$165,000 |
| Funding (SIF) | | | |
| SIF – Anti-Human Trafficking | Survivors of human | 8 | \$77,000 |
| (SIF-AHT) | trafficking | | |
| Ontario Priorities Housing | Homeless and/or at-risk-of- | 4 | \$30,000 |
| Initiative (OPHI – HA) - Yearly | homelessness | | |
| allocation | | | |
| ESTIMATED UNFUNDED RS | ESTIMATED UNFUNDED RS/HA TOTAL | | |

Late in 2022 our priority and efforts began to focus on the mitigation efforts for these RS/HA households with a RS/HA set to expire on March 31, 2024. As part of our ongoing mitigation strategy and efforts, all expiring RS/HA households have been notified of the expiry in writing and advised on required action(s) in order to be considered for an alternate benefit such as, a Canada Ontario Housing Benefit (COHB), Windsor Essex Housing Benefit (WEHB), Rent-Geared-to-Income (RGI) unit. Each expiring RS/HA participant must be on and/or eligible to be on, the Community Housing Registry-Windsor Essex County's (CHR-WEC) centralized waitlist to be considered eligible for an alternate housing benefit option.

Housing Services identified the following options to offset the identified RS/HA funding shortfalls (in order of preference) understanding that not all options are available to all expiring RS/HA households:

- Rent Geared to Income (RGI) Assistance— A small number of the RS/HA recipients reside in market units within social housing buildings; therefore, the service manager is able to provide approval for a conversion (PII Market to RGI) of these RS units to RGI subsidized units funded within the City of Windsor Housing Services base budget allocation.
- Commercial/Municipal Rent Supplement Programs The City of Windsor administers and funds a number of municipally funded legacy rent supplement programs, which form part of the City's legislative service levels under the *Housing Service Act*. A limited amount of annualized funding is available in these program budgets. Costs associated with these legacy social housing programs are also cost shared with the County of Essex.
- Homelessness Prevention Program (HPP) This consolidated annual provincial funding envelop was introduced in 2022, combining Community Homelessness Prevention Initiative (CHPI) funding with Strong Communities Rent Supplement Program (SCRSP) funding envelop providing affordable housing and support services for people at risk of or experiencing homelessness and offering stability for long-term SCRSP households beyond the program's original planned expiry of March 31, 2023.
- Windsor Essex Housing Benefit (WEHB) The WEHB program was introduced as a 2020 operating budget issue (#2020-0230) and approved by City Council on January 27, 2020 (Decision #B55/2020) and was further presented to Council on June 1, 2020 (Council Report: S 73/2020; CR274/2020). Additional funding was approved by Council in the following two years on Budget issue's 2021-0107 and 2022-0035. A total Gross funding of \$750,000 was approved in the three years. Unlike other forms of housing assistance (e.g. rent-geared-to-income, rent supplement), the WEHB is tied to the household and not a physical housing unit, allowing the benefit to move with the household within Windsor and Essex County. The WEHB is a monthly benefit paid directly to eligible low-income households to bridge the gap between affordable rent (roughly 30 percent of income) and average market rent. Housing Services has requested a budget carry forward of the City's share of unused WEHB funding in 2023 in order to mitigate the remaining expiring RS/HA's that are scheduled to end on March 31/2024.
- Canada-Ontario Housing Benefit (COHB) The COHB is a monthly benefit paid directly to eligible low-income households that is provincially & federally cost shared. Eligible applicants will receive a monthly benefit based on the difference between the greater of 80% of the COHB Program's Average Market Rent (AMR) for the Windsor Essex service area or shelter cost up to 100% of AMR and 30% of their Adjusted Family Net Income (AFNI). Like the WEHB, the COHB is tied to the household and not a physical housing unit and allows the benefit to move with the household within the Province of Ontario.

At this time, Housing Services has **no** information about a Windsor-Essex COHB allocation for 2024-2025 year (and beyond). Should an allocation of COHB be announced by MMAH, this program funding would continue to be provided as an alternative funding program to support the expiring RS/HA households where deemed an appropriate replacement.

- Canada Ontario Community Housing Initiative (COCHI) RS Program Introduced as part of the Community Housing Renewal Strategy (CHRS) in 2019 COCHI funding is to be used to protect affordability for households in social housing, to support the repair and renewal of existing social housing supply, and to expand the supply of community housing over time. Rent supplements, which are paid to the landlord on behalf of a household, to support social and/or community housing are an allowable operating expense under the program. At the time of writing this report, no funding allocations beyond March 31, 2025 have been announced.
- Ontario Priorities Housing Initiative (OPHI) RS/HA Program Introduced as part of the Community Housing Renewal Strategy (CHRS) in 2019 OPHI funding is to be used to address local housing priorities, including affordability, repair and new construction. The City has been notified of a 2024-2025 OPHI funding allocation of \$2 million. To date, a pre-commitment of up to \$150,000 has been planned for RS/HA expiry mitigation efforts.

For reference, CHRS Programs were announced as nine-year program funding and scheduled to end in 2027-2028 i.e., March 31, 2028. At the time of writing this report, no funding allocations beyond March 31, 2025 have been announced.

• City of Windsor / County of Essex Operating Budget – Housing Services was approved a one-time allocation of up to \$200,000 from the Budget Stabilization Reserve (BSR) as part of the approved 2024 budget (BI 2024-0036), to fund any potential shortfall associated with the March 31, 2024 expiry of provincially funded RS/HA households after all alternative sources of funding (detailed above) have been explored and maximized. This funding will be used to temporarily fund a portion of the RS/HA's that are expiring until a decision is made on the budget carry forward request.

Alternate housing benefit offers and/or assignments for expiring rent supplement households are based on each household's unique circumstances (e.g., rental address, CHR application date) and include the following:

- A RGI offer
- RGI conversions in place for expiring RS/HA households renting a market unit with a social housing provider/geared to income property as a rent subsidized market renter (i.e. PII Market to RGI)
- Conversions to an alternate housing benefit program (COHB, WEHB). In determining appropriate alternate housing benefit program conversions, Housing Services created a COHB and WEHB benefit estimator and with the assistance of Rent Supplement Administrators gathered unique household information (annual income, total rental cost, household size etc.) for each expiring RS/HA household.

Using the populated estimators, Housing Services proceeded to estimate each household's COHB and WEHB, and using this data assigned housing benefit conversions whereby households would not be paying more than 30% of their income for rent.

There have also been households who have left expiring RS/HA programs naturally for a variety of reasons e.g., deceased, moved out, increased to market rent.

Risk Analysis:

Housing Services is confident that as a result of the ongoing mitigation efforts all expiring rent supplement households will have the ability to transfer to a replacement housing benefit, maintaining their housing affordability at a target of no more than 30% of their household income. Although mitigation efforts have been successful to date, there continues to be a moderate risk to households, as the majority of newly assigned benefits or alternate benefit options being considered for mitigation are based on annualized funding allocations. As noted in Table 2, one-time municipal funding sources are being applied to bridge our mitigation efforts for 2024-25. Housing Services will be required to prioritize future provincial and federal funding sources to further mitigate. Without annualized committed funding there is the potential that it may result in evictions and ultimately homelessness for some of these households. The Executive Director of Housing and Children's Services continues to lobby and advocate for replacement funding at Ministry forums and tables in order to support expiring RS/HA mitigation efforts.

Climate Change Risks

Climate Change Mitigation:

N/A

Climate Change Adaptation:

N/A

Financial Matters:

As at December 2023, 171 RS/HA units remain under programs expiring on March 31, 2024. The cost of funding the remaining 171 RS/HA units approximates \$1.23 million per year. These expiring RS/HA programs represent various programs which are delivered through an authorized RS Administrator (service agreement with the City) to offer a set number of rent supplements based on a fixed funding allocation.

These RS/HA units have been delivered through Investment in Affordable Housing Program Extension (IAHE), Social Infrastructure Fund (SIF) and Ontario Priorities Housing Initiative (OPHI) funding. As a result of the pending expiry of program funding under these RS/HA programs, Housing Services placed a pause on attrition/turnovers and actions outlined above have been undertaken to transition eligible households into an alternative housing benefit program prior to the March 31, 2024 program expiry or effective April 1, 2024.

Projection - RS/HA subsidies - April 2024 and forward

Housing Services is expecting through planned mitigation efforts to successfully mitigate all March 31/2024 expiring RS/HA units providing that the WEHB carry forward request is approved. Table 2 depicts all of the expiring RS/HA programs and identifies funding sources to assist with the overall RS/HA expiry mitigation efforts.

Table 2: Identified Funding Sources to Mitigate RS/HA's - Effective April 1, 2024

| | Units | Dollars (\$) |
|---|-------|--------------|
| Funding Available @ April 1, 2024: | | |
| HPP - Funded by Province (annualized) | | \$1,327,000 |
| COCHI – RS – funded by Province (one-time) | | \$ 150,000 |
| Sub-total Approved Funding: | | \$1,477,000 |
| One-time 2023 WEHB Budget Carry Forward Funding (Pending Council Approval) | | \$ 484,000 |
| Total Available Funding (Pending Council Approval): | | \$1,961,000 |
| Less Estimated RS/HA Unit Costs: | | |
| HPP conversions | 133 | \$ 810,000 |
| March 31, 2024 Expiring RS/HA Funded Units (see Table 1) | 171 | \$1,230,000 |
| Estimated # of Households to be Transferred to an alternate housing benefit | (53) | (\$ 156,700) |
| Estimated Annual Cost subtotal*: | 251 | \$1,883,300 |
| Net Surplus/(Deficit) Impact ** | | \$ 77,700 |

^{*}The estimated costs may increase if a household is forced to move to a unit with a higher rental cost.

Housing Services receives a municipally funded (City/County) allocation of \$750,000 yearly to provide a Windsor Essex Housing Benefit (WEHB) to recipients in Windsor-Essex. Current take-up of this program is 88 households at a cost of \$675,000 per year.

At the end of 2023, an estimated Gross municipal WEHB budget surplus of approximately \$484,000 (City share \$ 313,031, County share \$170,969) was realized. This projected WEHB program surplus was the result of utilizing IAH-E and SIF provincial program funding first (expiring March 31, 2024) to cover the WEHB program costs for the period April 2023 to December 2023. To assist with the mitigation effort, Housing Services has requested a one-time budget carry forward of the City's share of the unused 2023 WEHB funding to alleviate the impact on 2024 expiring RS/HA(s) participant households. If approved, the one-time budget carryover funding would help to mitigate the remaining expiring RS/HA recipients for 2024-25. This request will be brought forward in a future council report.

^{**} It should be noted this projected net surplus is subject to change and has the potential to decrease if, for example, a RS/HA household is forced to move to a unit with a higher rent. An additional \$200,000 was approved for one-time Budget Stabilization Reserve (Budget Issue 2024-0036) funding as part of the 2024 municipal budget (not included in the chart). This amount will only be drawn upon should other potential sources of funding not be realized.

In addition to the above, Housing Services requested and was approved for one-time funding from the Budget Stabilization Reserve (BSR) (Budget Issue 2024-0036) as part of the 2024 municipal budget in the amount of up to \$200,000. This funding will only be drawn upon should other potential sources of funding not be realized.

Consultations:

Nancy Jaekel, Financial Planning Administrator

Kelly Goz, Manager Homelessness and Housing with Supports

Jennifer Tanner, Manager Homelessness and Housing with Supports

Kate Tracey, Senior Legal Counsel

Conclusion:

The current demand for affordable housing continues to exceed the supply for all municipalities in the Windsor Essex service area. Housing Services and RS Program Administrators will continue mitigating strategy efforts seeking to find a more permanent replacement affordable housing benefit for households currently mitigated with one-time unsecured permanent funding.

The mitigation efforts associated with maintaining a housing benefit for RS/HA households funded under housing funding programs expiring March 2024 continues to limit Housing Services ability to assist new households with a rent supplement as all available resources have gone into saving housing allowances for our existing RS/HA households.

Planning Act Matters:

N/A

Approvals:

| Name | Title |
|--------------------------------|---|
| Jolayne Susko | Coordinator, Housing Administration & Policy |
| Mike Deimling | Social Housing Analyst |
| Kirk Whittal | Executive Director, Housing and Children's Services |
| Andrew Daher | Commissioner Human and Health Services |
| Tony Ardovini | On behalf of Commissioner, Finance & City Treasurer |
| Dana Palladino | Commissioner, Corporate Services (A) |
| Ray Mensour for Joe Mancina | Chief Administrative Officer |

Notifications:

| Name | Address | Email |
|---|---------|-------|
| Windsor Essex Community | | |
| Housing Corporation | | |
| Housing Information Services | | |
| Assisted Living Southwestern Ontario | | |
| Windsor Homes Coalition | | |
| T.W.C. Development | | |
| Corporation | | |
| WECEN | | |
| Family Services Windsor Essex | | |
| Community Living Essex | | |
| Windsor Essex Brokerage for Personal Supports | | |
| | | |
| House of Sophrosyne | | |
| County of Essex; CAO | | |

Appendices:

1 Appendix A - C85 2022 Rent Supplement Expiries and Mitigation Update Report



Council Report: C 85/2022

Subject: Rent Supplement Program Expiries and Mitigation Update -**City Wide**

Reference:

Date to Council: July 6, 2022 Author: Jolayne Susko Coordinator, Housing Administration & Policy (519) 255-5200 ext. 6278 jsusko@citywindsor.ca Housing and Children's Services Report Date: May 9, 2022

Clerk's File #: GH/14271

To: Mayor and Members of City Council

Recommendation:

THAT this update report from the Executive Director of Housing and Children's Services regarding Rent Supplement Expiries and Mitigation Efforts BE RECEIVED FOR INFORMATION.

Executive Summary:

N/A

Background:

The City of Windsor is the Service Manager with respect to Social and Affordable Housing for the City of Windsor and the County of Essex. The City administers a number of affordable housing programs funded municipally, as well as provincially and federally, including Rent Supplement (RS) and Housing Allowance (HA) Programs.

The programs provide rental assistance to low-income households living in private rental accommodations, and in social and affordable housing units in Windsor and A portion of these programs are municipally funded through a shared contribution agreement between the City of Windsor (as Service Manager) and the County of Essex since the devolution of social housing in 2001. In addition, the federal and provincial governments have provided RS/HA funding under time-limited housing program funding envelopes such as, Investment in Affordable Housing (IAH and IAH-E), Social Infrastructure Fund (SIF) and Ontario Priorities Housing Initiative (OPHI).

RS/HA(s) have not only benefited low-income households but have also assisted social and/or affordable housing landlords with their housing project's financial viability by providing RS/HA(s) to a specific number of qualifying tenants.

Windsor Essex has offered RS/HA programs as a means of expanding affordable housing options in our community for years. As of November 2021, approximately \$3.29 million was being allocated to RS/HA(s) assisting on a monthly basis to approximately 500-549 households throughout Windsor and Essex County.

The funding programs for RS/HA(s) have been long standing and considered quasipermanent funding by recipients, their Program Administrators and the community support agencies, ALSO, Community Living Essex County, Windsor Essex Brokerage for Personal Supports, as examples.

Discussion:

In 2020, Housing Services began actively working with RS/HA Program Administrators on a rent supplement expiry mitigation strategy and through these efforts the majority of households with a RS/HA expiring March 31, 2022 successfully transitioned to an alternate benefit for example, a Windsor Essex Housing Benefit (WEHB) or Rent Geared to Income (RGI). Mitigation efforts continue for households with RS/HA(s) expiring on March 31, 2023 and March 31, 2024.

All expiring RS/HA households are notified of the expiry in writing and advised on required action(s) in order to be considered for an alternate benefit such as a Canada Ontario Housing Benefit (COHB), Windsor Essex Housing Benefit (WEHB) or Rent-Geared-to-Income (RGI) unit. Each participant must be on and/or eligible to be on, the CHR-WEC's centralized waitlist to be considered eligible for these three alternate housing subsidy options. All expiring rent supplement participants have been offered Priority II status on the CHR-WEC's centralized waitlist and the participant's date of application goes back to their original application date; understanding RGI units and the WEHB must be offered from the centralized waitlist in order of priority.

Further to the Rent Supplement Program Expiries and Mitigation Strategy report presented to Council on January 5, 2022 (Council Report: S 144/2021; CR 36/2022) the following is a status update on rent supplement/housing allowance RS/HA expiries and mitigation efforts:

| Program Name | Populations Served | Expiry Date | No. of Households (at September 2021) | Approx. Annual Subsidy | Mitigation/ Funding Program Replacement as of May 2022 |
|---|---|----------------|---|------------------------------|---|
| Investment in Affordable Housing (IAH) | In crisis, homeless, persons with disabilities, seniors, survivors of domestic violence, working poor | Mar-31-2022 | 82 | \$460,000 | Majority funded with municipally funded housing benefit program (WEHB) and RGI |

Rent supplement administrators actively worked with each RS/HA household with a rent supplement agreement expiring on March 31, 2022 (82 households; Investment in Affordable Housing (IAH)), assessing the value of each alternate housing option so households were able to make an informed choice on an alternate benefit.

The 82 households with Investment in Affordable Housing (IAH) RS/HA's expiring March 31, 2022 were mitigated over the course of 2021-22 as follows:

- 47 households converted to WEHB
- 2 households were deemed eligible for a WEHB < \$25 therefore, no benefit issued
- 4 households with WEHB applications in process/outstanding paperwork
- 16 households were housed RGI
- 2 recipient's deceased
- 2 households moved out of province/moved in with family
- 5 households voluntarily withdrew
- 1 household evicted
- 1 household converted to IAH-E RS/HA expiring March 31, 2024 due to an administrative error
- 2 households no response to mitigation efforts

| Program Name | Populations Served | Expiry Date | No. of Households (at September 2021; April 2022) | Approx. Annual Subsidy (at September 2021; April 2022) | Mitigation/ Funding Program Replacement as of May 2022 |
|--|---|---|--|--|---|
| Strong Communities Rent Supplement (SCRSP) | persons with disabilities, seniors, working poor | SCRSP Mar-31-2023; HPP 22-23 annualized funding | 195; 190 | \$1,164,000; \$1,115,000 | Funded through Mar 2023 with new Housing and Homelessness Program which is annualized funding (HHP; announced March 7/2022) |

As reported to council on April 11, 2022 (Council Report: C 51/2022), in March 2022 the Ministry of Municipal Affairs and Housing (MMAH) announced the new Homelessness Prevention Program (HPP) which came into effect starting April 1, 2022. HPP is a consolidation of three funding programs, including Strong Communities Rent Supplement Program (SCRSP).

The HPP recognizes the importance and integral part SCRSP RS/HA(s) play within the affordable housing system and addresses the significant concerns raised regarding the program's scheduled end on March 31, 2023 by continuing to fund this program through this new consolidated annualized funding allocation until such time the HPP program is modified or terminated. The conversion of SCRSP to HPP, equates to approximately \$1.18 million in annual funding allowing the continuance of funding for approximately 195 RS/HA households, wherein many of the households assisted require supportive housing as a result of their physical and/or cognitive needs. Thereby, mitigating some of the risks associated with expiring RS/HA funding programs.

| Program Name | Populations Served | Expiry Date | No. of Households (at September 2021; April 2022) | Approx. Annual Subsidy (at September 2021; April 2022) | Mitigation/ Funding Program Replacement as of May 2022 |
|--|--|--|--|--|--|
| Investment in Affordable Housing (Ext) (IAHE) | In crisis, homeless, seniors, survivors of domestic violence, working poor | Mar-31-2024 | 203; 176 | \$1,400,000; \$1,264,000 | Mitigation efforts underway |
| IAHE – Social Infrastructure Funding (SIF) | seniors, youth | Mar-31-2024 | 48; 42 | \$190,000; \$208,000 | Mitigation efforts underway |
| SIF – Anti-Human Trafficking (SIF- AHT) | Survivors of human trafficking | Mar-31-2024 | 17; 14 | \$111,000; \$112,600 | Mitigation efforts underway |
| Ontario Priorities Housing Initiative (OPHI – HA) (yearly allocation) | Homeless and/or at-risk-of- homelessness | Originally scheduled to expire Mar-31-2022, funding extended through Mar-31-2023 | 6; 6 | \$30,000; \$50,000 | Funding through March 31, 2023 with 2022-23 OPHI funding. Mitigation efforts underway |
| ESTIMATED UNF | UNDED RS/HA TO | TAL | 274; 238 | \$1,731,000; \$1,634,600 | |

The programs expiring March 31, 2024 were offered as extension/companion programs to the provincially funded IAH program RS/HA programs which expired March 31, 2022 and assist specific populations with their affordable housing needs. At the writing of this report, these specific programs are not being extended and no replacement funding announcements have been made to offset the March 31, 2024 expiring programs. Therefore, Housing Services as Service Manager has paused offering new RS/HA's on attrition/turnovers in these expiring programs and is actively working with RS/HA Program Administrators to determine next steps to mitigate and assist RS/HA recipient households with

their transition to an alternative housing benefit/assistance program on or before the March 31, 2024 program expiry.

Risk Analysis:

There continues to be a critical risk to RS/HA households linked to an expiring RS/HA funding agreement requiring immediate, significant and ongoing action to mitigate the negative effect the loss of subsidies will have on the housing affordability for these households, which may result in evictions and ultimately homelessness for some of these households.

Ongoing efforts with RS/HA households with an expiring RS/HA will need to be made to assist them in navigating and applying for a replacement housing benefit, understanding a replacement benefit may not provide the same level of subsidy as their expiring subsidy/allowance. There is also significant risk there may not be a replacement subsidy available for all households experiencing this loss as future funding allocations are unknown and/or may not meet the demand. Furthermore, the loss of RS/HA funding continues to have an impact on our ability to assist new households in Windsor-Essex seeking assistance with their affordable housing need.

The Executive Director of Housing and Children's Services will continue to advocate for replacement funding at Ministry forums and tables and continue to support expiring RS/HA mitigation efforts.

Climate Change Risks

Climate Change Mitigation:

N/A

Climate Change Adaptation:

N/A

Financial Matters:

The City of Windsor, as Service Manager for Windsor-Essex, is responsible for delivering a number of RS/HA programs in the service area. Funding allocations to operate and administer these programs form part of the Housing Services ongoing annual provincial operating budgets and HPP provincial budget.

As noted in the body of the report, RS/HA programs that expired as of March 31, 2022 have been mitigated and the affected households have been transferred, for the most part, to an alternative housing benefit program such as, WEHB and RGI.

The balance of the expiring RS/HA programs represent programs where a rent supplement administrator is authorized through a service agreement with the City to offer a set number of rent supplements based on a fixed funding allocation.

The remaining RS/HA programs, by expiry date and the updated potential budget effect, are as follows:

Expiry - March 31, 2023

Program: Homelessness Prevention Program (HPP)

- formerly Strong Communities Rent Supplement Program (SCRSP)

Funding Allocation: \$ 1.118 million / year

Current Take-up: 190 units; Yearly Subsidy: \$ 1.115 million/year

As noted above, in March 2022 the Province announced the consolidation of three funding programs into the Homelessness Prevention Program (HPP). With the introduction of the HPP, the SCRSP was effectively terminated March 31, 2022 and the yearly funding allocation of \$1.118 million became a component of this new program allocation. Housing Services will continue to fund SCRSP RS/HA households through to the original SCRSP expiry date of March 31, 2023. Housing Services and Homelessness and Housing with Supports staff are working to design and deliver a RS/HA program under the new HPP program. Every effort will be made to successfully mitigate RS/HA tenancies set to expire on March 31, 2023 by continuing to fund households under the HPP program or transition them to an alternate housing benefit/assistance program e.g., WEHB, COHB, RGI. The HPP is a provincially funded program with no additional costs to the City or County.

Expiry – March 31, 2024

Program: Investment in Affordable Housing Extension (IAHE)

Funding Allocation: \$ 8.02 million; Period: 2015 – 2024

Current Take-up: 176 units; Yearly Subsidy: \$ 1.264 million/year

Program: Social Infrastructure Fund (SIF-IAHE)

Funding Allocation: \$ 1.0 million; Period: 2016 - 2024 Current Take-up: 42 units; Yearly Subsidy: \$ 208,000/year

Program: Social Infrastructure Fund – Anti Human Trafficking

(SIF/IAHE/AHT)

Funding Allocation: \$ 568,000; Period: 2018 - 2024

Current Take-up: 14 units; Yearly Subsidy: \$ 112,600/year

As of the writing of this report, the above programs have not been extended and no replacement funding announcements have been made to offset the March 31, 2024 expiring programs. Should the Service Manager choose to consider funding programs expiring March 31, 2024, the municipal cost, based on current take-up, is estimated to be \$1.6 million annually (\$1.0 million City).

Consultations:

Mike Deimling, Social Housing Analyst

Nancy Jaekel, Financial Planning Administrator

Conclusion:

The current demand for affordable housing continues to exceed the supply for all municipalities in the Windsor Essex service area. The expiry of RS/HA funding envelopes over the course of the next two years has the potential to increase affordable housing demand, evictions and homelessness by approximately 270 RS/HA households which are currently in receipt of an expiring rent supplement. Housing Services and program administrators will continue the mitigating strategy efforts to find these households a replacement affordable housing benefit but at this time, the demand continues to exceed available funding.

Planning Act Matters:

N/A

Approvals:

| Name | Title |
|----------------|---|
| Jolayne Susko | Coordinator, Housing Administration & Policy |
| Nancy Jaekel | Financial Planning Administrator |
| Kirk Whittal | Executive Director, Housing and Children's Services |
| Debbie Cercone | Acting Commissioner Human and Health Services |
| Joe Mancina | Commissioner, Corporate Services CFO/City Treasurer |
| Onorio Colucci | Acting Chief Administrative Officer |

Notifications:

| Name | Address | Email |
|--|---------|--------------------------------|
| Housing and Homelessness Advisory Committee (HHAC; Clerks to send) | | |
| Windsor Essex Community Housing Corporation | | jsteele@wechc.com |
| Housing Information Services | | angelidis@lscdg.com |
| Assisted Living Southwestern Ontario | | RalphGanter@alsogroup.org |
| Windsor Homes Coalition | | angela@wfhcp.com |
| Mariner's Co-operative Housing Development | | marinerscoop@outlook.com |
| Frank Long Co-op | | FrankLong@cogeco.ca |
| Ryegate Co-op Homes | | ryegate@bellnet.ca |
| T.W.C. Development Corporation | | mderikx@sympatico.ca |
| WeFIGHT | | gilberts@lao.on.ca |
| PCCWA | | Margaret.pccaow@cogeco.net |
| Family Services Windsor Essex | | jzuk@fswe.ca |
| Community Living Essex | | karen@communitylivingessex.org |
| Windsor Essex Brokerage for Personal Supports | | colleen@webps.ca |
| House of Sophrosyne | | Karen.waddell@sophrosyne.ca |
| County of Essex; CAO County of Essex | | mgalloway@countyofessex.ca |

Appendices:

N/A



Committee Matters: SCM 71/2024

Subject: 2024 Ministry of Education (MEDU)- Child Care, EarlyON Child and Family Centres and Canada Wide Early Learning and Child Care (CWELCC) Funding Update

Moved by: Councillor Renaldo Agostino Seconded by: Councillor Jo-Anne Gignac

Decision Number: CSSC 238

THAT the report of the Manager of Children's Services dated February 16, 2024 entitled "2024 Ministry of Education (MEDU)- Child Care, EarlyON Child and Family Centres and Canada Wide Early Learning and Child Care (CWELCC) Funding Update" **BE RECEIVED**; and further,

THAT the City Clerk and the Chief Administrative Officer **BE AUTHORIZED** to execute Ministry of Education (MEDU) Service Agreements and any amendments for 2024 and subsequent years on behalf of the City for the delivery of Child Care and Child and Family Support Programs including EarlyON Child and Family Centres (EarlyON CFC) in accordance with the City's legislated obligations as determined by the Ministry of Education. Authorization would be subject to approval as to the technical content by the Human and Health Services Commissioner, as to the legal form by the City Solicitor and as to financial content by the City Treasurer, at a cost not to exceed the funding allocation provided by Ministry of Education or as allocated in the approved City budget in each respective year; and further,

THAT the Human and Health Services Commissioner **BE AUTHORIZED** to sign Grant Letters for 2024 and subsequent years, on behalf of the City for the delivery of child care and family support programs in accordance with the City's legislated obligations as determined by the Ministry of Education. Authorization would be subject to approval as to the technical content by the Executive Director of Housing & Children's Services, as to the legal form by the City Solicitor and as to financial content by the City Treasurer, and subject to no municipal contribution being required; and further,

THAT City Council **AUTHORIZE** the Executive Director of Housing & Children's Services to approve administrative reports as required by the Ministry, and where reports contain financial matters or where the Ministry requires the City Treasurer to attest to financial reports (examples listed below), that the City Treasurer, or designate, also **BE AUTHORIZED** to sign:

- Annual Transfer Payment Budget Submission
- Memorandums of Understanding

- Financial Reports (Interim, Financial Statement, Amendments, and other financial reports specified from time to time by the Ministry)
- Attestations & Declarations
- Year End Financial Reports/ (Transfer Payment Annual Reconciliation)
- Administrative Reports as specified from time to time by the Ministry; and further,

THAT the City **ENTER INTO** Purchase of Service Agreements with licensees, agencies and/or school boards as determined by the Human and Health Services Commissioner; and further,

THAT the Human and Health Services Commissioner **BE AUTHORIZED** to sign, amend, or terminate Purchase of Service agreements with licensees, agencies and/or school boards on behalf of the City in accordance with the criteria established by the MEDU Service Agreement and mitigation funding where the net city contribution does not exceed \$150,000 or \$1,000,000 gross. For Purchase of Service agreements that exceed a \$150,000 net city contribution or a \$1,000,000 gross contribution, in addition to the Human and Health Services Commissioner, the Chief Administrative Officer will be required to sign as a secondary authority; and further,

THAT Purchase of Service Agreements **BE APPROVED** as to technical content by the Executive Director of Housing & Children's Services, as to legal form by the City Solicitor and as to financial content by the City Treasurer, or designate. As long as the agreements conform to the standard format reviewed and pre-approved by the City Solicitor, the City Solicitor is not required to approve each individual as to form; and further.

THAT the Human & Health Commissioner has the discretion **TO TERMINATE** any Purchase of Service agreements upon the grounds as set out in the agreement and without the need to obtain Council approval, except as provided herein. Carried.

Report Number: S 28/2024 Clerk's File: SS/13629

Clerk's Note:

- 1. The recommendation of the Community Services Standing Committee and Administration are the same.
- 1. Please refer to Item 8.5 from the Community Services Standing Committee held on March 6, 2024.



Council Report: S 28/2024

Subject: 2024 Ministry of Education (MEDU)- Child Care, EarlyON Child and Family Centres and Canada Wide Early Learning and Child Care (CWELCC) Funding Update

Reference:

Date to Council: March 6, 2024

Author: Dawn Bosco

Manager of Children's Services

519-255-5200 ext. 5290 dbosco@citywindsor.ca

Housing and Children's Services

Report Date: 2/16/2024 Clerk's File #: SS/13629

To: Mayor and Members of City Council

Recommendation:

THAT the report from the Manager of Children's Services regarding 2024 Ministry of Education (MEDU)- Child Care, EarlyON Child and Family Centres and Canada Wide Early Learning and Child Care (CWELCC) Funding Update **BE RECEIVED**; and further,

THAT the City Clerk and the Chief Administrative Officer BE AUTHORIZED to execute Ministry of Education (MEDU) Service Agreements and any amendments for 2024 and subsequent years on behalf of the City for the delivery of Child Care and Child and Family Support Programs including EarlyON Child and Family Centres (EarlyON CFC) in accordance with the City's legislated obligations as determined by the Ministry of Education. Authorization would be subject to APPROVAL as to the technical content by the Human and Health Services Commissioner, as to the legal form by the City Solicitor and as to financial content by the City Treasurer, at a cost not to exceed the funding allocation provided by Ministry of Education or as allocated in the approved City budget in each respective year; and further,

THAT the Human and Health Services Commissioner **BE AUTHORIZED** to sign Grant Letters for 2024 and subsequent years, on behalf of the City for the delivery of child care and family support programs in accordance with the City's legislated obligations as determined by the Ministry of Education. Authorization would be subject to **APPROVAL** as to the technical content by the Executive Director of Housing & Children's Services, as to the legal form by the City Solicitor and as to financial content by the City Treasurer, and subject to no municipal contribution being required; and further,

THAT City Council **AUTHORIZE** the Executive Director of Housing & Children's Services to approve administrative reports as required by the Ministry, and where

reports contain financial matters or where the Ministry requires the City Treasurer to attest to financial reports (examples listed below), that the City Treasurer, or designate, also **BE AUTHORIZED** to sign:

- Annual Transfer Payment Budget Submission
- Memorandums of Understanding
- Financial Reports (Interim, Financial Statement, Amendments, and other financial reports specified from time to time by the Ministry)
- Attestations & Declarations
- Year End Financial Reports/ (Transfer Payment Annual Reconciliation)
- Administrative Reports as specified from time to time by the Ministry; and further,

THAT the City **ENTER INTO** Purchase of Service Agreements with licensees, agencies and/or school boards as determined by the Human and Health Services Commissioner; and further,

THAT the Human and Health Services Commissioner **BE AUTHORIZED** to sign, amend, or terminate Purchase of Service agreements with licensees, agencies and/or school boards on behalf of the City in accordance with the criteria established by the MEDU Service Agreement and mitigation funding where the net city contribution does not exceed \$150,000 or \$1,000,000 gross. For Purchase of Service agreements that exceed a \$150,000 net city contribution or a \$1,000,000 gross contribution, in addition to the Human and Health Services Commissioner, the Chief Administrative Officer will be required to sign as a secondary authority; and further,

THAT Purchase of Service Agreements **BE APPROVED** as to technical content by the Executive Director of Housing & Children's Services, as to legal form by the City Solicitor and as to financial content by the City Treasurer, or designate. As long as the agreements conform to the standard format reviewed and pre-approved by the City Solicitor, the City Solicitor is not required to approve each individual as to form; and further,

THAT the Human & Health Commissioner has the discretion **TO TERMINATE** any Purchase of Service agreements upon the grounds as set out in the agreement and without the need to obtain Council approval, except as provided herein.

Executive Summary:

N/A

Background:

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, ensuring an increasingly integrated, high quality child care and early years system that is governed and funded by the Ministry of Education. These programs and

services are managed through a local service planning and managing process that reflects current legislation (Child Care and Early Years Act (CCEYA) 2014), regulations, and policies/directives.

Provincial funding is provided to CMSMs to allow the flexibility to determine how to allocate child care and early years funding to best meet the needs of children, families and services providers within their community. Service system managers possess critical knowledge about community needs, maintain close connections with community partners, are well-positioned to establish strong links between child care and early years program and relevant community and municipal services.

Planning is done in conjunction with the Windsor-Essex Children and Youth Planning Committee and five supporting Networks that focus on program specific issues and objectives. This includes contractual funding agreements with the child care and early years community; the administration of child care fee subsidy, special needs resourcing funding; capacity building and professional development of all early learning professionals across Windsor Essex County.

Discussion:

Since 2017, the Ministry of Education continued with its commitment to increase accessibility, affordability, high quality and responsiveness to the early years and child care programs across the Province. As well, the Federal government made a historic commitment to the province, funding early years and child care programs with the signing of the Early Learning and Child Care (ELCC) Agreement in 2018. This continued provincial and federal support has created a number of new initiatives along with increased responsibilities for CMSMs.

In 2018, all MEDU funded child and family programs (Ontario Early Years Centres, Parenting and Family Literacy Centres, Better Beginnings, Better Futures, and Child Care Resource Centres) were integrated into a cohesive system of services and supports for children ages 0-6 and their families to become *EarlyON Child and Family Centers (EarlyON CFCs)*. As a result, funding previously allocated to agencies, and school boards was redistributed to municipalities. Along with the funding redistribution, the CMSMs were given an increased responsibility to manage the delivery of a suite of core EarlyON Child and Family Centre services related to engaging parents and caregivers, supporting early learning and development, and making connections to other family services.

Changes continued with the Ministry embarking on a three-year Expansion Plan of child care spaces in 2018. Our community increased child care by 510 spaces across Windsor-Essex during this time. In March 2020, child care and early years programs were mandated closed, and the department shifted focus to providing Emergency Child Care initially to the first responders during the pandemic, and then expanding to essential workers.

Canada Wide Early Learning and Child Care (CWELCC) Agreement

On March 28, 2022, the Government of Canada and Province of Ontario signed the Canada Wide Early Learning and Child Care (CWELCC) Agreement. The CWELCC System will build on the current Early Learning and Child Care (ELCC) system by increasing quality, accessibility, affordability and inclusivity. The Government of Canada had identified child care as a national priority to enhance early learning and childhood development, support workforce participation and contribute to economic recovery. Under this agreement, Ontario will receive 13.2 billion dollars over six years. The CWELCC System has two components; Fee Reduction for parental child care fees, with the goal to reach an average parental child care fee of \$10/day by 2025-2026 and Workforce Compensation for those working in child care and early years programs.

Fee Reduction Strategy

The City of Windsor, as the CMSM has been given the additional responsibility to lead the local implementation of the CWELCC System, in addition to its ongoing responsibility for planning and managing the child care and early years system. Embarking on a Provincial and Federal led initiative to reduce child care fees to an average of \$10.00 per day by 2026. All licensed child care centres across Windsor-Essex, with a purchase of service agreement were offered the opportunity to enroll in the CWELCC system. This resulted in 99% of the child care centres opting-in to enter into a CWELCC agreement with the City of Windsor.

In 2022, daily child care fees for infant, toddler and preschool aged children were reduced by 25%, whereby eligible families received a retroactive fee rebate to April 1, 2022. Beginning January 1, 2023, daily child care fees were reduced by an additional 37.5%. To date, families in Windsor-Essex have received a 52.75% reduction in daily child care fees for infant, toddler and preschool aged children attending licensed child care. Funding is being provided to support the continuation of the revenue replacement approach to support the implementation of the CWELCC fee reduction and to provide a consistent revenue stream to licensees.

Workforce Compensation

Extensive consultations with the sector emphasized the need for improved wages to support recruitment and retention of Registered Early Childhood Educators (RECEs). Building on the Wage Enhancement Grant and the current workforce compensation under CWELCC, the Ontario Child Care Workforce Strategy will continue to improve wages for RECEs employed by licensees participating in CWELCC.

On October 18, 2022, the ministry communicated that the annual increase would be up to \$1 per hour, net of employer increases. To address concerns related to the barrier of low wages to RECE recruitment and retention, the ministry has revised this approach to provide a full \$1 per hour increase for eligible RECE staff up to the \$25 cap. The ministry is also providing funding for an overall cost escalation amount of 2.75% to support general wage increases, including wages of \$25 per hour or higher and other non-staff cost increases.

In 2024, the wage floor will increase from \$20 per hour to \$23.86 per hour for eligible RECE program staff and from \$22 per hour to \$24.86 per hour for Supervisors and

RECE Home Child Care Visitors. The wage floor will then increase by \$1 per hour each year up to 2026.

Directed Growth Strategy (2022-2026)

As part of the CWELCC Agreement, a Directed Growth Strategy (2022-2026) was announced and includes the creation of 86,000 new high-quality, affordable licensed child care spaces (relative to 2019 levels), predominantly through not-for-profit licensed child care. Dedicated age requirement for CWELCC funding and expansion, is set at 0-6 years. More specifically for Windsor-Essex, the Ministry has allocated 1,587 new licensed child care spaces to be created in both community (909) and school based (678) settings.

Table 2: Windsor-Essex Directed Growth Allocation (2022-2026)

| Directed Growth CWELCC Child Care Expansion Allocation (Total 1,587) | | | | | | |
|--|-----|-----|--|----|-----|--|
| 2022 2023 2024 2025 2026 | | | | | | |
| School Based Spaces | 146 | 288 | | 73 | 171 | |
| Community Based Spaces 134 * 266 365 144 | | | | | | |
| Total Spaces 280 288 266 438 315 | | | | | | |

^{*50} community spaces were moved from 2023 to 2024

The new system will lower child care costs and improve access, quality and inclusion across Ontario's child care and early years sector. The Ministry created an Access and Inclusion Framework, which is designed to support CMSMs with developing and implementing local service plans with an increased focus on access as it relates to inclusion. This new Framework was informed by the feedback and consultations conducted in early 2023 with CMSMs, Indigenous partners, Francophone stakeholders, other provincial government ministries and a range of external partners. It is also now more closely linked with the Directed Growth Strategy.

As part of the CWELCC Directed Growth Strategy, the Ministry of Education (MEDU) identifies the criteria for priority neighbourhoods as follows, Low-Income families, Children with disabilities and children needing enhances or individual supports, Francophone children, Indigenous children, Black children, Other racialized children, and New Immigrants. An amendment to the 2020-2025 Windsor-Essex Child Care and Early Years Service System Plan has been created and sent to the Ministry, to include an implementation strategy of CWELCC Directed Growth for our community.

Increased CMSM Responsibilities

As a result of these transformative program changes, the CMSM has seen a significant increase in responsibilities and duties, including but limited to:

• Semi-annually, CMSMs will be required to report to the ministry on the total number of spaces created in priority neighbourhoods and/or for priority populations as identified by CMSMs in their Directed Growth Plans, broken down by age groups of children, auspice (not-for-profit or for-profit) and type of setting (community based or school based).

- As of January 1, 2023, under O. Reg.137/15 (s.77.3(2)), CMSMs/DSSABs have the discretion to deny enrolment to licensees where the program is not consistent with the CMSM/DSSAB's Directed Growth Plan.
- All licensees opting into CWELCC will need to demonstrate financial viability. For example, CMSMs may look for where a licensee has accumulated arrears, has not serviced their debt, or are approaching bankruptcy.
- CMSMs can provide Special Needs Resourcing (SNR) funding to support children and families in the CWELCC program through their regular purchase of service process.
- CMSMs must ensure that for the duration of the CWELCC agreement that:
 - o Licensees maintain their license to operate in good standing in accordance with the CCEYA and are not in contravention of the CCEYA. CMSMs are required to stop funding a child care program that has its license revoked or suspended by the ministry or director, if applicable and in accordance with the terms and conditions of the service agreement.
 - Licensees maintain the aged 0-5 spaces for which they are receiving fee reduction funding (e.g., a licensed infant space must remain an infant space). Any revisions or use of alternate capacity must be reported to the CMSM and they should determine whether this may require adjusting or recovering funding from the licensee.
 - Licensees complete the annual data collection exercise, currently referred to as the Licensed Child Care Operations Survey, which may be amended from time to time, as required by the ministry, under O. Reg.137/15 (s.77)
 - o CMSMs must withhold funding to licensees until the CMSM confirms that the information has been submitted.
- CMSM must have a local dispute resolution process in place to allow licensees to bring forward issues regarding CWELCC eligibility and funding decisions.
- CMSMs should monitor waiting lists and long term vacancies.
- As part of the year-end financial review and reconciliation process with licensees, CMSMs must have policies and procedures in place to ensure that CWELCC funding was used to support the actual cost incurred by a licensee associated with a mandated reduction in a licensee's base fee as defined under O. Reg. 137/15, and support for wage increases for eligible staff and cost escalation.
- CMSMs must have policies and procedures in place with licensees to fulfill all reporting requirements. CMSMs should take reasonable & progressive corrective actions where a licensee does not comply with reporting requirements.
- CMSMs are required to undertake audits on a random sample of licensees receiving CWELCC funding annually to confirm funding has been used for its intended purpose.

Risk Analysis:

As the CMSM, the City of Windsor is responsible for making decisions that impact the city and County municipalities. CMSMs were required to participate in the CWELCC System in accordance with the MEDU guidelines. Failure to do so could result in parents in Windsor-Essex not receiving reduced child care fees and lower wages for eligible staff working in child care and early years programs in Windsor-Essex.

As communicated to Council (Budget Issue 2021-0026), the MEDU announced changes to the administration cost sharing ratio, which reduced the allowable threshold municipalities can spend on child care administration from 10% to 5% of the Child Care General and Expansion allocations, along with a 50/50 provincial/municipal cost share requirement. The administration threshold for the ELCC and EarlyON CFC allocations continues to allow up to 10% of the allocation to be used for administrative purposes. To offset the impact of the administrative revenue loss, one-time transitional funding was allocated to municipalities to be used from 2021 to March 31, 2024. At this time, the new Ministry funding formula is expected to be introduced in the mid-late 2024. If it does not include sufficient administration funding, a request for annualized municipal funding for Child Care Administration may be brought forward in 2025.

Given the significant changes that have been announced to the Child Care and EarlyON programs, guidelines and funding allocations, the Children's Services department has faced some staffing capacity challenges. The department is continuing to monitor and will have a much better idea as to resource needs once funding is confirmed.

Climate Change Risks

Climate Change Mitigation:

N/A

Climate Change Adaptation:

N/A

Financial Matters:

The City of Windsor is the CMSM for Windsor and Essex County. The County shares in the required municipal contribution based on the Arbitrated Weighted Assessment formula. City Council authorization is being requested to sign the Transfer Payment Agreements with the Ministry of Education in addition to Purchase of Service agreements

The Province has taken steps to prioritize its funding towards the not-for-profit child care sector and has introduced a "for-profit auspice threshold" as part of CWELCC Direct Growth. CMSMs are mandated to be at or below the current for-profit auspice threshold of 70%, as outlined by the Ministry of Education by the end of the CWELCC Agreement in 2026.

As evident in the 8-year chart below, the total Child Care and EarlyON funding allocations for the Windsor CMSM have surged over the years while the municipal contribution has remained relatively constant. Annual Ministry funding has increased by \$49.3M or 116% since 2017 (\$91.7M in 2024 vs \$42.4M in 2017). There were also one-time funding adjustments that occurred during the years 2020-2022 as a result of the COVID-19 pandemic, which have been included in the chart.

As noted in the Risk section, changes to the Admin. allocations were made in January 2021 and since that time one one-time transitional funding (included in the figures

above) has been allocated to municipalities to offset the impact of the administrative revenue loss. The ability to utilize transition funding expires on March 31, 2024.

MEDU has advised that a new funding formula that determines funding levels to CMSMs, and in turn to the child care and early years system, will be released prior to the third quarter in 2024. Details and local implications on this updated funding formula will be provided once released. Should the new funding formula not include sufficient administration funding, a request for annualized municipal funding for Child Care Administration may be brought forward in 2025.

Consultations:

Linda Higgins, Manager of Intergovernmental Funding

Conclusion:

The City of Windsor, Children's Services as the CMSM, will continue in its leadership role working to build an effective, integrated system of early years programs and child care services for children prenatal to 12 years of age. Focusing on system management, as well as equitable access to licensed child care for all children, to support and strengthen the child care and early years programs. Ensuring an increasingly high quality, inclusive early years and child care system, which will ultimately benefit the children and families in our community.

Planning Act Matters:

N/A

Approvals:

| Name | Title |
|-----------------------------|---|
| Dawn Bosco | Manager of Children's Services |
| Kirk Whittal | Executive Director, Housing and Children's Services |
| Dana Paladino | Commissioner, Corporate Services (A) |
| Tony Ardovini | On behalf of Commissioner, Finance & City Treasurer |
| Wira Vendrasco | City Solicitor (A) |
| Andrew Daher | Commissioner, Human & Health Services |
| Ray Mensour for Joe Mancina | Chief Administrative Officer |

Notifications:

| Name | Address | Email |
|----------------------|---------|--------------------------|
| County of Essex; CAO | | szwiers@countyofessex.ca |

Appendices:

N/A



Committee Matters: SCM 72/2024

Subject: Legislated Five Year Review of the 10-year Housing and Homelessness Master Plan, 2024

Moved by: Councillor Fabio Costante Seconded by: Councillor Renaldo Agostino

Decision Number: CSSC 239

THAT this report of the Acting Manager, Homelessness & Housing Support dated February 16, 2024 entitled "Legislated Five Year Review of the 10-year Housing and Homelessness Master Plan, 2024" **BE ACCEPTED**; and further,

THAT the Executive Director of Housing and Children's Services, or their designate **BE AUTHORIZED** to access funding through the Social Housing Reserve Fund (Fund 141) for an amount up to \$200,000 plus any applicable taxes, to hire a consultant to complete the legislated five-year review of the Windsor Essex 10-year Housing and Homelessness Master Plan; and further,

THAT Council **PRE-APPROVE** and **AWARD** any procurement(s) necessary that are related to the five-year review of the Windsor Essex 10 year Housing and Homelessness Master Plan project, provided that the procurement(s) are within approved budget amounts, pursuant to the Purchasing By-Law 93-2012 and amendments thereto; satisfactory in financial content to the Chief Financial Officer, in legal form to the City Solicitor; and in technical content to the Executive Director of Housing and Children's Services and Commissioner of Human and Health Services; and further,

THAT the Chief Administrative Officer and the City Clerk **BE AUTHORIZED** to take any such action required to effect the recommendation noted above and sign any required documentation for the five-year review of the Windsor Essex 10-year Housing and Homelessness Master Plan project, satisfactory in financial content to the Chief Financial Officer, in legal form to the City Solicitor; and in technical content to the Executive Director of Housing and Children's Services and Commissioner of Human and Health Services; and further,

THAT the Chief Administrative Officer and City Clerk **BE AUTHORIZED** to execute any amendment(s) as may be required, provided that the amendment(s) are within approved budget amounts, satisfactory in financial content to Chief Financial Officer, in legal form to the City Solicitor; and in technical content to the Executive Director of Housing and Children's Services and Commissioner of Human and Health Services; and further.

THAT Administration **BE AUTHORIZED** to issue any change order(s) for any amendment(s) as may be required, provided that the amendment(s) are within approved budget amounts, satisfactory in financial content to Chief Financial Officer, and in technical content to the Executive Director of Housing and Children's Services and Commissioner of Human and Health Services; and further,

THAT the Executive Director of Housing and Children's Services or their designate **ENSURES** the updated Windsor Essex 10-year Housing and Homelessness Master Plan aligns with the direction set by the Ministry of Municipal Affairs and Housing, addresses local needs and, **REPORT BACK** to Council to present the updated plan; and further,

THAT the Executive Director of Housing and Children's Services, or their designate **BE AUTHORIZED** to make the necessary submissions in a form and format required under the *Housing Services Act, 2011* related to the Windsor Essex 10-year Housing and Homelessness Master Plan for the duration of the plan. Carried.

Report Number: S 30/2024

Clerk's File: GH/11710

Clerk's Note:

- 1. The recommendation of the Community Services Standing Committee and Administration are the same.
- 1. Please refer to Item 8.6 from the Community Services Standing Committee held on March 6, 2024.
- To view the stream of this Standing Committee meeting, please refer to: https://csg001-harmony/en/PowerBrowser/PowerBrowserV2/20240 306/-1/9472



Council Report: S 30/2024

Subject: Legislated Five Year Review of the 10-year Housing and Homelessness Master Plan, 2024

Reference:

Date to Council: March 6, 2024

Author: Kelly Goz

Manager (A), Homelessness & Housing Support

519-255-5200 x 5362 kgoz@citywindsor.ca

Housing and Children's Services

Report Date: 2/16/2024 Clerk's File #: GH/11710

To: Mayor and Members of City Council

Recommendation:

THAT this report from the Manager (A), Homelessness & Housing Support regarding the request to secure consulting services to complete the five-year review of the Windsor Essex 10-year Housing and Homelessness Master Plan **BE ACCEPTED**; and further.

THAT the Executive Director of Housing and Children's Services, or their designate **BE AUTHORIZED** to access funding through the Social Housing Reserve Fund (Fund 141) for an amount up to \$200,000 plus any applicable taxes, to hire a consultant to complete the legislated five-year review of the Windsor Essex 10-year Housing and Homelessness Master Plan; and further,

THAT Council **PRE-APPROVE** and **AWARD** any procurement(s) necessary that are related to the five-year review of the Windsor Essex 10 year Housing and Homelessness Master Plan project, provided that the procurement(s) are within approved budget amounts, pursuant to the Purchasing By-Law 93-2012 and amendments thereto; satisfactory in financial content to the Chief Financial Officer, in legal form to the City Solicitor; and in technical content to the Executive Director of Housing and Children's Services and Commissioner of Human and Health Services; and further,

THAT the Chief Administrative Officer and the City Clerk **BE AUTHORIZED** to take any such action required to effect the recommendation noted above and sign any required documentation for the five-year review of the Windsor Essex 10-year Housing and Homelessness Master Plan project, satisfactory in financial content to the Chief Financial Officer, in legal form to the City Solicitor; and in technical content to the

Executive Director of Housing and Children's Services and Commissioner of Human and Health Services; and further,

THAT the Chief Administrative Officer and City Clerk **BE AUTHORIZED** to execute any amendment(s) as may be required, provided that the amendment(s) are within approved budget amounts, satisfactory in financial content to Chief Financial Officer, in legal form to the City Solicitor; and in technical content to the Executive Director of Housing and Children's Services and Commissioner of Human and Health Services; and further,

THAT Administration **BE AUTHORIZED** to issue any change order(s) for any amendment(s) as may be required, provided that the amendment(s) are within approved budget amounts, satisfactory in financial content to Chief Financial Officer, and in technical content to the Executive Director of Housing and Children's Services and Commissioner of Human and Health Services; and further,

THAT the Executive Director of Housing and Children's Services or their designate **ENSURES** the updated Windsor Essex 10-year Housing and Homelessness Master Plan aligns with the direction set by the Ministry of Municipal Affairs and Housing, addresses local needs and, **REPORT BACK** to Council to present the updated plan; and further.

THAT the Executive Director of Housing and Children's Services, or their designate **BE AUTHORIZED** to make the necessary submissions in a form and format required under the *Housing Services Act*, *2011* related to the Windsor Essex 10-year Housing and Homelessness Master Plan for the duration of the plan.

Executive Summary:

N/A

Background:

In 2010, the province of Ontario in collaboration with Service Managers and relevant stakeholders, launched the Long-Term Affordable Housing Strategy to help make progress towards a housing and homelessness prevention system focused on putting the housing needs of people first. In 2016, the province updated the strategy to continue this transformation, with a focus on strengthening people-centred housing programs and improving service coordination.

The Housing Services Act, 2011 (Act) legislates that Service Managers set the vision for housing by having a local housing and homelessness plan that reflects provincial interest. Furthermore, the Act requires Service Managers to review their Plans at least once every five (5) years and amend the plan more frequently as necessary. The next five-year update is due in 2024.

The initial 10-year Housing and Homelessness Plan was approved by City Council in 2013 (CR128/2014) and the five-year update titled Home Together: Windsor Essex

Housing and Homelessness Master Plan (2019-2028) was approved by City Council in 2019 (CR612/2019).

Discussion:

An email was received by Administration from representation at the Ministry of Municipal Affairs and Housing (MMAH) in January 2024 indicating that the next update to the 10-year Housing and Homelessness Plans will be due in December 2024. To date, Administration has not received the formal ministerial directive dictating this nor received any update to the mandatory requirements that are to be included in this five-year update.

Recognizing that in order to meet the December 2024 timelines and not create additional delays, Administration is seeking Council approval to access funds to hire a consultant to assist in the planning, consultation and finalization of the five-year review of the 10 Year Housing and Homelessness Master Plan. It is Administration's intention to issue a Request for Proposal (RFP) once further information and direction is provided by MMAH.

Supports from the consultant will supplement Administration's capacity and expertise, which has been a long-standing practice for these types of comprehensive Master Plans. In addition, a third-party perspective ensures objectivity and provides access to best and promising practices across the housing and homelessness sector for comparison.

If approved, the consultant will lead the consultation process with key stakeholders, across Windsor and Essex County, the Community Advisory Board (CAB), community partners, as well as persons with lived experience, underrepresented and marginalized in the community. The consultant will take a strengths-based approach and will reflect on the progress attained under the current approved Plan and will recommend strategies to lay the foundation for systems and continuous improvement in Windsor Essex to move forward over the next 5 to 10 years.

Risk Analysis:

Should Council not approve the recommendations in the report, Administration will not be able to issue a Request for Proposal for a consultant once MMAH sets the direction for the five-year review which will cause additional delays and risk the City not being able to meet its the legislated obligations under the *Housing Services Act*, 2011.

Climate Change Risks

Climate Change Mitigation:

N/A

Climate Change Adaptation:

N/A

Financial Matters:

It is recommended that the funding of up to \$200,000, plus any applicable taxes for the hiring of a qualified consultant be drawn from the Social Housing Reserve Fund (Fund 141). As of December 31, 2023, net of encumbrance, the balance in the Social Housing Reserve is \$2,279,848. Use of funds from the Social Housing Reserve Funds as requested, align with the Council approved objectives of this fund which were to offset the cost of building reviews, capital repairs and other housing purposes at the discretion of City Council and the Mayor.

Approval of this request will not impact the approved 2024 Operating or Capital Budgets.

Consultations:

Mike Deimling, Social Housing Analyst Nancy Jaekel, Financial Planning Administrator Jennifer Tanner, Manager, Homelessness & Housing Support Diane Wilson, Manager, Social & Affordable Housing Kate Tracey, Senior Legal Counsel

Conclusion:

The 10-year Housing and Homelessness Master Plan has assisted in setting the direction, accountability framework and responses needed to respond to homelessness, affordable and supportive housing needs throughout Windsor Essex. The 2024 update to the Plan will reflect on the success made to date as well as identify continued gaps and improvements needed in order to meet the direction and priorities set through provincial policy and local needs.

Planning Act Matters:

N/A

Approvals:

| Name | Title |
|--|---|
| Kelly Goz | Manager (A), Homelessness & Housing Support |
| Kirk Whittal | Executive Director, Housing & Children's Services |
| Dana Paladino Commissioner, Corporate Services (A) | |
| Tony Ardovini | On behalf of Commissioner, Finance and City Treasurer |
| Andrew Daher | Commissioner, Human & Health Services |
| Ray Mensour for Joe | Chief Administrative Officer |

| Notifications: | | | |
|------------------------|---------|-------|--|
| Name | Address | Email | |
| Barb lacono | | | |
| Anna Angelidis | | | |
| Sandra Zwiers | | | |
| Jeanie Diamond Francis | | | |
| Lynn Calder | | | |
| Murphy, Wendy | | | |
| Naomi Levitz | | | |
| Shelley Gilbert | | | |
| Karen Bolger | | | |
| Luciano Carlone | | | |
| Krista Rempel | | | |
| Stacey Yannacopoulos | | | |
| Stephanie Premrl | | | |

Appendices:

Mancina



Committee Matters: SCM 73/2024

Subject: Rezoning – Sital Garha – 1350 Pelletier Street - Z-031/23 ZNG/7158 - Ward 2

Moved by: Councillor Angelo Marignani Seconded by: Councillor Mark McKenzie

Decision Number: DHSC 592

THAT Zoning By-law 8600 **BE AMENDED** by changing the zoning of the westerly half of Part Lot 72, Concession 1 Sandwich West (PIN: 01206-0266; Roll No: 040-430-04150), situated on the north side of Pelletier Street, east of McKay Avenue, and known municipally as 1350 Pelletier Street, further identified as Parts 2 and 4 on the draft reference plan attached as Appendix A to Report S 14/2024, from Manufacturing District 2.13 (MD2.13) to Residential District 2.2 (RD2.2). Carried.

Report Number: S 14/2024 Clerk's File: Z/14721

Clerk's Note:

- 1. The recommendation of the Development & Heritage Standing Committee and Administration are the same.
- 2. Please refer to Item 7.2 from the Development & Heritage Standing Committee held on March 4, 2024.
- To view the stream of this Standing Committee meeting, please refer to: https://csg001-harmony.sliq.net/00310/Harmony/en/PowerBrowser/PowerBrowserV2/20240 304/-1/9471



Council Report: S 14/2024

Subject: Rezoning – Sital Garha – 1350 Pelletier Street - Z-031/23

ZNG/7158 - Ward 2

Reference:

Date to Council: March 4, 2024

Author: Adam Szymczak, MCIP, RPP

Senior Planner - Development

519-255-6543 x 6250

aszymczak@citywindsor.ca Planning & Building Services Report Date: January 26, 2024

Clerk's File #: Z/14721

To: Mayor and Members of City Council

Recommendation:

THAT Zoning By-law 8600 **BE AMENDED** by changing the zoning of the westerly half of Part Lot 72, Concession 1 Sandwich West (PIN: 01206-0266; Roll No: 040-430-04150), situated on the north side of Pelletier Street, east of McKay Avenue, and known municipally as 1350 Pelletier Street, further identified as Parts 2 and 4 on the draft reference plan attached as Appendix A to Report S 14/2024, from Manufacturing District 2.13 (MD2.13) to Residential District 2.2 (RD2.2).

Executive Summary:

N/A

Background:

Application Information

Location: 1350 Pelletier Street (north side of Pelletier Street, east of McKay Avenue;

Roll No: 040-430-04150)

Ward: 2 Planning District: River West Zoning District Map: 4

Applicant: Sital Garha

Owner: Same as Applicant

Agent: Pillon Abbs Inc., Tracey Pillon-Abbs, MCIP, RPP

Proposal: Construct a dwelling with four dwelling units with a building height of 9 m

over two storeys and an unfinished basement. A total of 4 parking spaces

are proposed in the rear yard with a driveway to Pelletier Street.

Submitted Materials: Attached to Report S 14/2024 as an Appendix:

Appendix A – Draft Reference Plan

Appendix B – Concept Plan

Appendix C – Elevations

Appendix D – Floor Plans

Appendix E – Planning Rationale Report

Not attached to this report but available online or via email:

Application Form Zoning By-law Amendment, Lot Grading Sketch, Noise Assessment Report, Reference Plan, Site Services Plan, Stormwater Checklist, Stormwater Management Report

All documents are available online via the Current Development Applications page (click on Z-031/23) or via email at aszymczak@citywindsor.ca

Site Information

| OFFICIAL PLAN | ZONING | CURRENT USE | PREVIOUS USE |
|--|--------------------------------------|--------------------------|--------------|
| Residential | Manufacturing District 2.13 (MD2.13) | Combined Use Building | Unknown |
| LOT WIDTH | LOT DEPTH | LOT AREA | LOT SHAPE |
| 43.71 m | 32.92 m | 1,438.9 m ² | Poetongular |
| 143.42 ft | 108.0 ft | 15,489.3 sq. ft | Rectangular |
| All measurements are provided by the applicant and are approximate | | | |

Neighbourhood:

Section 2.3 in the Planning Rationale Report (see Appendix E) contains site images.

Residential uses are located to the northwest, west and southwest, including three multiple dwellings to the south. Industrial and rail uses are located to the north, east and southeast. There are several schools and parks nearby. The nearest library is Bridgeview Public Library, about 400 m to the west.

Pelletier Street and McKay Avenue are classified as a Local Road. Tecumseh Road West is Class II Arterial Road per Schedule F: Roads and Bikeways and a Proposed Recreationway per Schedule B: Greenway System.

Public Transit is available on Central 3 bus route. The closest bus stop is located at the Tecumseh Road West and McKay approximately 240 m to the southwest. The 2019 Transit Master Plan proposes to maintain this level of services.

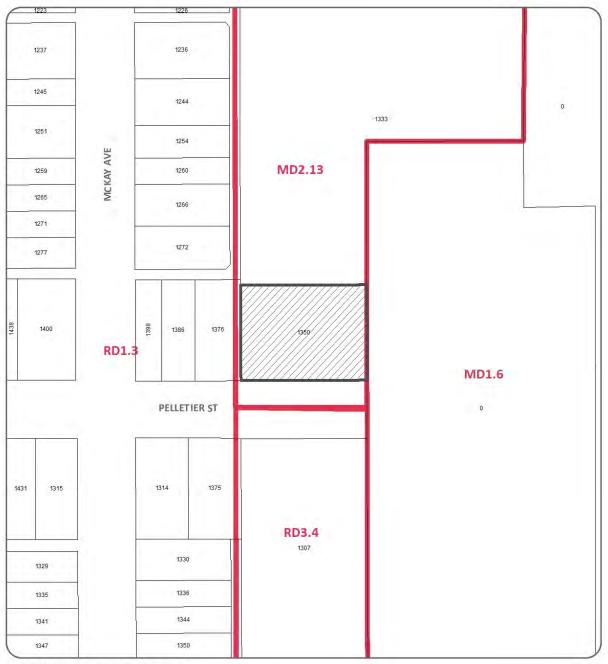
Sanitary and storm sewers are available to service the subject lands.

Figure 1: Key Map



SUBJECT LANDS

Figure 2: Subject Parcel - Rezoning



PART OF ZONING DISTRICT MAPS 4

N.J.S.

REQUESTED ZONING AMENDMENT

Applicant: Sital Garha



PLANNING & BUILDING DEPARTMENT



DATE : DECEMBER, 2023 FILE NO. : Z-031/23, ZNG/7158

Figure 3: Neighborhood Map



NEIGHBOURHOOD MAP - Z-031/23, ZNG/7158





Discussion:

Noise Assessment Report (Akoustik Engineering Limited - 26 October 2023)

The Noise Assessment Report (NAR) concludes that "predicted noise levels did not exceed the limits set by the Ontario Ministry of the Environment, Conservation and Parks. It was also concluded from evaluation of the on-site measured noise levels that there are no hourly or impulsive noise levels from the CP rail yard operations that exceed the MECP limits at the proposed development."

Planning Rationale Report (Pillon Abbs Inc. - 8 December 2023)

The Planning Rationale Report (PRR) - see Appendix E to Report S 14/2024 - states that the site is ideally suited for residential development as there is sufficient land to accommodate the development and the site can accommodate municipal water, storm and sanitary infrastructure. The proposed development is compatible with the existing area, and represents an "efficient development pattern that optimizes the use of land".

The PRR concludes that the proposed development "will offer a new housing choice in an existing neighbourhood", is an appropriate form of infilling, and "is consistent with the PPS, conforms with the intent and purpose of the OP and ZBL and represents good planning." The Planning Department generally concurs with the PRR.

Stormwater Management Report (Haddad Morgan & Associates Ltd – 8 Dec 2023)

The Stormwater Management Report (SMR) concludes that the "minor system and major system proposed for this site will be able to accommodate the proposed development to the site. Moreover, based on the design and analysis provided herein, storm water management strategies will be employed to ensure no excess release from the site."

Provincial Policy Statement (PPS) 2020:

The PPS provides direction on matters of provincial interest related to land use planning and development and sets the policy foundation for regulating the development and use of land in Ontario.

Policy 1.1.1 of the PPS states:

"Healthy, liveable and safe communities are sustained by:

- a) promoting efficient development and land use patterns which sustain the financial well-being of the Province and municipalities over the long term;
- b) accommodating an appropriate affordable and market-based range and mix of residential types (including single-detached, additional residential units, multi-unit housing, affordable housing and housing for older persons), employment (including industrial and commercial), institutional (including places of worship, cemeteries and long-term care homes), recreation, park and open space, and other uses to meet long-term needs;
- e) promoting the integration of land use planning, growth management, transitsupportive development, intensification and infrastructure planning to achieve costeffective development patterns, optimization of transit investments, and standards to minimize land consumption and servicing costs;"

The proposed dwelling with four dwelling units represents an efficient development and land use pattern that will have no adverse impact on the financial well-being of the City of Windsor, land consumption, and servicing costs, accommodates an appropriate range of residential uses, and optimizes investments in transit and infrastructure. The requested zoning amendment is consistent with Policy 1.1.1 of the PPS.

Policy 1.1.3.1 states "Settlement areas shall be the focus of growth and development" and Policy 1.1.3.2 of the PPS states:

"Land use patterns within settlement areas shall be based on densities and a mix of land uses which:

- a) efficiently use land and resources;
- b) are appropriate for, and efficiently use, the infrastructure and public service facilities which are planned or available, and avoid the need for their unjustified and/or uneconomical expansion;
- e) support active transportation;
- f) are transit-supportive, where transit is planned, exists or may be developed;"

The lot is located within the settlement area. The zoning amendment promotes a land use – a dwelling with four dwelling units - that makes efficient use of land and existing infrastructure. Active transportation options and transit services are or will be located near the parcel. The zoning amendment is consistent with Policies 1.1.3.1 and 1.1.3.2.

The proposed amendment to Zoning By-law 8600 is consistent with the PPS. The Planning Department generally concurs with the PPS analysis in section 5.1.1 of the Planning Rationale Report.

Official Plan:

The subject property is located within the River West Planning District and is designated Residential on Schedule D: Land Use of the City of Windsor Official Plan.

Objective 6.3.1.1 supports a complementary range of housing forms and tenures in all neighbourhoods. Objective 6.3.1.2 seeks to promote compact neighbourhoods and balanced transportation systems. Objective 6.3.1.3 seeks to promote selective residential redevelopment, infill and intensification initiatives. The proposed dwelling with four dwelling units represents a complementary and compact form of housing, redevelopment, and intensification that is near sources of transportation. The zoning amendment satisfies the objectives set out in Section 6.3.1 of the Official Plan.

The proposed dwelling is classified as a small-scale Low Profile housing development under Section 6.3.2.3 (a) and is compatible with the surrounding land uses (Section 6.3.2.5 (c)). No deficiencies in municipal physical and emergency services have been identified (Section 6.3.2.5 (e)). The zoning amendment conforms to the policies in Sections 6.3.2 of the Official Plan.

The zoning amendment conforms to the Zoning Amendment Policies in Section 11.6.3 of the Official Plan. The proposed amendment to Zoning By-law 8600 conforms to the general policy direction of the Official Plan. The Planning Department generally concurs with the Official Plan analysis in section 5.1.2 of the Planning Rationale Report submitted by the Applicant.

Zoning By-Law:

The parcel is zoned Manufacturing District 2.13 (MD2.13) which permits a limited range of industrial and railway uses.

The applicant is requesting to amend the zoning of the westerly half of the parcel from MD2.13 to Residential District 2.2 (RD2.2) to allow the construction of one dwelling with four dwelling units (multiple dwelling with four dwelling units or a double-duplex dwelling) with a building height of 9 m over two storeys and an unfinished basement. Any reference to storey identifies the number of floors at and above grade in a building. Storey is not a measurement of building height and the number of storeys is subject to change.

A total of four parking spaces are required and are shown at the rear of the proposed dwelling on the Concept Plan (see Appendix B). The parking spaces will have direct access to Pelletier Street via a driveway.

The proposed development complies with the provisions of Zoning By-law 8600 and does not require any site specific exceptions.

The easterly half (Parts 1 and 3 on the draft reference plan - see Appendix A to this report) of the parcel will remain zoned MD2.13. The existing combined use building consists on one dwelling unit and a restaurant and is a legal non-conforming use. Parking for the restaurant is provided on land leased from the Detroit River Tunnel Company. No changes to the existing combined use building or the leased parking area are proposed.

Site Plan Control:

The development as proposed is not subject to Site Plan Control.

Risk Analysis:

N/A

Climate Change Risks

Climate Change Mitigation:

In general, residential intensification minimizes the impact on community greenhouse gas emissions as these developments create complete communities and neighbourhoods while using available infrastructure such as sewers, sidewalks, and public transit.

Climate Change Adaptation:

The proposed construction of a new dwelling provides an opportunity to increase resiliency for the development and surrounding area.

Financial Matters:

N/A

Consultations:

Comments received from municipal departments and external agencies are attached as Appendix F. Statutory notice as required by the Planning Act was advertised in the Windsor Star, a local daily newspaper. A courtesy notice was mailed to property owners and tenants within 120m of the subject lands.

Conclusion:

The *Planning Act* requires that a decision of Council in respect of the exercise of any authority that affects a planning matter, "shall be consistent with" Provincial Policy Statement 2020. The zoning amendment has been evaluated for consistency with the Provincial Policy Statement 2020 and conformity with the City of Windsor Official Plan.

Based on the supporting documents submitted by the Applicant and the analysis in this report, it is my opinion that the requested amendment to Zoning By-law is consistent with the PPS 2020 and is in conformity with the City of Windsor Official Plan.

The proposed amendment permits a use, a dwelling containing four dwelling units, which is compatible with existing and permitted uses in the surrounding neighbourhood. The proposed development represents an incremental increase in density and provides an opportunity for the construction of modern and safe housing stock.

The recommendation to amend Zoning By-law 8600 constitutes good planning. Staff recommend approval.

Planning Act Matters:

I concur with the above comments and opinion of the Registered Professional Planner.

Greg Atkinson, MCIP, RPP Deputy City Planner - Development Thom Hunt, MCIP, RPP

City Planner

I am not a registered Planner and have reviewed as a Corporate Team Leader

JP JM

Approvals:

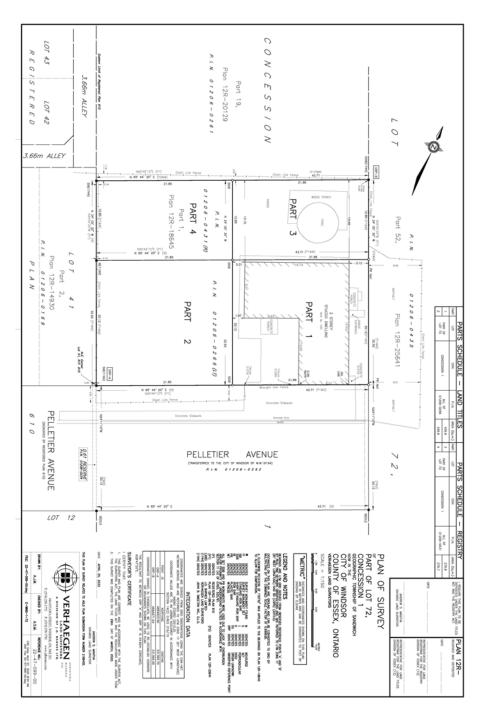
| Name | Title |
|-----------------------------|------------------------------------|
| Greg Atkinson | Deputy City Planner - Development |
| Thom Hunt | City Planner |
| Aaron Farough | Senior Legal Counsel |
| Wira Vendrasco | City Solicitor (A) |
| Jelena Payne | Commissioner, Economic Development |
| Ray Mensour for Joe Mancina | Chief Administrative Officer |

Notifications:

| Name | Address | Email |
|---|--------------------------|-------|
| Sital Garha (Applicant) | | |
| Pillon Abbs Inc. | 23699 Prince Albert Road | |
| Attn: Tracey Pillon-Abbs | Chatham, ON N7M 5J7 | |
| Councillor Costante (Ward 2) | | |
| Property owners and tenants within 120 m of the subject lands | | |

Appendices:

- 1 Appendix A Draft Reference Plan
- 2 Appendix B Concept Site Plan
- 3 Appendix C Elevations
- 4 Appendix D Floor Plans
- 5 Appendix E Planning Rationale Report 6 Appendix F Comments



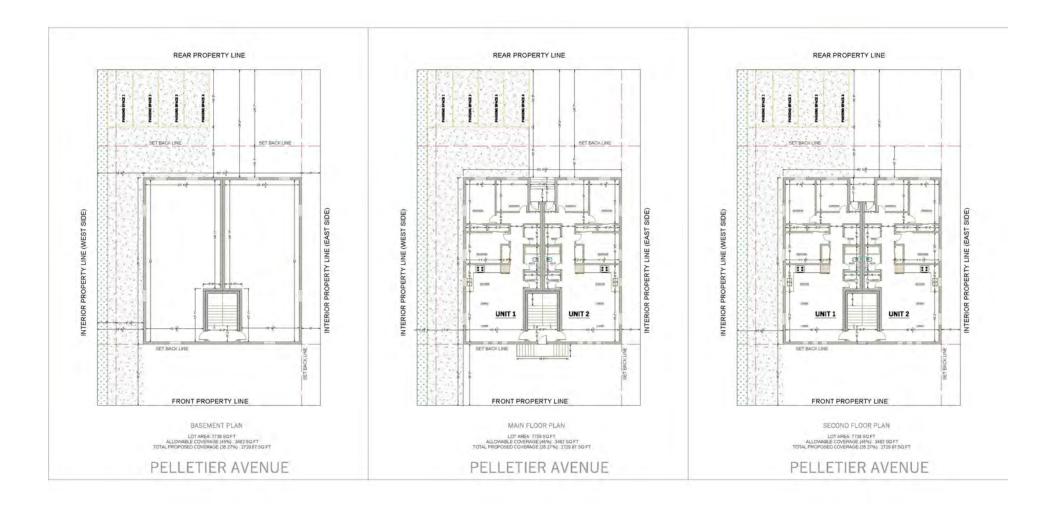
REAR PROPERTY LINE SET BACK LINE SET BACK LINE INTERIOR PROPERTY LINE (EAST SIDE) INTERIOR PROPERTY LINE (WEST SIDE) SET BACK LINE FRONT PROPERTY LINE

SITE PLAN

LOT AREA: 7739 SQ FT ALLOWABLE COVERAGE (45%) : 3482 SQ FT TOTAL PROPOSED COVERAGE (35.27%) : 2729.87 SQ FT

PELLETIER AVENUE





PLANNING RATIONALE REPORT

ZONING BY-LAW AMENDMENT PROPOSED RESIDENTIAL DEVELOPMENT

1350 Pelletier Street Windsor, Ontario

December 8, 2023

Prepared by:



Tracey Pillon-Abbs, RPP Principal Planner 23669 Prince Albert Road Chatham, ON N7M 5J7 226-340-1232 tracey@pillonabbs.ca www.pillonabbs.ca

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1.0 INTRODUCTION

I have been retained by Sital Singh Garha (herein the "Applicant") to provide a land use Planning Rationale Report (PRR) in support of a proposed development located at 1350 Pelletier Street (herein the "Site") in the City of Windsor, Province of Ontario.

The Site is currently one parcel of land in Ward 2, in the Riverwest Planning District and is used for residential and commercial with an existing single detached dwelling and attached restaurant.

It is proposed to sever the Site and construct a new multiple dwelling with four (4) residential dwelling units with associated parking.

The tenure of the dwelling units is proposed to be rentals.

The Site has access to full municipal services.

An application for a Zoning By-law Amendment (ZBA) is required in order to permit the proposed use.

Once the ZBA has been approved, the Applicant will proceed with Consent (CON) approval in order to sever the land.

A building permit will also be required prior to any construction or site alterations.

Pre-consultation (Stage 1) was completed by the Applicant (City File #PS-028/23) in order to confirm the required applications and support studies. Comments dated July 24, 2023, were received and have been incorporated into this PRR.

Pre-submission (Stage 2) was completed by the Applicant (City File #PS-051/23) in order to obtain comment from the City on the submission.

The purpose of this report is to review the relevant land use documents, including the Provincial Policy Statement 2020 (PPS), the City of Windsor Official Plan (OP) and the City of Windsor Zoning By-law (ZBL).

This PRR will show that the proposed development is suitable for residential use, is consistent with the PPS, conforms to the intent and purpose of the OP and ZBL and represents good planning.

2.0 SITE AND SURROUNDING LAND USES

2.1 Description of Site and Ownership

The Site has been owned by Sital Singh Garha since 2021 and is made up of one (1) rectangularly shaped parcel of land located on the north side of Pelletier Street, east of McKay Avenue (see the area in blue on Figure 1a – Site Location).



Figure 1a – Site Location (Source: City of Windsor GIS)

The Site is locally known as 1350 Pelletier Street and is legally described as Part Lot 72, Concession 1, Sandwich West, as in R288931; WINDSOR (ARN 37-39-040-430-04150-0000).

2.2 Physical Features of the Site

2.2.1 Size and Site Dimension

The entire Site consists of a total area of 1,438.9 m2, with a lot width of 43.71 m along Pelletier Avenue and a lot depth of 32.92 m.

2.2.2 Existing Structures and Previous Use

The Site is currently used for residential and commercial with and existing single detached dwelling and attached restaurant (see Figure 1b – Site Street View).



Figure 1b – Site Street View (Source: Pillon Abbs Inc.)

The previous use of the Site, prior to residential, is unknown.

2.2.3 Vegetation

The Site has an open grassed area and landscaping.

There are some mature trees located on the Site.

2.2.4 Topography, Drainage and Soil

The Site is flat and is outside the regulated area of the Essex Region Conservation Authority (ERCA).

The Site is part of the Windsor Area Drainage.

The Site is not impacted by Source Water Protection.

1350 Pelletier Street, Windsor, Ontario

The soil of the Site is made up of Brookstone Clay Loam (Bcl).

2.2.5 Other Physical Features

There is no driveway on the Site.

Parking is located to the east of the Site on an abutting parcel of land with a parking agreement with the Detroit River Tunnel Partnership.

There is fencing along a portion of the Site.

2.2.6 Municipal Services

The property has access to municipal water, storm and sanitary services.

Pelletier Street is a east/west local residential road. There is on-site parking on one side of the roadway.

There are streetlights and sidewalks along Pelletier Street.

The closest fire hydrant is located in front of the Site.

The Site has access to transit with the closest bus stop located along Tecumseh Road West at Curry Avenue, Stop ID: 1410 (Bus #3).

The Site is in close proximity to major transportation corridors, including Tecumseh Road West and Huron Church Road.

2.2.7 Nearby Amenities

There are several schools nearby, including West Gate Public School, Westview Freedom Academy and École Elémentaire Catholique Saint-Edmond.

There are many parks and recreation opportunities in close proximity to the Site, including Bridgeview Park, Superior Park, Wilson Park and Girardot Park.

The nearest library is Bridgeview Public Library.

There is nearby shopping in the form of plazas and malls, as well as employment, places of worship and local amenities.

2.3 Surrounding Land Uses

Overall, the Site is located in an existing settlement area in Ward 2 and within the Riverwest Planning District.

The surrounding area consists of residential uses with a mix of housing densities as well as industrial uses.

1350 Pelletier Street, Windsor, Ontario

A site visit was undertaken on August 19, 2023. Photos were taken by Pillon Abbs Inc.

North – The lands directly north of the Site are used for industrial (Verspeeten Cartage) with access from College Ave (see Photo 1 - North).



Photo 1 – North

South – The lands directly south of the Site are used for residential with a multiple dwelling (The Sonnet Apartments) with access from Pelletier St (see Photo 2 - South).



Photo 2 - South

East – The lands directly west of the Site are vacant (see Photo 3 - East).



Photo 3 – East

West – The lands directly west of the Site are used for low profile residential with access from Pelletier St (see Photo 4 - West).



Photo 4 – West

3.0 PROPOSAL AND CONSULTATION

3.1 Development Proposal

It is proposed to develop the Site for residential.

The existing single detached dwelling with attached commercial will remain.

It is proposed to sever the Site and construct a new multiple dwelling with four residential dwelling units with associated parking.

The tenure of the dwelling units is proposed to be rentals.

A Concept Plan for the severed parcel of land has been prepared to illustrate how the proposed dwelling could be located on the Site (see Figure 2a – Concept Plan).

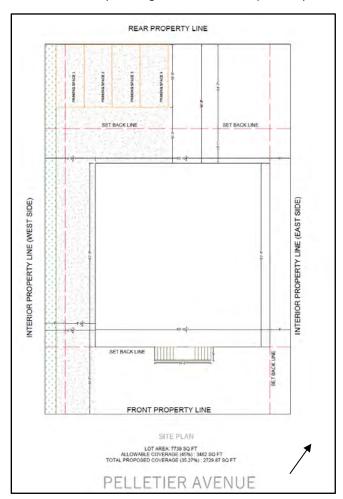


Figure 2a - Concept Plan

The concept plan for the severed parcel is a preliminary proposal.

A Draft Reference Plan has been prepared to illustrate how the proposed lots will be severed (see Figure 2b – Draft Reference Plan).

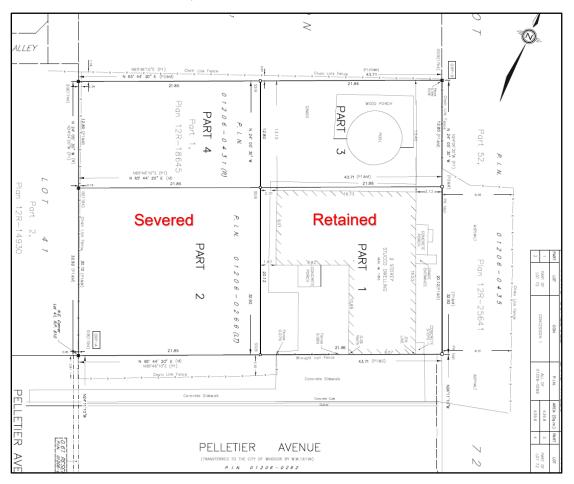


Figure 2b – Draft Reference Plan

The reference plan is a draft and will be finalized at the time of the consent approval.

The proposed severed parcel (Parts 2 and 4) will have a total area of 719.3 m2, frontage of 21.85 m along Pelletier Avenue and a depth of 32.92 m.

The proposed retained parcel (Parts 1 and 3) will have a total area of 719.6 m2, frontage of 21.86 m along Pelletier Avenue and a depth of 32.92 m.

The proposed multiple dwelling will face Pelletier Street and will be 9.0 m in height, maximum (2 storeys).

Conceptual elevations have been prepared to illustrate how the building could be designed (see Figure 2c – Elevations).



Figure 2c - Elevations

The elevations are preliminary.

The building will have a front porch and a rear entrance.

The total building area is proposed to be approximately 253.61 m2 in size.

Based on the size of the Site (0.0719 ha), and a total of 4 residential dwelling units proposed, the gross density will be 55.63 units per hectare (uph).

The proposed multiple dwelling will have 2 units on each floor with an unfinished basement.

Dwelling units will be constructed with 2-3 bedrooms each.

Amenity space is proposed on-site.

Professional landscaping will be provided, including a buffer strip along the west side of the Site.

Garbage and recycling pick-up will be curbside.

Parking will be located in the rear of the building. A total of 4 parking spaces are proposed.

Access to the parking area will be from Pelletier Street along the west side of the proposed dwelling.

Electric Vehicle (EV) charging stations may be installed.

3.2 Public Consultation Strategy

In addition to the statutory public meeting, the *Planning Act* requires that the Applicant submit a proposed strategy for public consultation with respect to an application as part of the complete application requirements.

No informal public open house is proposed.

4.0 APPLICATIONS AND STUDIES

Pre-consultation (Stage 1) was completed by the Applicant (City File #PS-028/23) in order to confirm the required applications and support studies. Comments dated July 24, 2023, were received and have been incorporated into this PRR.

Pre-submission (Stage 2) was completed by the Applicant (City File #PS-051/23) in order to obtain comment from the City on the submission.

The following explains the purpose of the application and other required approvals as well as a summary of the required support studies.

4.1 Zoning By-Law Amendment

A site specific Zoning By-law Amendment (ZBA) is required to permit the proposed development.

The current zoning for the Site is Manufacturing District 2.13 (MD2.13) category, as shown on Map 4 of the City of Windsor Zoning By-Law (ZBL).

It is proposed to change the zoning category of the severed parcel (parts 2 and 4 on the draft reference plan) to a site specific Residential District 2.2 (RD2.2) zone category in order to permit the proposed multiple dwelling with a maximum of four dwelling units.

The proposed development will comply with all zone provisions set out in the RD2.2 Zone, and no site specific relief will be required.

It is proposed to keep the zoning category of the retained lands (parts 1 and 3 on the draft reference plan) in the current Manufacturing District 2.13 (MD2.13) zone category, as the existing uses will not change.

The proposed development will comply with all zone provisions set out in the MD2.13 Zone, and no site specific relief will be required.

The ZBA is detailed, and the justification is set out in Section 5.1.3 of this PRR.

4.2 Other Application

Once the ZBA has been approved, the Applicant will proceed with Consent (CON) approval in order to sever the land.

A building permit will also be required prior to any construction or site alterations.

4.3 Supporting Studies

The following studies have been prepared to support the application.

4.3.1 Noise Study

A Noise Study was prepared by akoustik engineering limited, dated October 26, 2023.

The purpose of the report was to assess the adjacent noise associated with the rail corridor and rail yard.

A study concluded that noise levels did not exceed the limits set by the Ministry. It was also concluded from the evaluation of the on-site measured noise levels that there are no hourly or impulsive noise levels from the CP rail yard operations that exceed limits at the proposed development.

It is recommended that a rail warning clause is implemented in all development agreements, offers to purchase, and agreements of purchase, sale or lease of each dwelling unit.

4.3.2 Storm

A Stormwater Management Report (SWM) was prepared by Haddad Morgan & Associates Ltd., Consulting Engineers, dated October 3, 2023, and further revised on December 8, 2023.

The purpose of the report was to provide the proposed storm servicing and stormwater management for the proposed development.

The report included requirements in accordance with the stormwater management guidelines set out in the Windsor/Essex Region Stormwater Management Standards Manual.

A study concluded that the minor system and major system proposed for this Site will be able to accommodate the proposed development of the Site.

Moreover, based on the design and analysis provided herein, stormwater management strategies will be employed to ensure no excess release from the Site.

5.0 PLANNING ANALYSIS

5.1 Policy and Regulatory Overview

5.1.1 Provincial Policy Statement

The Provincial Policy Statement, 2020 (PPS) provides policy direction on matters of provincial interest related to land use planning and development providing for appropriate development while protecting resources of provincial interest, public health and safety, and the quality of the natural and built environments.

The PPS is issued under Section 3 of the Planning Act and came into effect on May 1, 2020. It applies to all land use planning matters considered after this date.

The PPS supports improved land use planning and management, which contributes to a more effective and efficient land use planning system.

The Site is within an existing "Settlement Area" as set out in the PPS.

The following provides a summary of the key policy considerations of the PPS as it relates to the proposed development.

| PPS Policy # | Policy | Response |
|--------------|--|---|
| 1.0 | Ontario's long-term prosperity, environmental health and social well-being depend on wisely managing change and promoting efficient land use and development patterns | where the Site is located, which will contribute positively to promoting efficient land use and development patterns. Residential use on the Site represents an efficient use of |
| 1.1.1 | Healthy, liveable and safe communities are sustained by: a) promoting efficient development and land use patterns which sustain the financial well-being of the Province and municipalities over the long term; | Iand. The proposed development is consistent with the policy to build strong, healthy, and livable communities as it provides for a development where people can live, work and play. The proposed development offers a new housing choice. |

| PPS Policy # | Policy | Response |
|--------------|---|---|
| | b) accommodating an appropriate affordable and market-based range and mix of residential types, employment, institutional, recreation, park and open space, and other uses to meet long-term needs; c) avoiding development and land use patterns which may cause environmental or public health and safety concerns; d) avoiding development and land use patterns that would prevent the efficient expansion of settlement areas in those areas which are adjacent or | There are no anticipated environmental or public health and safety concerns as the area is established. The development pattern does not require expansion of the settlement area as it is considered infilling within an existing neighbourhood. The proposed development will not change lotting or street patterns in the area. The Site has access to full municipal services and is close to existing local parks, libraries, places of worship, and schools. |
| | e) promotingcost- effective development patterns and standards to minimize land consumption and servicing costs; | Accessibility of units will be addressed at the time of the building permit. Public service facilities are available in the area. |
| | f) improving accessibility for persons with disabilities and older persons by addressing land use barriers which restrict their full participation in society; | The proposed development is an efficient use of the Site. |
| | h) promoting development and land use patterns that conserve biodiversity. | |
| 1.1.2 | Sufficient land shall be made available to accommodate an appropriate range and mix of land uses to meet projected | The proposed development will help the City meet the full range of current and future residential needs through intensification. |

| PPS Policy # | Policy | Response |
|--------------|--|---|
| | needs for a time horizon of up to 25 years. Within settlement areas, sufficient land shall be made available through intensification and redevelopment and, if necessary, designated growth areas. | The Site will provide for residential infilling within an existing settlement area. |
| 1.1.3.1 | Settlement areas shall be the focus of growth and development. | The proposal enhances the vitality of the City, as the proposal is within an existing settlement area. |
| 1.1.3.2 | Land use patterns within settlement areas shall be based on densities and a mix of land uses which: a) efficiently use land and resources; b) are appropriate for, and efficiently use, the infrastructure and public service facilities which are planned or available, and avoid the need for their unjustified and/or uneconomical expansion; c) minimize negative impacts to air quality and climate change, and promote energy efficiency; d) prepare for the impacts of a changing climate; e) support active transportation; | The Site will provide for a new housing choice in an existing built-up area. There is a mix of housing densities in the area. The Site provides for an infilling opportunity within the existing neighbourhood. The Site offers an opportunity for intensification by creating a new housing choice. The design and style of the building will blend well with the scale and massing of the existing surrounding neighbourhood. Residents will have immediate access to local amenities, shopping, employment, recreational areas, and institutional uses. |

| PPS Policy # | Policy | Response |
|--------------|---|--|
| | f) are transit-supportive, where transit is planned, exists or may be developed; and g) are freight-supportive. | Transit is available for the area. The Site is located close to major transportation corridors. |
| 1.1.3.3 | Planning authorities shall identify appropriate locations and promote opportunities for transit-supportive development, accommodating a significant supply and range of housing options through intensification and redevelopment where this can be accommodated taking into account existing building stock or areas, including brownfield sites, and the availability of suitable existing or planned infrastructure and public service facilities required to accommodate projected needs. | The proposed development is located on a Site that is physically suitable. The Site is generally level, which is conducive to easy pedestrian access and vehicular movements. The intensification can be accommodated for the proposed development as it is an appropriate use of the Site. Parking will be provided onsite for the proposed multiple dwelling. |
| 1.1.3.4 | Appropriate development standards should be promoted which facilitate intensification, redevelopment and compact form, while avoiding or mitigating risks to public health and safety. | The proposed residential dwelling will be built with a high standard of construction, allowing a seamless integration with the existing neighbourhood. There will be no risks to the public, as identified in the support studies. The Site is outside of the ERCA regulated area. A Noise Study was prepared, and no concerns were identified. |

| PPS Policy # | Policy | Response |
|-----------------|--|---|
| 1.1.3.5 | Planning authorities shall establish and implement minimum targets for intensification and redevelopment within built-up areas, based on local conditions. | The City has established targets for intensification and redevelopment. The proposed development will assist in meeting targets as the Site is located in an existing settlement area. |
| 1.1.3.6 | New development taking place in designated growth areas should occur adjacent to the existing built-up area and should have a compact form, mix of uses and densities that allow for the efficient use of land, infrastructure and public service facilities. | The proposed development does have a compact built form. Amenity space is provided. The proposed building size will allow for the efficient use of land and infrastructure. The proposed development can comply with the zone requirements, and no relief is required. |
| 1.4.1 - Housing | To provide for an appropriate range and mix of housing options and densities required to meet projected requirements of current and future residents of the regional market area, planning authorities shall: a) maintain at all times the ability to accommodate residential growth for a minimum of 15 years through residential intensification and redevelopment and, if necessary, lands which are designated and available for residential development; and | The proposed development will provide for an infill opportunity in the existing built-up area. The Site offers an opportunity for intensification. Municipal services are available. |

| PPS Policy # | Policy | Response |
|--|---|---|
| | b) maintain at all times where new development is to occur, land with servicing capacity sufficient to provide at least a three-year supply of residential units available through lands suitably zoned to facilitate residential intensification and redevelopment, and land in draft approved and registered plans. | |
| 1.4.3 | Planning authorities shall provide for an appropriate range and mix of housing options and densities to meet projected market-based and affordable housing needs of current and future residents of the regional market area. | The proposed density is compatible with the surrounding area and will blend well with the neighbourhood. The Site is close to local amenities. There is suitable infrastructure. The Site has access to transit. |
| 1.6.1 - Infrastructure | Infrastructure and public service facilities shall be provided in an efficient manner that prepares for the impacts of a changing climate while accommodating projected needs. | The proposed development can proceed on full municipal services. Electrical distribution will be determined through detailed design. Access to public transit is available. |
| 1.6.6.2 - Sewage, Water and Stormwater | Municipal sewage services and municipal water services are the preferred form of servicing for settlement areas to support protection of the | The proposed development will be serviced by municipal sewer, water and storm, which is the preferred form of |

| PPS Policy # | Policy | Response |
|----------------------|---|---|
| | environment and minimize potential risks to human health and safety. Within settlement areas with existing municipal sewage services and municipal water services, intensification and redevelopment shall be promoted wherever feasible to optimize the use of the services. | servicing for settlement areas. The required SWM study has been prepared and concluded that there are no negative impacts. |
| 1.6.6.7 - Stormwater | Planning for stormwater management shall: | The required SWM study has been prepared. |
| | a) be integrated with planning for sewage and water services and ensure that systems are optimized, feasible and financially viable over the long term; | There are no anticipated impacts on the municipal system, and the proposed development will not add to the capacity in a significant way. |
| | b) minimize, or, where possible, prevent increases in contaminant loads; | There will be no risk to health and safety. |
| | c) minimize erosion and changes in water balance, and prepare for the impacts of a changing climate through the effective management of stormwater, including the use of green infrastructure; | |
| | d) mitigate risks to human health, safety, property and the environment; | |
| | e) maximize the extent and function of vegetative and pervious surfaces; and | |
| | f) promote stormwater management best practices, | |

| PPS Policy # | Policy | Response |
|--------------------------|--|---|
| | including stormwater attenuation and re-use, water conservation and efficiency, and low impact development. | |
| 1.6.7.1 - Transportation | Transportation systems should be provided which are safe, energy efficient, facilitate the movement of people and goods, and are appropriate to address projected needs. | The Site is in close proximity to major transportation corridors and has access to nearby transit. |
| 1.6.7.2 | Efficient use should be made of existing and planned infrastructure, including through the use of transportation demand management strategies, where feasible. | The proposed development is supported by the City's requirements for development within an existing built-up area. |
| 1.6.7.4 | A land use pattern, density and mix of uses should be promoted that minimize the length and number of vehicle trips and support current and future use of transit and active transportation. | The proposed development contributes to the City's requirement for infilling and intensification within an existing settlement area. The proposed density, scale, and building height will blend with the existing land use pattern. |
| | | The height of the proposed development is keeping in context with the surrounding area. |
| 2.1.1 - Natural Heritage | Natural features and areas shall be protected for the long term. | There are no natural features that apply to this Site. Any existing trees located within the City Right of Way will not be impacted. |

| PPS Policy # | Policy | Response |
|-------------------------|--|--|
| 3.0 - Health and Safety | Development shall be directed away from areas of natural or human-made hazards where there is an unacceptable risk to public health or safety or of property damage, and not create new or aggravate existing hazards. | There are no natural or human-made hazards. The Site is outside the regulated area of ERCA. |

Therefore, the proposed development is consistent with the PPS and the Province's vision for long-term prosperity and social well-being.

5.1.2 Official Plan

The City of Windsor Official Plan (OP) was adopted by Council on October 25, 1999, approved in part by the Ministry of Municipal Affairs and Housing (MMAH) on March 28, 2000 and the remainder approved by the Ontario Municipal Board (OMB) on November 1, 2002. The office consolidation version is dated September 7, 2012.

The OP implements the PPS and establishes a policy framework to guide land use planning decisions related to development and the provision of infrastructure and community services throughout the City.

The lands are designated "Residential" according to Schedule "D" Land Use attached to the OP for the City of Windsor (see Figure 3 –OP).

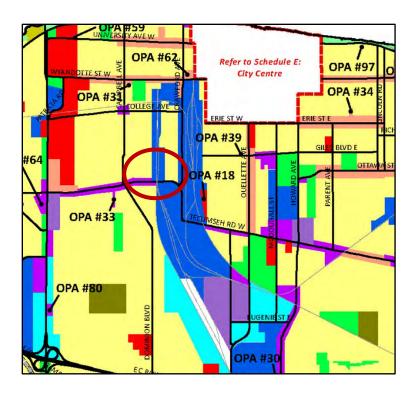


Figure 3 –OP

The proposed residential use is permitted in the existing land use designation.

The following provides a summary of the key policy considerations of the OP as it relates to the proposed development.

| OP Policy # | Policy | Response |
|---|--|--|
| 3.1 | The planning of Windsor's future is guided by the following vision taken from Dream Dare Do – The City of Windsor Community Strategic Plan. | The proposed development will support the City's vision by providing residential in an existing built-up area where people can live, work and play. |
| 3.2.1.2 – Growth Concept, Neighbourhood Housing Variety | Encouraging a range of housing types will ensure that people have an opportunity to live in their neighbourhoods as they pass through the various stages of their lives. | The proposed development supports one of the City's overall development strategies of providing for a range of housing types. The Site will provide for new housing in an existing built-up area. |

| OP Policy # | Policy | Response |
|---------------------------|---|---------------------------------|
| 3.2.1.3 – Growth Concept, | Windsor will keep much of | The Site will provide for a new |
| Distinctive Neighbourhood | what gives its existing | housing choice in an existing |
| Character | neighbourhoods their | built-up area. |
| | character – trees and | |
| | greenery, heritage structures | There is a mix of housing |
| | and spaces, distinctive area | densities in the area. |
| | identities, parks, and generally | |
| | low profile development | The proposed multiple |
| | outside the City Centre. | dwelling will provide for an |
| | Around the neighbourhood | opportunity for residents to |
| | centres, the existing character | downsize or to start new in an |
| | of the neighbourhood will be | existing neighbourhood. |
| 10 11 11 0 | retained and enhanced. | - |
| 4.0 - Healthy Community | The implementing healthy | The proposed development |
| | community policies are | will support the City's goal of |
| | interwoven throughout the remainder of the Plan, | promoting a healthy community. |
| | particularly within the | Community. |
| | Environment, Land Use, | The proposed development is |
| | Infrastructure and Urban | close to nearby transit, |
| | Design chapters, to ensure | employment, institutional |
| | their consideration and | uses, shopping, local/regional |
| | application as a part of the | amenities and parks. |
| | planning process. | |
| 6.0 - Preamble | A healthy and livable city is | The proposed development |
| | one in which people can enjoy | supports the policy set out in |
| | a vibrant economy and a | the OP as it is suited for the |
| | sustainable healthy | residential needs of the City. |
| | environment in safe, caring | |
| | and diverse neighbourhoods. | |
| | In order to ensure that | |
| | Windsor is such a city, Council | |
| | will manage development | |
| | through an approach which balances environmental, | |
| | social and economic | |
| | considerations. | |
| 6.1 - Goals | In keeping with the Strategic | The proposed development |
| | Directions, Council's land use | supports the goals set out in |
| | goals are to achieve: | the OP as it provides for the |
| | | intensification of residential |
| | 6.1.1 Safe, caring and diverse | offering a new housing choice. |
| | neighbourhoods. | |
| | | The Site provides for an |
| | | infilling opportunity, allowing |

| OP Policy # | Policy | Response |
|---|--|--|
| - | 6.1.3 Housing suited to the needs of Windsor's residents.6.1.10 Pedestrian oriented clusters of residential, commercial, employment and | the proposed development to blend well with the area. |
| | institutional uses. | |
| 6.1.14 – Residential Intensification | To direct residential intensification to those areas of the City where transportation, municipal services, community facilities and goods and services are readily available. | The Site has access to transportation, full municipal services and local amenities. |
| 6.2.1.2 – General Policies, Type of Development Profile | For the purpose of this Plan, Development Profile refers to the height of a building or structure. Accordingly, the following Development Profiles apply to all land use designations on Schedule D: Land Use unless specifically provided elsewhere in this Plan: | The proposed development is considered a low profile development as it is proposed to have a maximum of 2 storeys constructed on the Site. The building is considered small in scale. |
| | (a) Low Profile developments are buildings or structures generally no greater than three (3) storeys in height; | The proposed development is in keeping with the neighbouring heights. Many of the residential dwellings along Pelletier Street have similar setbacks |
| | (b) Medium Profile developments are buildings or structures generally no greater than six (6) storeys in height; and | and heights. |
| | (c) High Profile developments are buildings or structures generally no greater than fourteen (14) storeys in height. | |
| 6.3.1.1 – Range of Forms & Tenures | To support a complementary range of housing forms and tenures in all neighbourhoods. | The proposed development will offer a new housing choice which will complement the existing neighbourhood. |

| OP Policy # | Policy | Response | |
|---|---|--|--|
| , | | | |
| | | Tenure will be rental. | |
| 6.3.1.2 - Neighbourhoods | To promote compact neighbourhoods which encourage a balanced transportation system. | The proposed development takes advantage of the entire Site. The Site will have paved sidewalk connections. The Site has access to transit and in the site of the entire site of the e | |
| | | and is in close proximity to | |
| 6.3.1.3 – Intensification, Infill & Redevelopment | To promote residential redevelopment, infill and intensification initiatives in locations in accordance with this plan. | major transportation corridors. The proposed development is considered infill and intensification. The parcel of land is appropriate for development. | |
| 6.3.2.1 – Permitted Uses | Uses permitted in the Residential land use designation identified on Schedule D: Land Use include Low Profile, and Medium Profile dwelling units. High Profile Residential Buildings shall be directed to locate in the City Centre, Mixed Use Centres and Mixed Use Corridors. | The proposed development is a permitted use in the OP as it is considered a low profile residential use. | |
| 6.3.2.4 – Location Criteria | Residential intensification shall be directed to the Mixed Use Nodes and areas in proximity to those Nodes. Within these areas Medium Profile buildings, up 4 storeys in height shall be permitted. These taller buildings shall be designed to provide a transition in height and massing from low-profile areas. New residential development and intensification shall be located where: | The Site is located near major transportation corridors. Full services are available. Local amenities are close by. The proposed development is located close to transit. | |

| OP Policy # | Policy | Response |
|--|--|--|
| 6.3.2.5 – Evaluation for a Neighbourhood | a) there is access to a collector or arterial road; b) full municipal physical services can be provided; c) adequate community services and open spaces are available or are planned; and d) public transportation service can be provided. At the time of submission, the proponent shall demonstrate | This PRR has undertaken the required evaluation of |
| | to the satisfaction of the Municipality that a proposed residential development within an area having a Neighbourhood development pattern is: (a) feasible having regard to the other provisions of this Plan, provincial legislation, policies and appropriate guidelines and support studies for uses: | provincial legislation. There are no constraint areas that impact this Site. A Noise Study has been completed. The Site will provide for a new housing choice in an existing built-up area. |
| | (i) within or adjacent to any area identified on Schedule C: Development Constraint Areas and described in the Environment chapter of this Plan; (ii) adjacent to sources of nuisance, such as noise, odour, vibration and dust; (iii) within a site of potential or known contamination; (iv) where traffic generation and distribution is a provincial or municipal concern; and (v) adjacent to heritage resources. (b) in keeping with the goals, objectives and policies of any secondary plan or guideline | No anticipated traffic concerns. The proposed development will be strategically located to provide efficient ease of the proposed new driveways. The Site is capable of accommodating the proposed development in terms of scale, massing, height and siting. Full municipal services can be provided. The required support study has been prepared regarding noise. |

| OP Policy # | Policy | Response |
|----------------------|---|---------------------------------|
| , | area; | The setbacks and the design |
| | (c) in existing | features of the proposed |
| | neighbourhoods, compatible | development will blend with |
| | with the surrounding area in | the area. |
| | terms of scale, massing, | |
| | height, siting, orientation, | Parking will be located at the |
| | setbacks, parking and amenity | rear of the proposed building. |
| | areas. In Mature | |
| | Neighbourhoods as shown on | The Site is not within a Mature |
| | Schedule A-1, compatible with | Neighborhood, as shown on |
| | the surrounding area, as noted | Schedule A-1. |
| | above, and consistent with the | |
| | streetscape, architectural style | |
| | and materials, landscape | |
| | character and setback | |
| | between the buildings and | |
| | streets; | |
| | (e) capable of being provided | |
| | with full municipal physical | |
| | services and emergency | |
| | services; and | |
| | (f) facilitating a gradual | |
| | transition from Low Profile | |
| | residential development to | |
| | Medium and/or High Profile | |
| | development and vice versa, | |
| | where appropriate, in | |
| | accordance with Design | |
| | Guidelines approved by | |
| | Council. | |
| 7.0 - Infrastructure | The provision of proper | The proposed development is |
| | infrastructure provides a safe, | close to nearby transit, off a |
| | healthy and efficient living | major transportation corridor |
| | environment. In order to | and has access to full |
| | accommodate transportation | municipal services. |
| | and physical service needs in | |
| | Windsor, Council is committed | |
| | to ensuring that infrastructure is provided in a sustainable, | |
| | orderly and coordinated | |
| | fashion. | |
| 7.2.8.8 - Rail | Council shall evaluate a | A Noise Study has been |
| 7.2.0.0 - Itali | proposed development | prepared, and no concerns |
| | adjacent to a Rail Corridor, in | were identified. |
| | accordance with the following: | |
| | L 22231 441100 Mill the following. | |

| OP Policy # | Policy | Response |
|---------------------|-----------------------------------|--|
| | (a) All proponents of a new | Mitigation measures included |
| | development within 300 | a warning clause. |
| | metres of a rail corridor, may | |
| | be required to complete a | |
| | noise study to support the | |
| | proposal, and if the need for | |
| | mitigation measures is | |
| | determined by such study, | |
| | shall identify and recommend | |
| | appropriate mitigation | |
| | measures, in accordance with | |
| | the Procedures chapter of this | |
| | Plan; (b) All proponents of | |
| | new development, located | |
| | within 75 metres of a rail | |
| | corridor, shall complete a | |
| | vibration study to support the | |
| | proposal, and if the need for | |
| | mitigation measures is | |
| | determined by such study, | |
| | shall identify and recommend | |
| | appropriate mitigation | |
| | measures, in accordance with | |
| | the Procedures chapter of this | |
| | Plan; (c) All proponents of | |
| | new development adjacent to | |
| | a rail corridor will consult with | |
| | the appropriate railway | |
| | company prior to the | |
| | finalization of any noise or | |
| | vibration study required by this | |
| | Plan; (d) All proponents of | |
| | new development abutting a | |
| | rail corridor shall incorporate | |
| | appropriate safety measures | |
| | such as setbacks, berms and | |
| | security fencing to the | |
| | satisfaction of the Municipality, | |
| | in consultation with the | |
| | relevant public agency and the | |
| 7 2 9 0 Poil Varid | appropriate railway company. | A Noise Ctudy has been |
| 7.2.8.9 – Rail Yard | Council shall protect | A Noise Study has been |
| | designated rail yards from | prepared, and no concerns were identified. |
| | incompatible development. | were identified. |
| | Accordingly, development | |

| OP Policy # | Policy | Response |
|-------------|---|------------------------------|
| | adjacent to a Rail Yard | Mitigation measures included |
| | designated on Schedule C: | a warning clause. |
| | Development Constraint | |
| | Areas will be subject to the | |
| | following: (a) New residential | |
| | development and other new | |
| | sensitive land uses, which | |
| | require a rezoning (exclusive | |
| | of a zoning by-law | |
| | consolidation), plan of | |
| | subdivision or plan of | |
| | condominium are not | |
| | permitted within 300 metres of | |
| | a designated Rail Yard; (b) (c) | |
| | All proponents of new | |
| | residential development and | |
| | other new sensitive land uses, | |
| | located between 300 and | |
| | 1000 metres of a designated | |
| | Rail Yard (exclusive of the | |
| | George Avenue Rail Yard | |
| | unless required by the City), | |
| | which require a rezoning | |
| | (exclusive of a zoning by-law | |
| | consolidation), plan of subdivision or plan of | |
| | subdivision or plan of condominium shall complete a | |
| | noise study to support the | |
| | proposal, an, if the need for | |
| | mitigation measures is | |
| | determined by this study, shall | |
| | identify and recommend | |
| | appropriate mitigation | |
| | measures, in accordance with | |
| | the procedural policies in this | |
| | Official Plan; (d) All | |
| | proponents of new | |
| | development within 75 metres | |
| | of a designated Rail Yard shall | |
| | complete a vibration study to | |
| | support the proposal, and, if | |
| | the need for mitigation | |
| | measures is determined by | |
| | the study, shall identify and | |
| | recommend appropriate | |

| OP Policy # | Policy | Response |
|------------------------------|-----------------------------------|----------------------------------|
| 01 1 0110 y 11 | mitigation measures, in | responds |
| | accordance with the | |
| | procedural policies in this | |
| | Official Plan; (e) All | |
| | proponents of new residential | |
| | development and other | |
| | sensitive land uses, within | |
| | 1000 metres of a designated | |
| | Rail Yard, which requires a | |
| | • | |
| | rezoning (exclusive of a | |
| | zoning by-law consolidation), | |
| | plan of subdivision or plan of | |
| | condominium will consult with | |
| | the appropriate railway | |
| | company prior to the | |
| | finalization of any noise and/or | |
| | vibration abatement study | |
| | required by this Official Plan; | |
| | and (f) All proponents of new | |
| | development abutting a rail | |
| | yard, which require a rezoning | |
| | (exclusive of a zoning by-law | |
| | consolidation), plan of | |
| | subdivisions, plan of | |
| | condominium or site plan | |
| | approval, shall incorporate | |
| | appropriate safety measures | |
| | such as setbacks, berms and | |
| | security fencing to the | |
| | satisfaction of the Municipality, | |
| | in consultation with the | |
| | relevant public agency and the | |
| | appropriate railway company. | |
| 8.7.2.3 – Built Form, Infill | i | The Site provides for an |
| Development | proposed development within | infilling opportunity which will |
| · | an established neighbourhood | blend with the mix of housing |
| | is designed to function as an | densities in the area. |
| | integral and complementary | |
| | part of that area's existing | Massing - The proposed |
| | development pattern by | development will be limited to |
| | having regard for: | 9 m in height. |
| | (a) massing; | Building height – the height |
| | (b) building height; | of the proposed development |
| | (c) architectural proportion; | is kept in context with the |

| OP Policy # | Policy | Response |
|-------------|--|---|
| | (d) volumes of defined space;(e) lot size;(f) position relative to the road; | surrounding area and with the adjacent properties. |
| | (g) building area to site area ratios; (h) the pattern, scale and character of existing | The height is what is proposed if the development were a single detached dwelling. |
| | development; and (i) exterior building appearance, (j) Council adopted Design Guidelines that will assist in | Architectural proportion – The proposed development will embrace the local architectural design of the surrounding area. |
| | the design and review of applications for development in accordance with the policies noted above | Volume of defined space – The proposed multiple dwelling will maintain an active street frontage. |
| | | Lot size – This design approach strengthens the continuity and cohesive identity of the block. |
| | | Building area – The design considerations of the proposed development will balance between fitting into the existing context and adding a unique architectural contribution to the block. |
| | | Pattern, scale and character – The Site is capable of accommodating the proposed development in terms of scale, massing, height and siting. |
| | | Exterior building appearance – The proposed multiple dwelling will take inspiration from the surrounding neighbourhood for the design aesthetic. |

Therefore, the proposed development will conform to the City of Windsor OP.

5.1.3 Zoning By-law

The City of Windsor Zoning By-Law (ZBL) #8600 was passed by Council on July 8, 2002, and then a further Ontario Municipal Board (OMB) decision was issued on January 14, 2003.

A ZBL implements the PPS and the City OP by regulating the specific use of property and providing for its day-to-day administration.

The current zoning for the Site is the Manufacturing District 2.13 (MD2.13) zone category, as shown on Map 4 of the City of Windsor ZBL (see Figure 4 – ZBL).

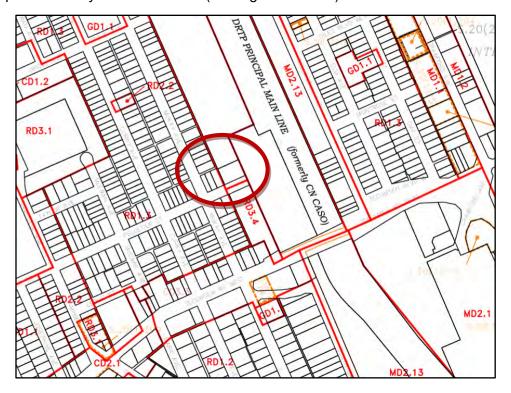


Figure 4 -ZBL

It is proposed to change the zoning category of the severed parcel (parts 2 and 4 on the draft reference plan) to a site specific Residential District 2.2 (RD2.2) zone category in order to permit the proposed multiple dwelling with a maximum of four dwelling units.

It is proposed to keep the zoning category of the retained lands (parts 1 and 3 on the draft reference plan) in the current Manufacturing District 2.13 (MD2.13) zone category, as the existing uses will not change.

According to Section 3 of the ZBL, a multiple dwelling is defined as:

MULTIPLE DWELLING means one dwelling containing a minimum of three dwelling units. A double duplex dwelling, semi-detached dwelling, stacked dwelling, or townhome dwelling is not a multiple dwelling.

A review of the RD2.2 zone provisions, as set out in Section 11.2.4 of the ZBL is as follows:

| Zone Regulations | Required RD 2.2 Zone | Proposed Severed (Parts 2 and 4) | Compliance and/or Relief Requested with Justification |
|--|---|---|--|
| Permitted Uses (Section 11.2.1) | One Double Duplex Dwelling One Duplex Dwelling One Multiple Dwelling containing a maximum of four dwelling units One Semi-Detached Dwelling One Single Unit Dwelling Townhome Dwelling Any use accessory to any of the preceding uses | One Multiple Dwelling containing a maximum of four dwelling units – 253.61 m2 | A zoning amendment is required to permit the proposed development. |
| Min Lot Width | 18.0 m | 21.85 m | Complies |
| Min Lot Area | 540.0 m2 | 719.3 m2 | Complies |
| Max Lot Coverage | 45.0 % | 35.27 % | Complies |
| Max Building Height | 9.0 m | 9.0 m max (2 storeys) | Complies |
| Min Front Yard Depth | 6.0 m | 6.0 m | Complies |
| Min Rear Yard Depth | 7.50 m | 10.57 m | Complies |
| Min Side Yard Width | 1.80 m | 1.83 (east side) 4.49 (west side) | Complies |
| Parking Spaces Required (Table 24.20.20.5.1) | Multiple Dwelling containing a maximum of 4 dwelling units: | 4 parking spaces provided | Complies |

| Zone Regulations | Required RD 2.2 Zone | Proposed Severed (Parts 2 and 4) | Compliance and/or Relief Requested with Justification |
|--|---|--|---|
| | 1 parking space required for each dwelling unit 4 x 1 = 4 parking space | | |
| Accessible Parking Spaces Required (Table 24.24.1.1) | total For 1 to 25 total number of Parking Spaces Type A – 1 parking space Total B - 0 parking spaces = 1 parking spaces | 1 | Complies |
| Bicycle Parking (24.30.1.1) | 1 to 9 parking spaces in parking area: = 0 spaces required | 0 | Complies |
| Loading (Table 24.40.1.5) | 1,000 m² or less = 0 | 0 | Complies |
| Porch Encroachment into a Yard (Section 5.30.60) | Any front yard or Required rear yard – 2.50 m Minimum Separation From Front Lot Line- 1.20 m | 1.22 m into the front yard From the front lot line 4.78 m | Complies |

Therefore, the proposed development will comply with all zone provisions set out in the RD2.2 Zone and no site specific relief will be required.

A review of the MD2.13 zone provisions, as set out in Section 19.13.5.4 of the ZBL is as follows:

| Zone Regulations | Required MD2.13 Zone | Proposed Retained (Parts 1 and 3) | Compliance and/or Relief Requested with Justification |
|--|-------------------------|---|---|
| Permitted Uses (Section 19.13.1) | Existing | Existing | Complies |
| Max Building Height | 14.0 m | Existing | Complies |

Therefore, the proposed development will comply with all zone provisions set out in the MD2.13 Zone, and no site specific relief will be required.

6.0 SUMMARY AND CONCLUSION

6.1 Context and Site Suitability Summary

6.1.1 Site Suitability

The Site is ideally suited for residential development for the following reasons:

- The land area is sufficient to accommodate the proposed development.
- The Site is generally level, which is conducive to easy pedestrian access and vehicular movements,
- The Site will be able to accommodate municipal water, storm and sewer systems,
- There are no development constraints that impact the Site, and
- The location of the proposed development is appropriate for the neighbourhood.

6.1.2 Compatibility of Design

The proposed development has been designed to be compatible with the existing built-up area.

There is a mix of housing densities in the area.

The proposed development is a low profile form of development which incorporates sufficient setbacks.

The building has been designed to address compatibility within an existing neighbourhood.

The Site is capable of accommodating the proposed development in terms of scale, massing, height and siting.

There are no heritage constraints that impact the Site.

6.1.3 Good Planning

The proposal represents good planning as it addresses the need for the City to provide infilling, which contributes to a new housing choice and intensification requirements.

Residential use on the Site represents an efficient development pattern that optimizes the use of land.

The proposed development will not change lotting or street patterns in the area.

6.1.4 Natural Environment Impacts

The proposal does not have any negative natural environmental impacts.

6.1.5 Municipal Services Impacts

Full municipal services are available, which is the preferred form for development.

6.1.6 Social, Cultural and Economic Conditions

The proposed development does not negatively affect the social environment as the Site is in close proximity to major transportation corridors, transit, open space and community amenities.

The Site is not impacted by the nearby rail and rail yard.

Infilling in an existing built-up area of the City contributes toward the goal of 'live, work and play' where people share a strong sense of belonging and a collective pride of place.

The proposal does not cause any public health and safety concerns.

The proposal represents a cost effective development pattern that minimizes land consumption and servicing costs.

Based on the Site area, the proposed development will result in a total gross density which is appropriate for the area.

There will be no urban sprawl as the proposed development is within the existing settlement area and is an ideal infilling opportunity.

There are no cultural resources that impact the Site.

6.2 Conclusion

In summary, it would be appropriate for Council for the City of Windsor to approve the ZBA to permit the proposed residential development on the Site as it is appropriate for infilling and will offer a new housing choice in an existing neighbourhood.

This PRR has shown that the proposed development is consistent with the PPS, conforms with the intent and purpose of the OP and ZBL and represents good planning.

The report components for this PRR have set out the following, as required under the City of Windsor OP:

10.2.13.2 Where a Planning Rationale Report is required, such a study should:

- (a) Include a description of the proposal and the approvals required;
- (b) Describe the site's previous development approval history;
- (c) Describe major physical features or attributes of the site including current land uses(s) and surrounding land uses, built form and contextual considerations;

- (d) Describe whether the proposal is consistent with the provincial policy statements issued under the Planning Act;
- (e) Describe the way in which relevant Official Plan policies will be addressed, including both general policies and site-specific land use designations and policies;
- (f) Describe whether the proposal addresses the Community Strategic Plan;
- (g) Describe the suitability of the site and indicate reasons why the proposal is appropriate for this site and will function well to meet the needs of the intended future users:
- (h) Provide an analysis of the compatibility of the design and massing of the proposed developments and land use designations;
- (i) Provide an analysis and opinion as to why the proposal represents good planning, including the details of any methods that are used to mitigate potential negative impacts;
- (j) Describe the impact on the natural environment;
- (k) Describe the impact on municipal services;
- (I) Describe how the proposal will affect the social and/or economic conditions using demographic information and current trends; and,
- (m) Describe areas of compliance and non-compliance with the Zoning By-law.

Planner's Certificate:

I hereby certify that this report was prepared by Tracey Pillon-Abbs, a Registered Professional Planner, within the meaning of the Ontario Professional Planners Institute Act, 1994.

Tracey Pillon-Abbs, RPP Principal Planner



CANADA POST – BRUNO DESANDO

Canada Post has no comments.

CITY OF WINDSOR - ENGINEERING

The Engineering Development Division has conducted a preliminary review of the subject application and have the following comments:

Sanitary and Storm Sewers

The site may be serviced by the existing 300mm PVC sanitary sewer and 375mm PVC storm sewer along Pelletier Street. The applicant will be required to extend the existing sanitary and storm sewers to the frontage of the new and retained lot.

A Stormwater Management Report, dated October 2023 and revised December 2023 by Haddad Morgan & Associates LTD, has been received and reviewed. The applicant's consultant has identified that the subject site can adequately accommodate the necessary storage for the design storm events. The Stormwater Management Report has been deemed acceptable, and the proposed servicing strategy is supported by the Engineering Development department.

Prior to the issuance of construction permits, a revised servicing plan must be submitted. The revised plan must show the existing and proposed servicing to both the new and existing buildings on the property. The proposed sewer extension must accommodate the servicing requirements of both buildings.

Right-of-Way

The Official Plan classifies Pelletier Street as a Local Road with a required right-of-way width of 20 meters. The current right-of-way width is sufficient therefore, a conveyance is not required. Removal of mature trees in the right-of-way will be required to accommodate the proposed driveway. Consultation with City of Windsor Forestry is recommended.

In summary we have no objection to the proposed development, subject to the following requirements:

Driveway Approaches – The Owner agrees that driveway approaches shall be constructed in such width and location as shall be approved by the City Engineer.

Encroachment Agreement – The owner agrees to submit an application for and execute an agreement with the Corporation for the proposed encroachments into the right-of-way (the fencing and the stairs located within the Pelletier Street right-of-way) to the satisfaction of the City Engineer.

Site Servicing Plans – The owner agrees to submit a site servicing plan for the subject lands to the satisfaction of the Chief Building Official and the City Engineer, prior to the issuance of any construction permits for the subject lands.

Sewer Extension – The owner further agrees, at their own expense and prior to the issuance of a building permit, to extend the storm and sanitary sewer to service the subject lands.

Enhanced Permit – The owner shall obtain, prior to the issuance of a building permit, an Enhanced Permit from the Right-of-way Division of the Engineering Department to supply, construct and install at its entire expense (offsite improvement description), in accordance with the manner, location and design to be approved by the City Engineer.

The Enhanced Permit shall include all of the applicable Servicing General Provisions, as updated from time to time. Prior to issuance of the Enhanced Permit the following will be required:

- a. A detailed cost estimate for the Offsite Improvements, supported by preliminary design drawings prepared by an Engineer licensed in the Province of Ontario
- b. Approval by the Manager of Risk Management of all necessary securities and insurance
- c. Engineering Development Review fee in accordance with the current City of Windsor User Fee Schedule

If you have any questions or concerns, contact Juan Paramo at 519-255-6100, ext. 6353

CITY OF WINDSOR - ENVIRONMENTAL SUSTAINABILITY COORDINATOR - BARBARA LAMOURE

In response to the Zoning By-law amendment there are no objections. Note the following comments for consideration:

Energy Conservation, Air Quality and Climate Change - Please note PPS 2020 energy conservation and efficiency policies as they relate to long-term economic prosperity (1.7.1 (j)), as well as improved air quality and reduced greenhouse gas emissions (1.8.1). In addition, the City of Windsor Community Energy Plan aims to improve energy efficiency; modifying land use planning; reducing energy consumption and greenhouse gas emissions; and fostering green energy solutions throughout Windsor, while supporting local economic development.

As per these policies the developer should consider energy efficiency in the building design. This may include but not be limited to increased insulation, energy efficient appliances and fixtures, high efficiency windows/doors and renewable energy sources.

The developer is encouraged to contact both Enbridge and Enwave to determine opportunities for improved energy efficiency and available incentives.

EV Charging - The installation of EV chargers is highly encouraged, as electric vehicles continue to penetrate the personal car and truck market and supported by federal targets for EV production. Access to home charging will continue to be the preferred charge point.

Active Transportation - To promote the use of active transportation, bike racks should be considered.

Climate Change Resiliency - Opportunities to increase resiliency such as providing strategic flood risk measures are suggested as this property is located in an area with a 1:5 year basement flooding risk as per the City's Sewer and Coastal Flooding Master Plan.

Low Impact Design should be considered during Site Plan Review to address quantity and quality of stormwater leaving the site. The addition of Green Infrastructure here would be beneficial. Please see https://greeninfrastructureontario.org for examples.

Landscaping - Consideration for shade trees are recommended to minimize the urban heat island impacts. Consideration of native, drought resistant plants is encouraged to limit watering requirements.

CITY OF WINDSOR - PARKS & FORESTRY

Yemi Adeyeye - Forestry has the following comments: There are 4 Norway Maple trees at 1350 Pelletier and 1 Norway Maple tree at 1376 Pelletier, which are in good condition. Going by the development plan, their root zones will be affected by the proposed construction.

The diameter at breast height of these healthy trees, beginning from east to west are: 1350 Pelletier – Total DBH= 240 cm

55 cm, 51 cm, 40 cm, 41 cm, 53 cm

1376 Pelletier - Total DBH= 59 cm

59 cm

Forestry recommend that the contractor follow the City of Windsor Site Control Plan, section 3.1 under existing trees during construction.

The City will require that the developer is notified, in advance, of the City's tree replacement procedure: City Forestry follows the 'equivalent diameter' replacement methodology - for every unit diameter of tree removed (e.g. due to damages), a similar amount of new trees must be planted. Replacement cost will be required if there are tree damages/removals.

Karen Alexander - Natural Areas has no comments on this liaison.

Hoda Kameli - Parks D&D has no objection to this Liaison.

CITY OF WINDSOR – PLANNING DEPARTMENT – HERITAGE PLANNER – KRISTINA TANG

There is no apparent built heritage concern with this property and it is located on an area of low archaeological potential.

Nevertheless, the Applicant should be notified of the following archaeological precaution.

- 1. Should archaeological resources be found during grading, construction or soil removal activities, all work in the area must stop immediately and the City's Planning & Building Department, the City's Manager of Culture and Events, and the Ontario Ministry of Citizenship and Multiculturalism must be notified and confirm satisfaction of any archaeological requirements before work can recommence.
- 2. In the event that human remains are encountered during grading, construction or soil removal activities, all work in that area must be stopped immediately and the site secured. The local police or coroner must be contacted to determine whether or not the skeletal remains are human, and whether the remains constitute a part of a crime scene. The Local police or coroner will then notify the Ontario Ministry of Citizenship and Multiculturalism and the Registrar at the Ministry of Government and Consumer Services if needed, and notification and satisfactory confirmation be given by the Ministry of Citizenship and Multiculturalism.

Contacts:

Windsor Police: 911

Windsor Planning Department - 519-255-6543 x6179, ktang@citywindsor.ca, planningdept@citywindsor.ca

Windsor Manager of Culture and Events - Michelle Staadegaard, (O) 519-253-2300x2726, (C) 519-816-0711, mstaadegaard@citywindsor.ca

Ontario Ministry of Citizenship and Multiculturalism - Archaeology Programs Unit, 1-416-212-8886, Archaeology@ontario.ca

Ontario Ministry of Government & Consumer Services, A/Registrar of Burial Sites, War Graves, Abandoned Cemeteries and Cemetery Closures, 1-416-212-7499, Crystal.Forrest@ontario.ca

CITY OF WINDSOR - PLANNING DEPARTMENT - LANDSCAPE & URBAN DESIGN - STEFAN FEDIUK

Zoning Provisions for Parking Setback - As the proposal is for a rezoning to provide residential. The concept plan provided is unclear as to what greenspace is being provided.

The standard walking distance for playgrounds, as found in the Parks Master Plan, is 400m to service residential. Field of Dreams Park is 230m away but children must cross Tecumseh Road West, which is a class 2 Arterial Road. The closest municipal park without crossing Tecumseh Rd West is Bridgeview Park approximately 680m away.

Therefore, it is requested that as part of the special zoning required provisions, the owner is to provide a minimum of 35% of the lot area as Landscape Open Space Yard similar to what is required in RD3 Districts to accommodate any passive recreational needs of the residents that will be occupying the proposed residential development.

Tree Preservation - The proposed concept plan for the severed property will require that at least one Norway Maple tree (52cm DBH) on the municipal right of way would require to be removed.

There are several existing mature trees on the property that would need to be removed as well as cited in the Planning Rationale.

Require a Tree Inventory and Protection plan identifying which trees are to be retained and proposed preservation techniques to be implemented. As per O.P. Subsection 5.3.6, removal of any trees will require to be replaced or compensated to the satisfaction of the City Forester.

Parkland Dedication - Require a parkland dedication as cash-in-lieu representing 5% of the subject lands, to the satisfaction of the Executive Director of Parks, as per By-law 12780 and the Planning Act.

CITY OF WINDSOR - PLANNING DEPARTMENT - ZONING COORDINATOR - ZAID ZWAYYED

Below is the zoning review for the proposed development:

- Current Zoning Designation: MD2.13
- Proposed Zoning Designation: RD2.2
- Existing Use [as per historical Building Permit(s) / Planning Act Application(s)]:
 - A dwelling unit with a restaurant
- Proposed Use:
 - Multiple Dwelling with Four Dwelling Units
- Section 5 General Provisions
 - The proposal complies.
- Zoning Provisions (11.2.5):
 - o Minimum lot Width:
 - 18.0 m (Required)
 21.83 m (Provided)
 - o Minimum Lot Area:
 - 540.0 m² (Required) 718.77 m² (Provided)

Maximum Lot Coverage:

45.0% (Required) 35.29% (Provided)

o Maximum Main Building Height:

9.0 m (Required)9.0 m (Provided)

Minimum Front Yard Depth:

• 6.0 m (Required) 6.0 m (Provided)

Minimum Rear Yard Depth:

7.50 m (Required)
 10.57 m (Provided)

Maximum Side Yard Width:

■ 1.80 m (Required) 1.80 m (Provided)

Section 24 - Parking, Loading and Stacking Provisions

Required Number of Parking Spaces:

4 spaces (1 space per unit) (Required)

4 spaces (Provided)

Section 25 – Parking Area Provisions

N/A

Note: there are no identified zoning deficiencies for the existing use that would result upon severance.

CITY OF WINDSOR - TRANSIT WINDSOR - JASON SCOTT

Transit Windsor has no objections to this development. The closest existing transit route to this property is with the Central 3. The closest existing bus stop to this property is located on Tecumseh at McKay Northeast Corner. This bus stop is approximately 240 metres from this property falling within our 400 metre walking distance guidelines to a bus stop. This will be maintained with our City Council approved Transit Master Plan.

CITY OF WINDSOR - TRANSPORTATION

All parking must comply with ZBL 8600. Owner is required to maintain the minimum of 4 parking spaces within private property.

Each parking space shall have a minimum length of 5.5 metres and a minimum width of 2.5 metres, except where one side of the parking space is flanked by a wall or fence, each parking space shall have a minimum length of 5.5 metres and a minimum width of 3.5 metres. Please provide these dimension on the site plan.

CITY OF WINDSOR - WINDSOR FIRE & RESCUE SERVICES - MICHAEL COSTE

No issue.

ENBRIDGE GAS

After reviewing the provided drawing at 1350 Pelletier St and consulting our mapping system, please note that Enbridge Gas has active infrastructure in the proposed area. See the drawing below for reference. Please Note:

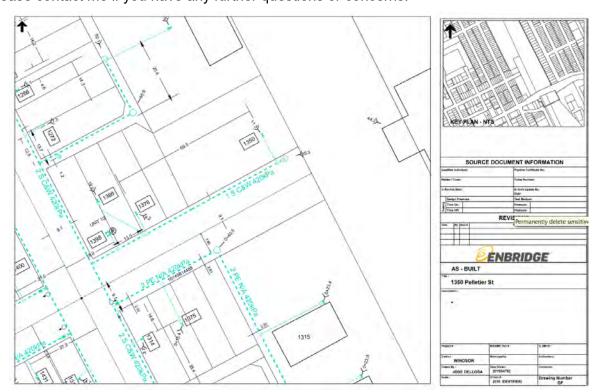
- 1. The shown piping locations are approximate and for information purposes only
- 2. The drawings are not to scale
- 3. This drawing does not replace field locates. Please contact Ontario One Call for onsite locates prior to excavating, digging, etc

Enbridge Gas requires a minimum separation of 0.6m horizontal and 0.3m vertical from all of our plant less than NPS 16 and a minimum separation 1.0m horizontal and 0.6m vertical between any CER-regulated and vital pipelines. For all pipelines (including vital pipelines), when drilling parallel to the pipeline, a minimum horizontal clearance measured from the edge of the pipeline to the edge of the final bore hole of 1 m (3.3 ft) is required. Ensure that this minimum separation requirement is maintained, and that the contractor obtains locates prior to performing any work and utilizes safe excavation practices while performing any work in the vicinity.

Also, note the following should you find any abandoned infrastructure in the area:

- Any pipe that is excavated, please assume that it is live
- If during the course of any job, any pipe is found that is not on the locate sheet and is in conflict
 with your work, please call our emergency number (1-877-969-0999), and one of our Union Gas
 representatives will respond to determine if that plant is in fact live or dead
- Please note that our Enbridge Gas representative will respond to the live or dead call within 1-4 hours, so please plan your work accordingly

Please contact me if you have any further questions or concerns.



APPENDIX F - CONSULTATION

ENWIN - HYDRO ENGINEERING

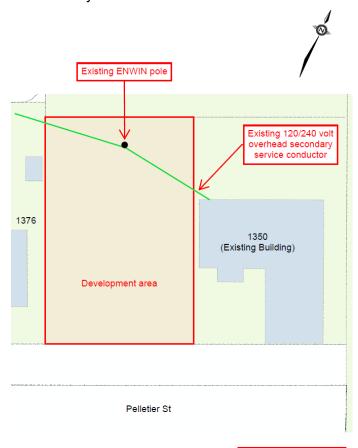
No Objection, provided adequate clearances are achieved and maintained.

ENWIN has a pole adjacent to the proposed parking spaces, with 120/240 volt overhead secondary conductor crossing the property (West to East) to service the existing building at 1350 Pelletier St.

If any relocation of the existing plant is required for the development, the associated costs will be burdened by the customer. Additionally, an easement named to ENWIN Utilities Ltd may be required to accommodate this plant.

Prior to working in these areas, we would suggest notifying your contractor and referring to the Occupational Health and Safety Act and Regulations for Construction Projects to confirm clearance requirements during construction. We suggest referring to the Ontario Building Code for permanent required clearances for New Building Construction.

Sketch attached for reference only:



NOTE: NOT TO SCALE FOR VISUAL REFERENCE ONLY

ENWIN - WATER ENGINEERING:

Water Engineering has no objections

Development & Heritage Standing Committee March 4, 2024 Item 7.2 – Written Submission

From: Robert Smith

Sent: February 20, 2024 1:16 PM **To:** clerks < <u>clerks@citywindsor.ca</u>>

Subject: public meeting

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

I would like to register as a delegate to speak on the amendment to a zoning bylaw change File number ZNG/7158 Z-31/23. I'm against this change as it will create more issues for the parking problems in this neighbourhood. In the past couple years we have had four multi unit dwellings erected in the 1300 block of McEwen 1100 Campbell 1600 Taylor and the 1100 block of Curry. All these units are supplied with parking spots for their tenants but at the expense of long standing homeowners like myself 40 years here, by cutting curbs to install driveways removing existing street parking spots. In these times many families have multiple vehicles and I understand that. We also have 2 handicap spots one on the 1600 block of Taylor and 1200 block of Curry which these residents require. I have a handicap sticker but was denied a spot because I have alley access to my backyard. Basically I need to spend thousands of dollars to remove my fence install a gravel or paved drive in my backyard and erect a new fence with a gate to go down an alley which I won't walk my dog down let alone drive ny car,it is nothing more then a dump site. These units also don't cut their grass or shovel their sidewalks.

Robert Smith



Committee Matters: SCM 74/2024

Subject: 986 Ouellette Avenue, Masonic Temple, Community Heritage Fund & Downtown Windsor Enhancement Strategy and Community Improvement Plan Grant Extension (Ward 3)

Moved by: Councillor Kieran McKenzie Seconded by: Councillor Angelo Marignani

Decision Number: DHSC 593

THAT Council Resolution CR120/2022, previously approved for grants under the Community Heritage Fund (Reserve Fund 157) and Downtown Windsor Enhancement Strategy and Community Improvement Plan (Downtown CIP), **BE AMENDED** to extend the deadline to one (1) year from the date of the Council approval of Report S19/2024; and.

THAT extensions **SHALL BE** given at the discretion of the City Planner to complete the approved work.

Carried.

Report Number: S 19/2024 Clerk's File: MBA/3304

Clerk's Note:

- 1. The recommendation of the Development & Heritage Standing Committee and Administration are the same.
- 2. Please refer to Item 10.1 from the Development & Heritage Standing Committee held on March 4, 2024.
- To view the stream of this Standing Committee meeting, please refer to: https://csg001-harmony.sliq.net/00310/Harmony/en/PowerBrowser/PowerBrowserV2/20240 304/-1/9471



Council Report: \$19/2024

Subject: 986 Ouellette Avenue, Masonic Temple, Community Heritage Fund & Downtown Windsor Enhancement Strategy and Community Improvement Plan Grant Extension (Ward 3)

Reference:

Date to Council: March 4, 2024

Author: Kristina Tang Heritage Planner

Email:ktang@citywindsor.ca Phone: 519-255-6543 X 6179

Kevin Alexander

Planner III- Special Projects

Email: kalexander@citywindsor.ca

Phone: 519-255-6

Planning & Building Services
Report Date: February 9, 2024
Clark's File #: MRA/2204

Clerk's File #: MBA/3304

To: Mayor and Members of City Council

Recommendation:

That Council Resolution CR120/2022, previously approved for grants under the Community Heritage Fund (Reserve Fund 157) and Downtown Windsor Enhancement Strategy and Community Improvement Plan (Downtown CIP), **BE AMENDED** to extend the deadline to one (1) year from the date of the Council approval of Report S19/2024; and,

That extensions **SHALL BE** given at the discretion of the City Planner to complete the approved work.

Executive Summary: N/A

Background:

The property at 986 Ouellette is the Masonic Temple was constructed for and remains used for the gathering of Masons and other community uses. This 1921 building and property was designated by City of Windsor Council through By-law No. 11786 on April 11, 1994.

On March 21, 2022, Council approved grants through CR 120/2022 from the Community Heritage Fund and the Downtown Windsor Enhancement Strategy and Community Improvement Plan (CIP) valid for 2 years. The applicant Masonic Temple Association (c/o Cameron Adamson) approached staff in February 2024 to request an extension to the grants as the project is ongoing and anticipated to be completed in 2024, but not before the deadline in March 2024.



Ouellette Avenue view of the property pre-restoration.



September 2023 view of the property after the limestone restoration.

Discussion:

All *Ontario Heritage Act* related matters are required to proceed through consultation to the Heritage Committee and then with final decision made by City Council. The request for Heritage Fund is authorized by Council through Section 39 (1) of the *Ontario Heritage Act* or with a heritage conservation easement. In similar fashion, Part IV, Section 28 of the *Planning Act*, allows City Council to provide grants to owners and tenants of land when conforming to the objectives and policies contained within a designated Community Improvement Project area.

The specific CR 120/2022 approved by Council on March 21, 2022 included a tie into the completion of work and fulfillment of conditions within 2 years of the approval date (Parts II d, and VII).

- I. THAT the importance and value of the Masonic Temple, 986 Ouellette Avenue, a municipal designated heritage property **BE RECOGNIZED** by City Council and further, that Council supports the various grant applications made by the Border Masonic Temple Association Ltd to other levels of government, including the Legacy Fund, Building Communities Through Arts and Heritage, Green and Inclusive Community Building Fund, Ontario Trillium Resilient Places Grant & Digital Museum Canada Grant.
- II. THAT a total grant of 15% of the cost of conservation work for the facade, to an upset amount of \$46,612.50 from the Community Heritage Fund (Reserve Fund 157) BE GRANTED to Border Masonic Temple Association Ltd. for the Masonic Temple, at 986 Ouellette Avenue, subject to:
 - Submission of professional drawings, conservation details, technical details and samples, to the satisfaction of the City Planner or designate prior to work start;
 - Determination by the City Planner that the work is completed to heritage conservation standards and the City Building Official for building code compliance (if required);
 - c. Owner's submission of paid receipts for work completed;
 - d. That the Community Heritage Fund (Reserve Fund 157), grants approved shall lapse if the applicant has not completed the work and fulfilled the conditions within 2 years of the approval date;
- III. THAT the authority to approve alterations associated with the roofing, facade, and windows, **BE DELEGATED** to the City Planner or designate;
- V. THAT the request for incentives under the *Downtown Windsor Enhancement Strategy and Community Improvement Plan (CIP)* made by Building Committee

Chair Cameron Adamson on behalf of the Border Masonic Temple Association located at 986 Ouellette Avenue **BE APPROVED** for the *Commercial/Mixed Use Building Facade Improvement Program* for 50% of the eligible costs of the façade improvements, up to a maximum amount of \$30,000 per property;

- V. THAT funds in the amount of up to \$30,000 under the *Commercial/Mixed Use Building Facade Improvement Program* **BE TRANSFERRED** from the CIP Reserve Fund 226 to the Downtown Windsor Enhancement Strategy and CIP (#7011022) once the work is completed;
- VI. THAT grants **BE PAID** to the Border Masonic Temple Association (C/O Cameron Adamson), upon completion of the improvements to the existing three (3) storey building and property located at 986 Ouellette Avenue, from Downtown Windsor Enhancement Strategy Fund (Project # 7011022) to the satisfaction of the City Planner and Chief Building Official:
- VII. THAT should the project not be completed in two (2) years, City Council **AUTHORIZE** that the funds under the *Commercial/Mixed Use Building Façade Improvement Grant Program* for 986 Ouellette Avenue be uncommitted and made available for other applications;
- VIII. THAT administration **BE DELEGATED** the authority to adjust the amounts granted to the upset costs of this Council Decision, on the basis that the total amount of all grants and funding received by Border Masonic Temple Association Limited (BMTA) by all levels of government, cannot exceed the approved eligible costs for the project.

The deadline of two (2) years was originally included in the recommendation to ensure that grant funds were held for the project for a reasonable timeframe while encouraging the project to commence. In this case, the project has been in progress but backlog of supplies and the need to wait for construction seasons has caused a delay in the project completion timeline. The applicant has advised that the project should be completed by 2024.

The additional one-year extension requested has been evaluated by Administration to be reasonable and will provide time for the Applicant to fulfill the conditions of the approval and complete inspections. The alternate discretion for the City Planner to extension provides flexibility for the project completion and grant closure if for some unforeseeable reason there is a delay beyond the one year.

Risk Analysis:

There is low risk associated with the approval of this report. The project has been ongoing and is close to completion, though pending appropriate construction season.

Climate Change Risks

Climate Change Mitigation: N/A

Climate Change Adaptation: N/A

Financial Matters:

Funds have already been allocated through the CIP Reserve Fund 226 for the Downtown CIP Grant and marked as committed under the Community Heritage Fund (Reserve Fund 157) through CR120/2022.

Consultations:

The Applicants (Border Masonic Template Association) requested the extension in February 2024 citing their construction progress as being close to completion but not likely able to meet the March 2024 deadline.

Conclusion:

Administration recommends that Council approve the requested 1 year extension for completion and fulfillment of conditions associated with CR 120/2022 for the Community Heritage Fund and Downtown CIP grant request by Masonic Temple, or until project completion determined at the discretion of the City Planner to provide flexibility for the project closure.

Planning Act Matters: N/A

Approvals:

| Name | Title |
|-----------------------------|---|
| Josie Gualtieri | Financial Planning Admin. |
| Kate Tracey | Senior Legal Counsel |
| Jason Campigotto | Deputy City Planner - Growth |
| Thom Hunt | City Planner/Executive Director of Planning and Building Services |
| Tony Ardovini | On behalf of Commissioner of Finance & City Treasurer |
| Jelena Payne | Commissioner of Economic Development & Innovation |
| Ray Mensour for Joe Mancina | Chief Administrative Officer |

Notifications:

| Name | Address | Email |
|------|---------|-------|
| | | |

| Name | Address | Email |
|--|---------|-------|
| Masonic Temple Association (C/O Cameron Adamson) | | |

Appendices:

N/A



Committee Matters: SCM 75/2024

Subject: Verbal Update to Municipal Heritage Register: Strategies in response to Provincial Bill 23 - City Wide

Moved by: Councillor Kieran McKenzie Seconded by: Member William Tape

Decision Number: DHSC 594

THAT the verbal update to Municipal Heritage Register: Strategies in response to Provincial Bill 23 provided by the Heritage Planner **BE RECEIVED**; and,

THAT the Heritage Planner **BE DIRECTED** to report back to a future Development & Heritage Standing Committee meeting on the viability of a bylaw for Council consideration aimed at protecting existing Municipal Heritage assets beyond the Province's 2024 deadline; and that should a bylaw be determined viable, **TO PROPOSE** within the response appropriate language and to report back prior to the Provincial deadline elapsing. Carried.

Clerk's File: ACO2024

Clerk's Note:

- 1. Please refer to Item 10.2 from the Development & Heritage Standing Committee held on March 4, 2024.



Committee Matters: SCM 76/2024

Subject: Sandwich Town CIP Application, 3431, 3433, 3435 Bloomfield Road; Agent Vaibhav Desai (Windsor Essex Community Housing Corporation) (Ward 2)

Moved by: Councillor Mark McKenzie Seconded by: Councillor Kieran McKenzie

Decision Number: DHSC 595

- I. THAT the request for incentives under the Sandwich Incentive Program made by Windsor Essex Community Housing Corporation, owners of the properties located at 3431, 3433, 3435 Bloomfield Road, **BE APPROVED** for the following programs when all work is complete:
 - Development and Building Fees Grant for 100% of the Development and Building Fees identified in the Sandwich CIP to an estimated amount of (\$74,985.91);
 - ii. Revitalization Grant Program for 70% of the municipal portion of the tax increment for up to 10 years (estimated at **\$27,014.40** per year); and,
- II. THAT the CFO/City Treasurer **BE DELEGATED** the authority to adjust the amounts granted to the upset costs of this Council Decision, on the basis that the total amount of all grants and funding received by Windsor Essex Community Housing Corporation by all levels of government, cannot exceed the approved eligible costs for the project; and,
- III. THAT Administration **BE AUTHORIZED** to prepare the Sandwich Incentive Program Agreement for the *Revitalization Grant* in accordance with all applicable policies, requirements, and provisions contained within the Olde Sandwich Towne Community Improvement Plan to the satisfaction of the City Planner as to content, the City Solicitor as to legal form, and the CFO/City Treasurer as to financial implication; and,
- IV. THAT the CAO and City Clerk **BE AUTHORIZED** to sign the agreement between the City and Windsor Essex Community Housing Corporation to implement the *Revitalization Grant Program* in accordance with all applicable policies, requirements to the satisfaction of the City Planner as to content, the City Solicitor as to legal form, and the CFO/City Treasurer as to financial implications; and,
- V. THAT funds in the estimated amount of \$74,985.91 under the *Development and Building Fees Grant Program BE TRANSFERRED* from the CIP Reserve Fund

226 to the Sandwich Community Development Plan Fund (Account 7076176) when the work is complete; and,

- VI. THAT subject to Recommendation II, grants **BE PAID** to Windsor Essex Community Housing Corporation upon completion of three (3) buildings with a total of eighteen (18) units, each building consisting of a two (2) storey, six (6) unit multiple dwelling from the *Sandwich Community Development Plan Fund* (Account 7076176) to the satisfaction of the City Planner and Chief Building Official; and,
- VII. THAT grants approved **SHALL LAPSE** if the applicant has not completed the work and fulfilled the conditions within 2 years of the approval date. Extensions **SHALL BE** given at the discretion of the City Planner.

 Carried.

Report Number: S 171/2023 Clerk's File: Z/14644

Clerk's Note:

- 1. The recommendation of the Development & Heritage Standing Committee and Administration are the same.
- 2. Please refer to Item 11.1 from the Development & Heritage Standing Committee held on March 4, 2024.
- To view the stream of this Standing Committee meeting, please refer to: https://csg001-harmony.sliq.net/00310/Harmony/en/PowerBrowser/PowerBrowserV2/20240 304/-1/9471



Council Report: S 171/2023

Subject: Sandwich Town CIP Application, 3431, 3433, 3435 Bloomfield Road; Agent Vaibhav Desai (Windsor Essex Community Housing Corporation) (Ward 2)

Reference:

Date to Council: March 4, 2024 Author: Kevin Alexander, MCIP RPP Senior Planner Special Projects 519-255-6543 x6732 kalexander@citywindsor.ca;

Nathan Li
Planning Assistant
519-255-6543 x6438
nli@citywindsor.ca
Planning & Building Services
Planning & Building Services
Report Date: December 22, 2023
Clerk's File #: Z/14644

To: Mayor and Members of City Council

Recommendation:

- I. **THAT** the request for incentives under the Sandwich Incentive Program made by Windsor Essex Community Housing Corporation, owners of the properties located at 3431, 3433, 3435 Bloomfield Road, **BE APPROVED** for the following programs when all work is complete:
 - i. Development and Building Fees Grant for 100% of the Development and Building Fees identified in the Sandwich CIP to an estimated amount of (\$74,985.91);
 - ii. Revitalization Grant Program for 70% of the municipal portion of the tax increment for up to 10 years (estimated at \$27,014.40 per year); and
- II. **THAT** the CFO/City Treasurer **BE DELEGATED** the authority to adjust the amounts granted to the upset costs of this Council Decision, on the basis that the total amount of all grants and funding received by Windsor Essex Community Housing Corporation by all levels of government, cannot exceed the approved eligible costs for the project;

- III. **THAT** Administration **BE AUTHORIZED** to prepare the Sandwich Incentive Program Agreement for the *Revitalization Grant* in accordance with all applicable policies, requirements, and provisions contained within the Olde Sandwich Towne Community Improvement Plan to the satisfaction of the City Planner as to content, the City Solicitor as to legal form, and the CFO/City Treasurer as to financial implication;
- IV. **THAT** the CAO and City Clerk **BE AUTHORIZED** to sign the agreement between the City and Windsor Essex Community Housing Corporation to implement the *Revitalization Grant Program* in accordance with all applicable policies, requirements to the satisfaction of the City Planner as to content, the City Solicitor as to legal form, and the CFO/City Treasurer as to financial implications;
- V. **THAT** funds in the estimated amount of \$74,985.91 under the *Development and Building Fees Grant Program* **BE TRANSFERRED** from the CIP Reserve Fund 226 to the *Sandwich Community Development Plan Fund* (Account 7076176) when the work is complete;
- VI. **THAT**, subject to Recommendation II, grants **BE PAID** to Windsor Essex Community Housing Corporation upon completion of three (3) buildings with a total of eighteen (18) units, each building consisting of a two (2) storey, six (6) unit multiple dwelling from the *Sandwich Community Development Plan Fund* (Account 7076176) to the satisfaction of the City Planner and Chief Building Official; and,
- VII. **THAT** grants approved **SHALL LAPSE** if the applicant has not completed the work and fulfilled the conditions within 2 years of the approval date. Extensions **SHALL BE** given at the discretion of the City Planner.

Executive Summary:

N/A

Background:

On January 26, 2009, City Council passed by-laws to establish the Sandwich Heritage Conservation District Plan (By-law 22-2009), Olde Sandwich Towne Community Improvement Plan (By-law 27-2009), and Supplemental Development and Urban Design Guidelines (By-law 28-2009). These By-laws came into effect on October 18, 2012. One of the key recommendations of the Olde Sandwich Towne Community Improvement Plan (Sandwich CIP) is the implementation of the Incentive Program(s).

On June 17, 2013 through M265-2013 Council activated the following Incentive Programs from the Sandwich Incentive Program(s) "toolkit" (See):

- a) Commercial/Mixed Use Building Facade Grant Program
- b) Revitalization Grant Program
- c) Commercial Core Feasibility Grant Program
- d) Development Charge Grant Program

- e) Development and Building fees Grant Program
- f) Neighbourhood Residential Rehabilitation Grant Program.

On June 17, 2013 Council also received the Development Review Process for development applications within the Sandwich Heritage Conservation District (HCD) area, and within the Sandwich Community Improvement Plan (CIP) Area (outside of the Sandwich HCD Area) (M264-2013). On April 28, 2014, Council also activated the *Commercial/Mixed Use Building Improvement Loan Program* from the Sandwich Incentive Program(s) "toolkit".

Discussion:

The City of Windsor has a dual role with respect to the Windsor Essex Community Housing Corporation (CHC):

- The Corporation of the City of Windsor is the Consolidated Municipal Service Manager (CMSM) for the delivery of housing and homelessness programs in Windsor and Essex County. As Service Manager, the Housing Services Department allocates Municipal, Federal, and Provincial subsidies to social and affordable housing providers, including CHC, in accordance with legislation and the guidelines of the Housing Services Act. Housing is funded primarily through the municipal tax base.
- The Corporation of the City of Windsor is also the sole legal and beneficial shareholder of CHC and is required to consent to any proposed development, property disposals, and also consent to the issuance of debt as necessary whether by way of a mortgage, loan or other sector related financing.

As part of the organization's new affordable housing strategy, CHC is seeking to build affordable housing developments in Windsor and Essex County by utilizing capital funding from Provincial and Federal funding streams to cover the costs of acquiring the land and/or buildings, completing renovations, and/or building new affordable units.

This development received approval for funding through Canada Mortgage and Housing Corporation (CMHC) Rapid Housing Initiative.

On March 10th, 2023, Windsor Essex Community Housing Corporation (agent Vaibhav Desai) applied for grants through the Sandwich Town CIP Incentive program for the purpose of developing three (3) two (2) storey, six (6) unit multiple dwellings (18 units) located at 3431, 3433, 3435 Bloomfield Road (See Appendix A for location map and existing condition).

The property is located within the Olde Sandwich Towne Community Improvement Plan (Sandwich CIP) area. In keeping with the development review process put in place for all development applications in Sandwich Town the applicant was required to submit a Heritage Permit for Demolition, before a Building Permit can be issued for the new proposal, to ensure that the development is compatible in its surroundings.

One of the general requirements of Section 10.3 q) of the Sandwich CIP requires that approval of any application for the financial incentive program is based on the

compatibility of the proposed use with the vision and goals of the CIP, the Sandwich Community Planning Study (CPS), and the Olde Sandwich Towne Supplemental Development and Urban Design Guidelines (Sandwich Urban Design Guidelines) and any other guidelines applicable to the CIP area. The following identifies how this particular development addresses section 10.3 (q) of the City's Official Plan.

Sandwich CIP Urban Design Guidelines

The Planning and Building Department (Urban Design) reviewed the plans for the proposed improvements (See Appendix 'B') to ensure the design reflects the intent of the Sandwich CIP Urban Design Guidelines.

The proposed design of the new multiple dwelling buildings addresses the vision, goals, and policies identified in the urban design guidelines in the Sandwich Town CIP.

Sandwich Incentive Program(s)

The proposal is located within Target Area 3 of the Sandwich CIP Area and eligible for the following Incentive programs. The eligible costs for each incentive program are based on the costs estimates provided by the applicant, as the project is implemented these costs could fluctuate slightly which could have a minor impact on the eligible costs for each incentive program. The application is consistent with the general program requirements identified in Section 10.3 of the CIP, with the following program specific requirements:

1. Development and Building fees Grant Program

The purpose of the program is to provide an additional incentive to augment the other incentive programs and to facilitate and spur adaptive re-use, redevelopment and new construction. The program provides a grant equal to 100% of the fees paid for the eligible types of development applications and building permits. The applicant is required to apply for the following applications, which are eligible under this program. The table below includes the fees for three (3) two (2) storey, six (6) unit multiple dwellings.

| Building | 3431 | 3433 | 3435 | Total |
|--------------------------------|-------------|-------------|-------------|-------------|
| Residential Building Permit | \$21,949.97 | \$18,090.73 | \$18,090.73 | \$58,131.43 |
| Parks Levy | \$5,618.16 | \$5,618.16 | \$5,618.16 | \$16,854.48 |

To the extent that these costs are not covered by Federal funding, the grant will be approved.

2. Revitalization Grant Program

The purpose of this program is to use the tax increase that can result when a property is rehabilitated, redeveloped or developed to provide assistance in securing the project financing and offset some of the costs associated with the rehabilitation. The program will provide an annual grant equal to 70% of the increase in City property taxes for 10

years after project completion as long as the project results in an increase in assessment and therefore an increase in property taxes.

Through the Revitalization Grant Program, property taxes are not cancelled or reduced. The applicant must pay the full amount of the property taxes annually and will subsequently receive a grant for the difference between the pre and post-development municipal taxes at a rate of 70%.

The confirmed current value assessment of the property located 3431, 3433, 3435 Bloomfield Road is \$3,886,000. The owner currently pays total property taxes of \$144,805 (municipal portion based on 2023 tax levies) and expects to spend \$6,092,372.78 on construction and development. The estimated Post-Project Value of Land and Buildings based on the cost of construction is \$4,996,000. However, some of the proposed costs incurred, although eligible for purposes of the application, may not result in a direct increase in assessment value. In other words, the grant is calculated and paid, not on the post-project value or projections made in this report, but on the actual post-development value, as determined by MPAC after completion.

For illustrative purposes, the table below identifies the 70% of the municipal portion per year (paid over a 10-year period) that the applicant would be eligible for based on the Current Value Assessment and the Estimated Post Project Assessment Value. The estimated post project assessment value of \$4,996,000 was completed by Administration based upon the construction and permit drawings provided by the applicant. However, the actual amount of the new assessment will be dependent upon a full review of the building after completion of renovations as determined by the Municipal Property Assessment Corporation (MPAC).

| Estimated Revitalization Grant for 3431, 3433, 3435 Bloomfield Road | | |
|---|---|---|
| Annual Pre Development Municipal Taxes | Annual Estimate Post Development Municipal Taxes | Annual Estimate Value of Grant (at 70%) |
| \$138,859 | \$177,451 (\$38,592 increase) | \$27,014.40 |

Assumptions

| Current Property Value Assessment (2023 - Residential) | \$3,886,000 |
|--|-------------|
| Estimate Total Post Development Assessment | \$4,966,000 |

The taxes retained by the City over the duration of the grant program is equal to a 30% increase of the tax increment. After completion of the grant program (10 years), the City will collect the full value of municipal tax increase (\$177,451 annually).

Operational funding for the Windsor Essex Community Housing Corporation development on 3431, 3433, 3435 Bloomfield Road, is expected to come from subsidies administered through the City of Windsor as the CMSM. Council approved in the 2022

operating budget operating funding for CHC for this development as per the requirements of the Rapid Housing Program. To the extent that property taxes are covered through the CIP financial incentive, this will serve to benefit the total housing expenditure requirement in the first 10 years of this development.

Risk Analysis:

The Planning & Building Department received and conducted a review of the building plans to confirm compliance with the Ontario Building Code, the Heritage Permit and applicable law (e.g. zoning by-law and the Ontario Heritage Act). The drawings will continue to be reviewed to ensure that the City's incentives are being used appropriately and the City is receiving good value for the public investment allocated through the Sandwich Incentive Program(s). As a requirement of Section 28 (7.3) of the Planning Act Administration has confirmed that, the Grant amount does not exceed the total cost of the project.

The following grants will not be disbursed until an agreement for the Sandwich Incentive Program have been registered on title between the owner and the City of Windsor and not until all work is completed and inspected by Administration as per the approved drawings and Building Permit:

- Revitalization Grant Program
- Development and Building Fees Grant Program

There is little risk associated with approval of a tax increment-based grant such as the *Revitalization Grant Program* as the payments commence after the eligible work has been completed and the property reassessed by MPAC, and will only continue if the development remains eligible in accordance with the Sandwich CIP. Should the development fail to meet its requirements under the CIP, grant payments would cease.

Climate Change Risks

Climate Change Mitigation:

Additional materials (i.e. brick and lumber) will be required for the construction of the new buildings, which will have an indirect impact on Carbon dioxide emissions (CO2).

The redevelopment of the site contributes to the revitalization of the Sandwich Town Neighbourhood through increasing the density and promoting walking and other alternative modes of transportation, thereby contributing to a complete community. The construction of the new building will utilize modern building methods, which will conform to the Ontario Building Code concerning safety and energy efficiency. New doors and windows are also proposed that will be more energy efficient then what is existing.

Utilizing a property in an existing built-up area of the City also promotes efficiency on the existing infrastructure network by not promoting development on Greenfield land.

Climate Change Adaptation:

As temperatures increase and when considering the Urban Heat Island effect for the City of Windsor, the property does not appear to be located within a Heat Vulnerability

area. However, the redevelopment of the site will utilize modern building methods which will conform to the Ontario Building Code concerning energy efficiency. New doors and windows are also proposed that will be more energy efficient then what is existing.

Financial Matters:

On February 22, 2021, Council approved the 2021 budget, which included a new reserve fund for all active CIPs in the City. As CIP grant applications are approved, the approved grant amount will be transferred to the capital project account to be kept as committed funds, until the grant is ready to be paid out. The current uncommitted balance of the CIP reserve fund is \$438,548.19. However, this balance does not account for other CIP grant requests that are currently being considered by the Development & Heritage Standing Committee/City Council standing committee or have been endorsed by the standing committee and are not yet approved by City Council.

If approved, funds will be transferred from the CIP Reserve Fund 226 to the *Sandwich Community Development Plan Fund* (project 7076176) to disperse the estimated amount of \$74,985.91 for the *Development and Building Fees Grant Program* identified in this report when work is complete.

The *Revitalization Grant* will be based upon the municipal tax increase and will be calculated by the Finance Department when all work is complete.

| Eligible Incentive Programs | Grant |
|--|--------------|
| Development and Building Fees Grant | \$74,985.91 |
| Note: Development and Building Fees are paid upfront by the applicant and these fees are approximate and can change at the time of Building Permit | |
| Revitalization Grant | \$270,144.00 |
| *(estimated at \$27,014.40 per year between years 1 to 10) | |
| Total | \$345,129.91 |

Except for the *Revitalization Grant*, the owner will be reimbursed through the project *Sandwich Community Development Plan Fund (project* 7076176) when all work is complete. The *Revitalization Grant* is funded through the municipal portion of the annual tax levy.

Recommendation II includes a clause that will give the CFO/City Treasurer the flexibility to adjust the amounts of the grant (to upset amount approved by Council) depending on the amounts received by the applicant from all other levels of government.

Consultations:

The Planning and Building Department has consulted with the owner and architect of 3431, 3433, 3435 Bloomfield Road through the Sandwich Incentive(s) Program application and Site Plan Review Process.

Planning has also consulted with Kirk Whittal, Executive Director of Housing & Children Services, from Housing & Children's Services regarding funding for this project.

For the purpose of determining the approximate dollar value of grants Jose Mejalli and Carolyn Nelson, Manager of Property Assessment Taxation & Financial Projects were consulted regarding annual Tax Assessment information and the Estimated Post-Redevelopment Property Value Assessment. Josie Gualtieri, Financial Administrator from Financial Planning was consulted regarding funding through Account 7076176-Sandwich Community Development Plan.

The Development and Building fees Grant was determined through consultation with Amanda Foot, Permit Services Clerk from the Building Division. Given that the property is within an area of High Archeological Potential, the Heritage Planner was consulted regarding the requirements Archeological Assessment Reports that was addressed as part of the Site Plan Review process.

Conclusion:

The proposed residential redevelopment located at 3431, 3433, 3435 Bloomfield Road will provide an opportunity to improve the appearance of the area and create new housing units in the Sandwich CIP area. This development addresses the Sandwich CIP Urban Design Guidelines.

The incentive program application meets all of the eligibility criteria as identified in the Discussion section of this report. There are sufficient funds in the Sandwich Community Development Plan Fund to provide the Development & Building Fees grant amount, which has been applied for by the applicant for this project with the Revitalization Grant portion funded through the municipal portion of the annual tax levy. Administration recommends that the application request by the owner of 3431, 3433, 3435 Bloomfield Road for incentives under the Sandwich Incentive Program be approved.

Planning Act Matters:

N/A

Approvals:

| Name | Title |
|-----------------|----------------------------------|
| Kevin Alexander | Planner III – Special Projects |
| Josie Gualtieri | Financial Planning Administrator |
| Neil Robertson | Deputy City Planner - Growth |
| John Revell | Chief Building Official |

| Thom Hunt | City Planner |
|-----------------------------|---|
| Kate Tracey | Senior Legal Council |
| Lorie Gregg | Deputy Treasurer, Taxation, Treasury & Financial Projects |
| Tony Ardovini | On behalf of Commissioner, Finance and City Treasurer |
| Jelena Payne | Commissioner, Economic Development |
| Ray Mensour for Joe Mancina | Chief Administrative Officer |

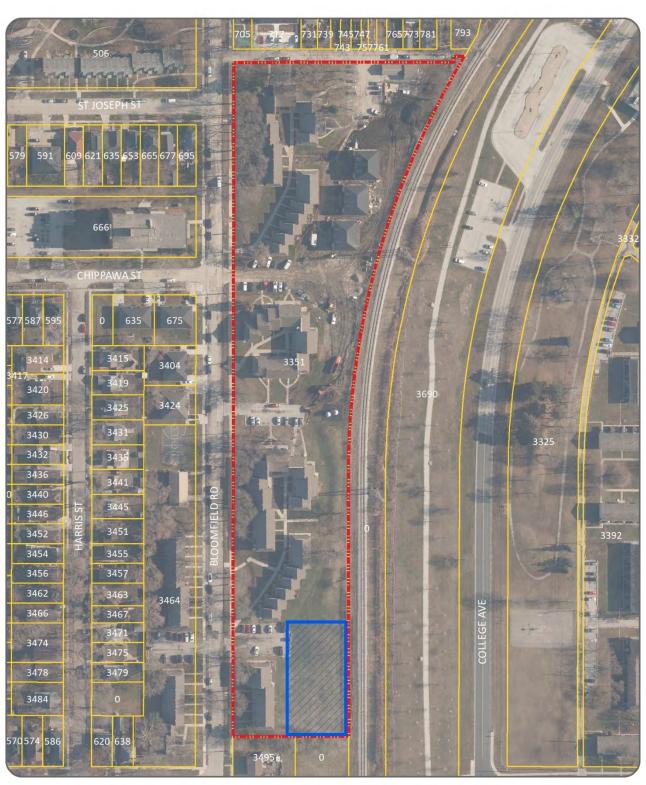
Notifications:

| Name |
|---------------|
| Vaibhav Desai |
| Jay Shanmugam |

Appendices:

Appendix 'A' Location Map and Existing Condition Appendix 'B' Proposed Development

LOCATION MAP



LOCATION MAP





SUBJECT PROPERTY: 3351 - 3493 BLOOMFIELD ROAD

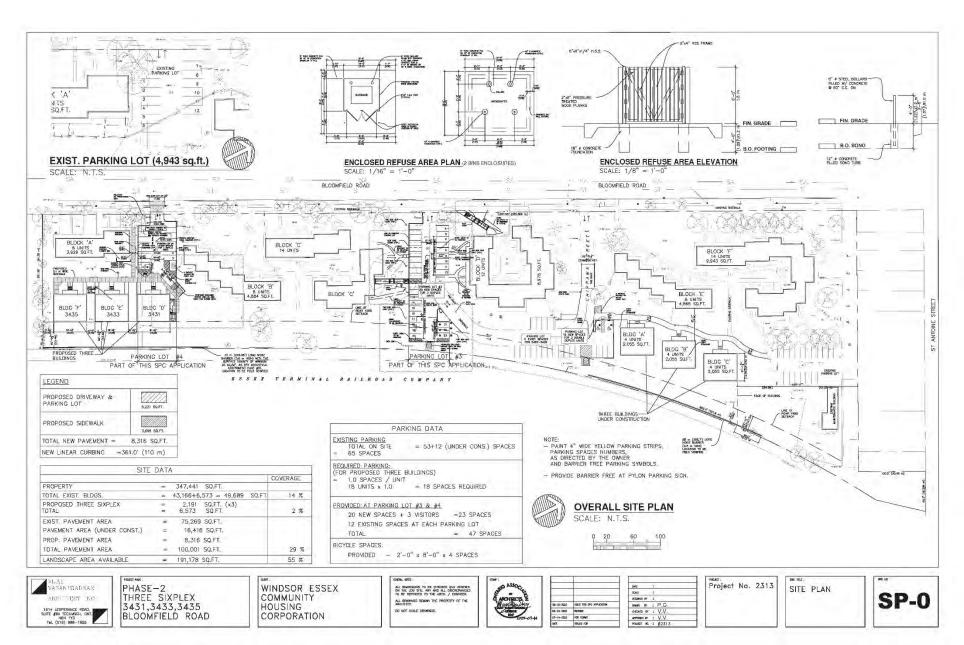


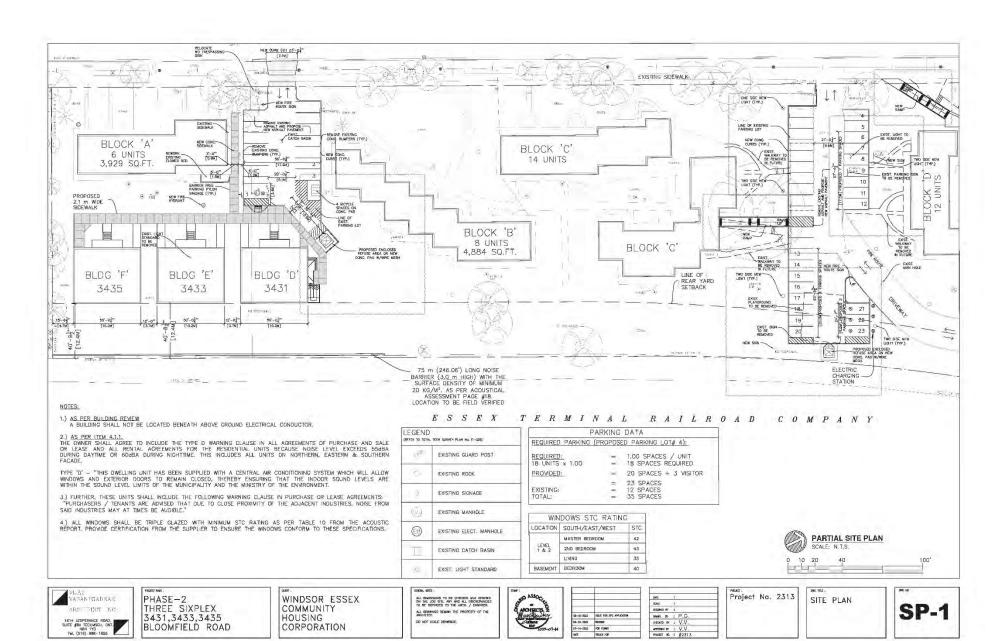
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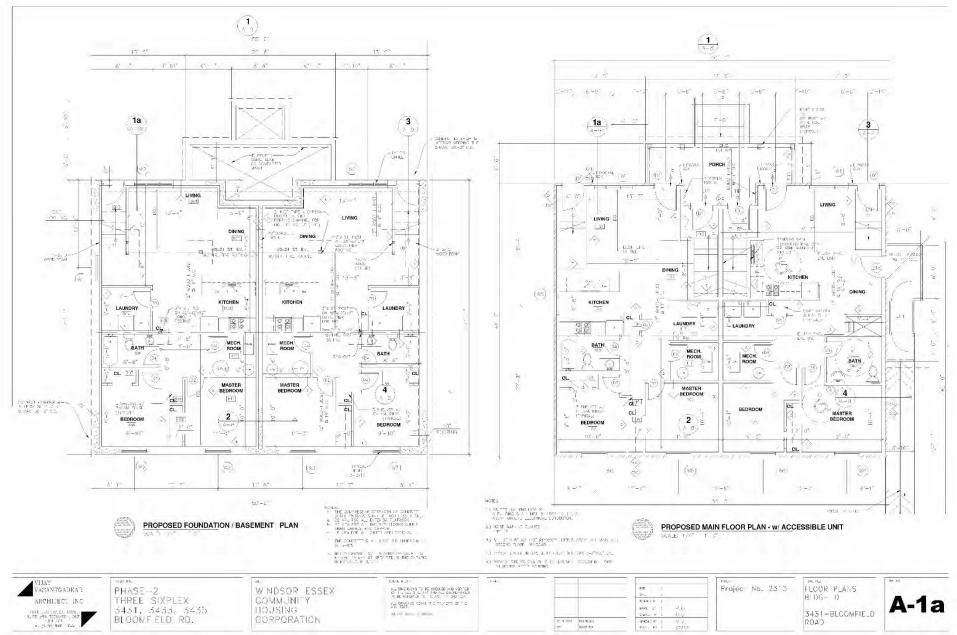


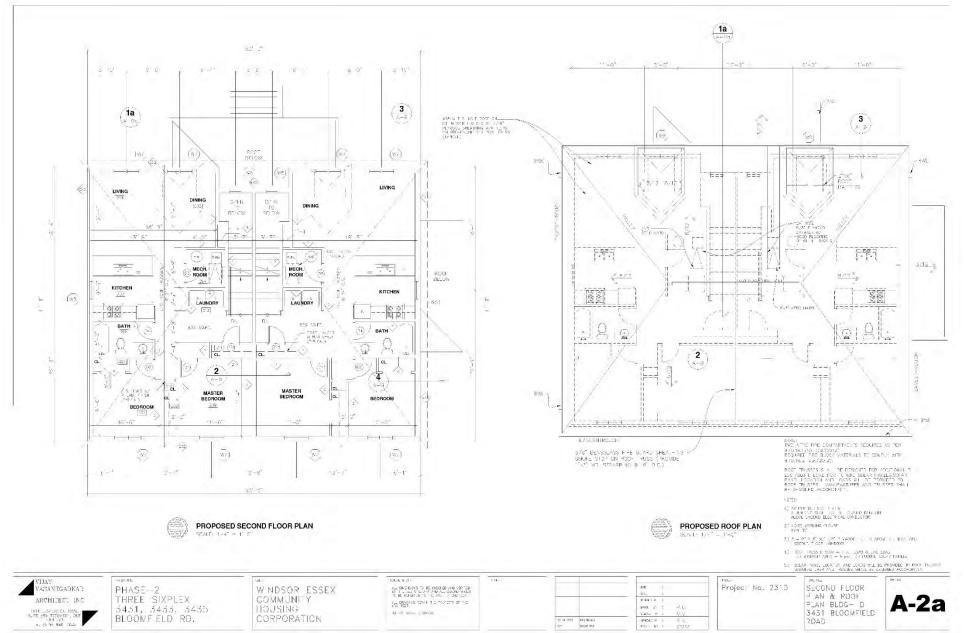
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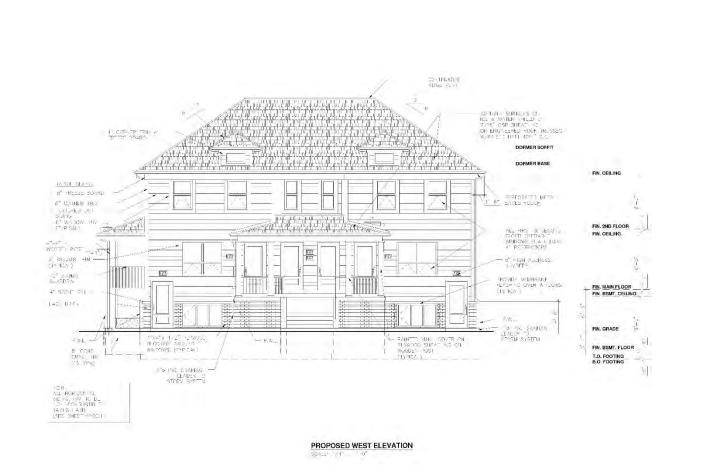








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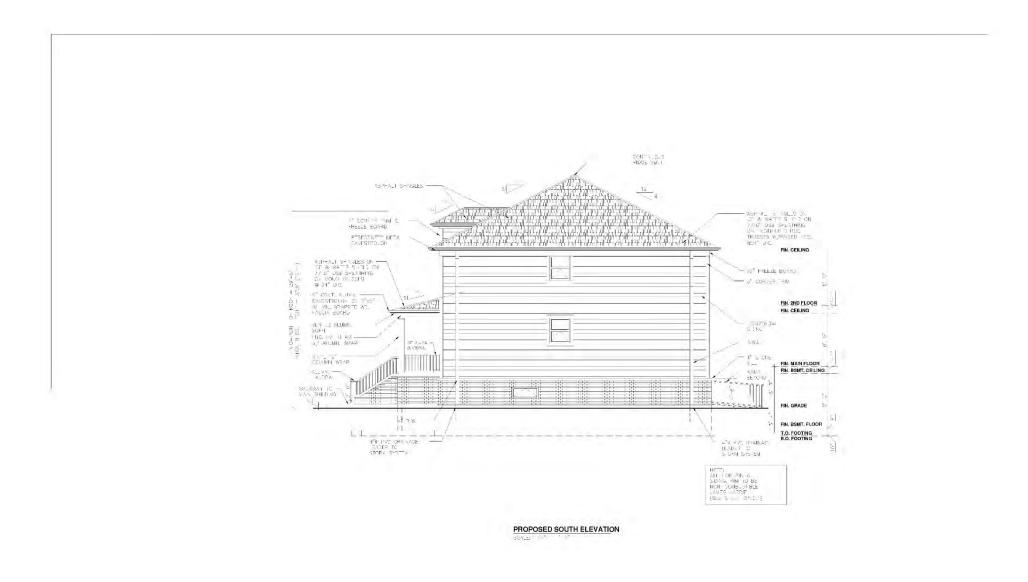
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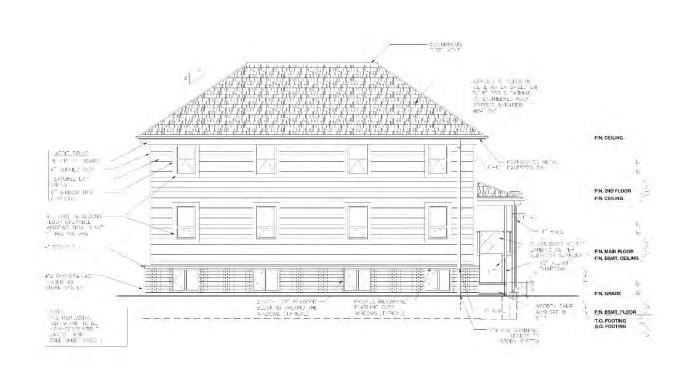
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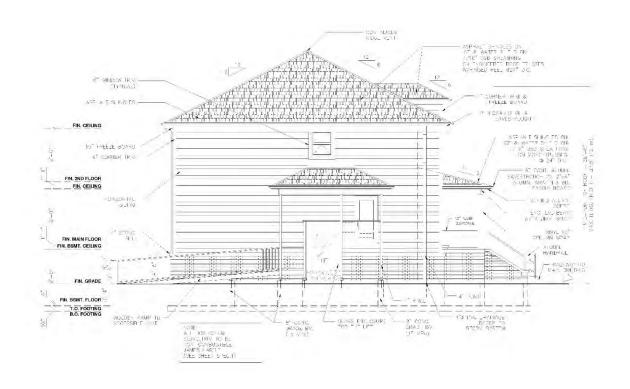


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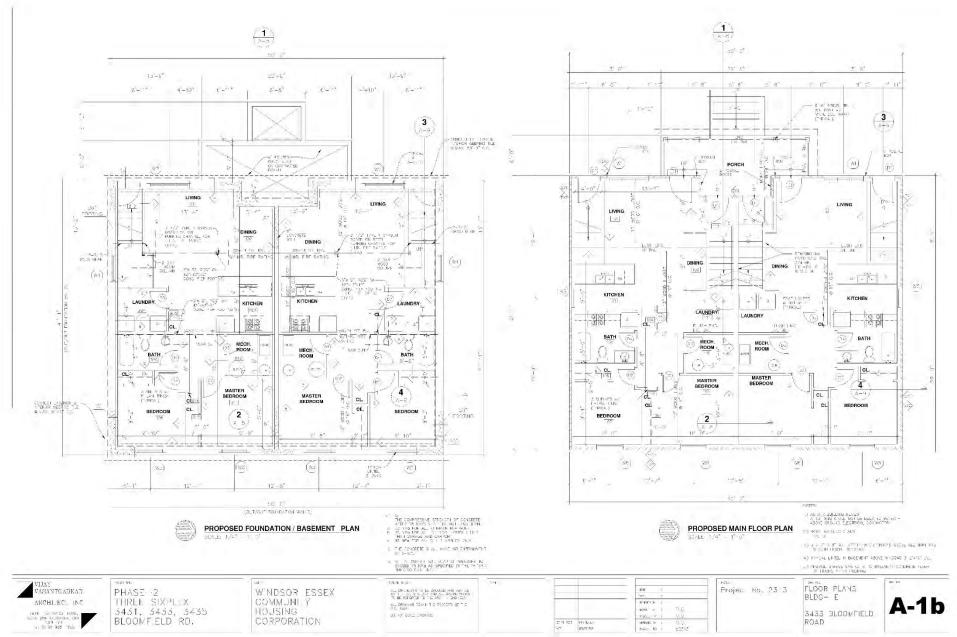


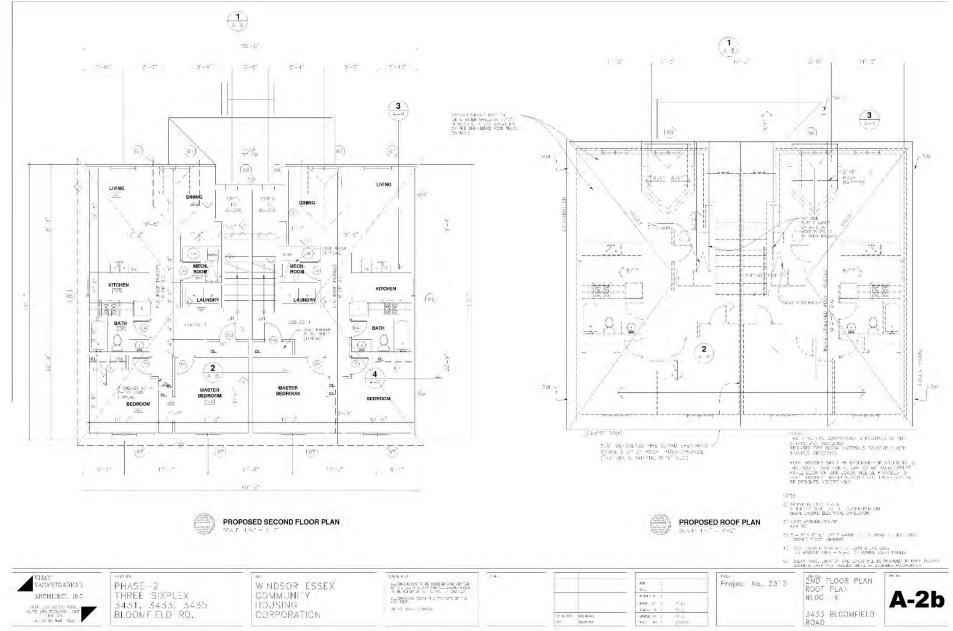
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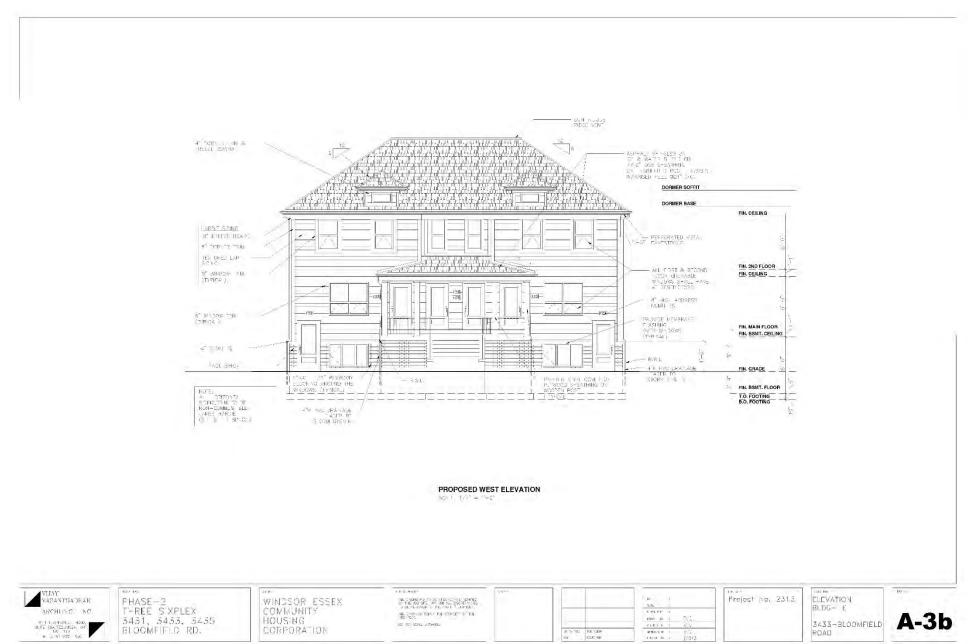


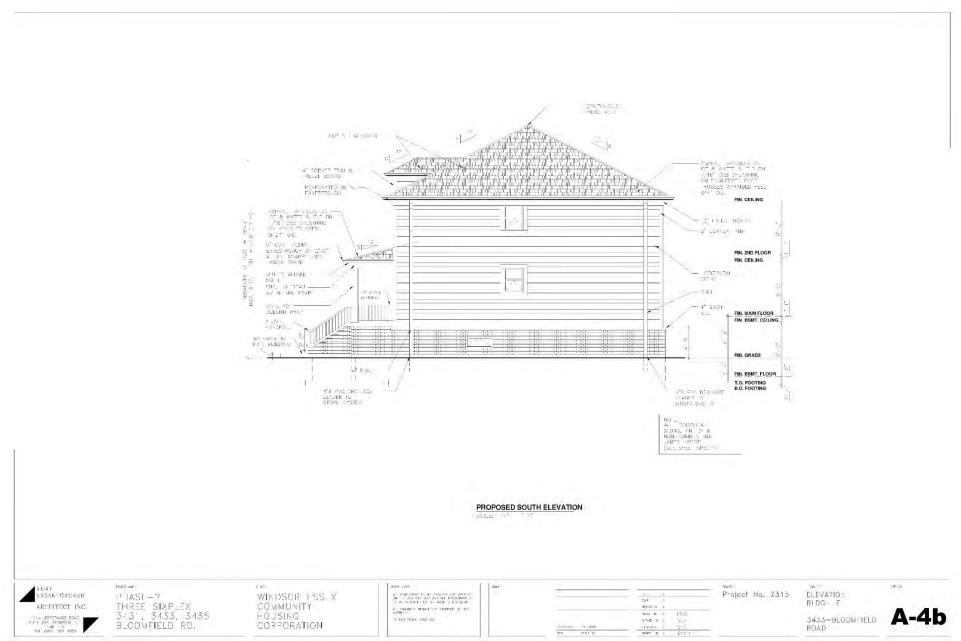
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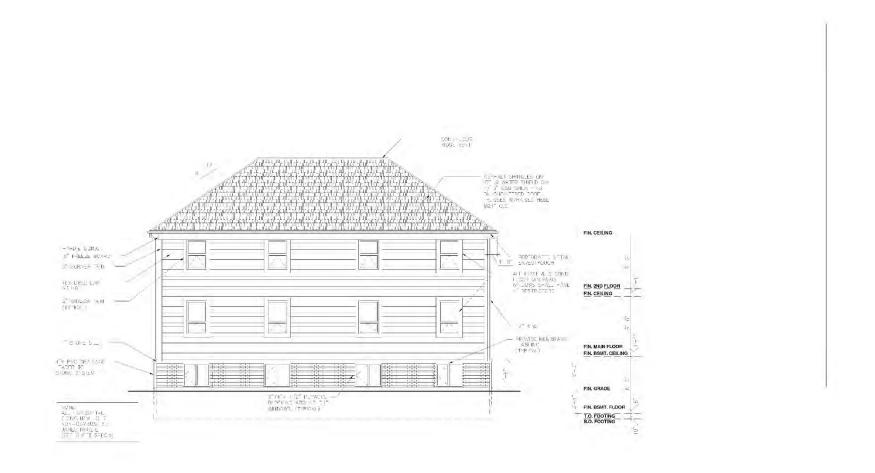








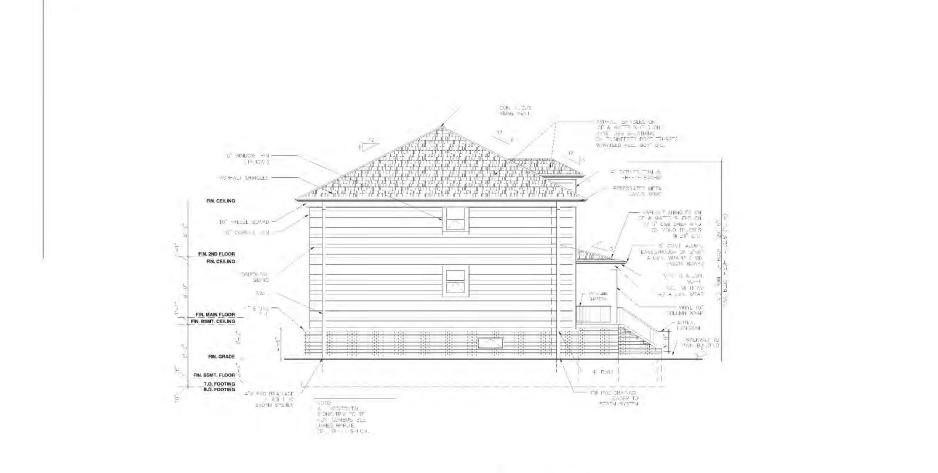
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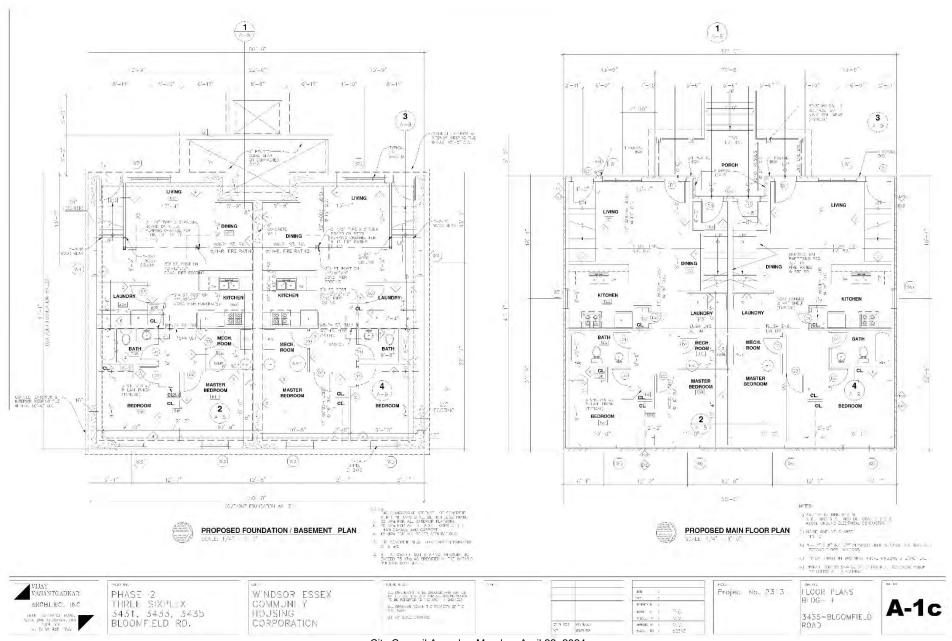
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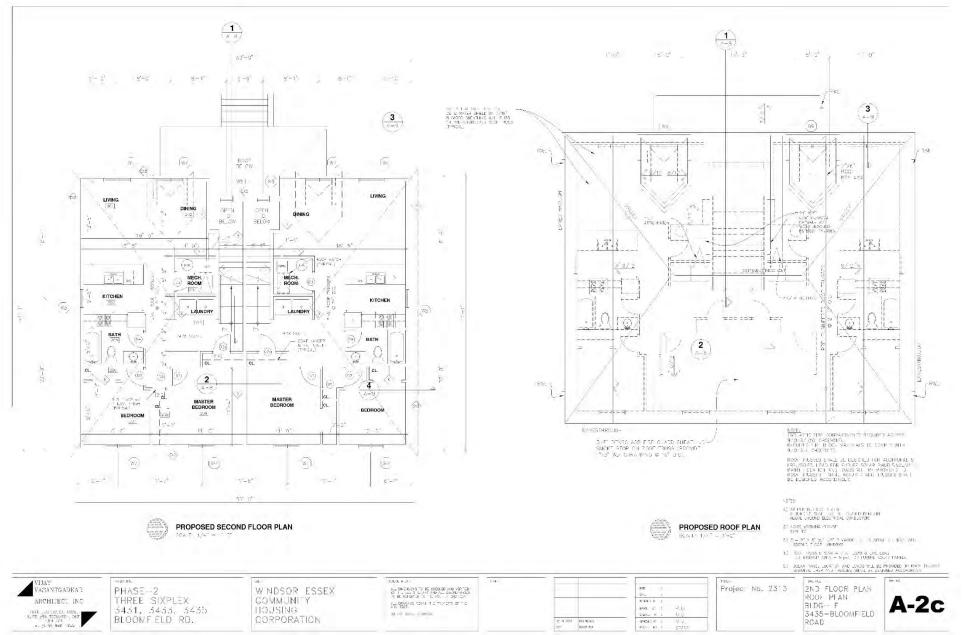
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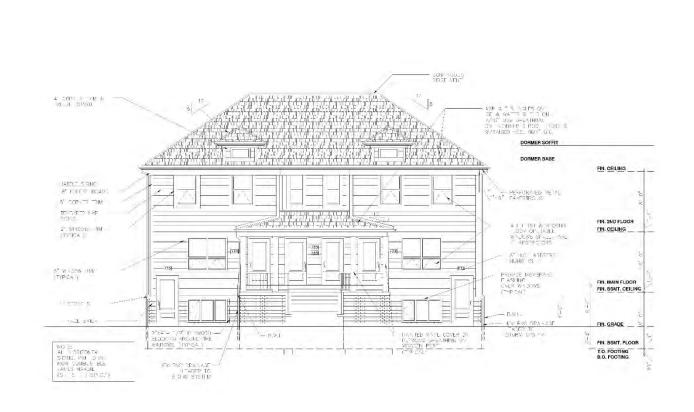
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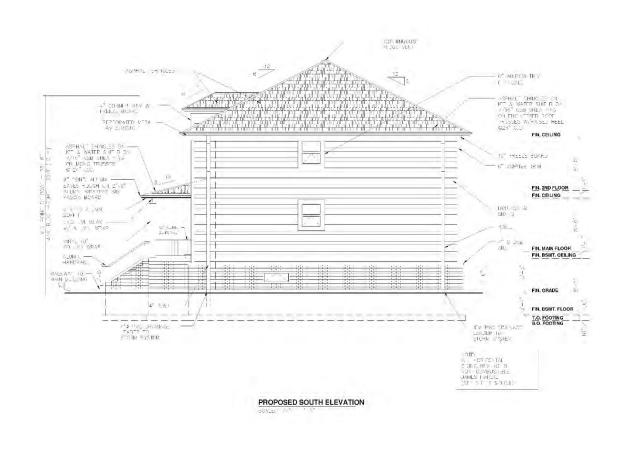
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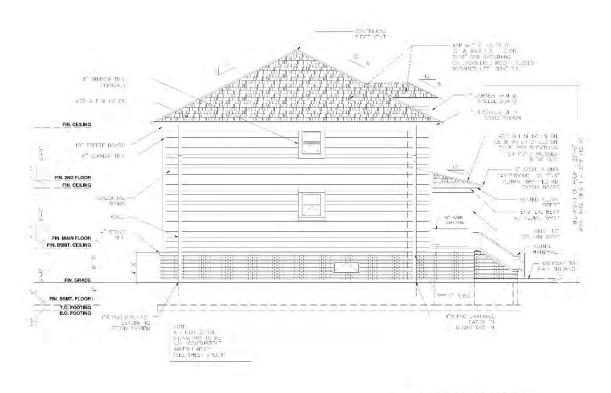
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PROPOSED IMPROVEMENTS



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Committee Matters: SCM 77/2024

Subject: Downtown Community Improvement Plan Applications made by 1000287003 Ontario Inc. for 28, 34, and 36 Chatham Street East, Ward 3

Moved by: Councillor Mark McKenzie Seconded by: Councillor Angelo Marignani

Decision Number: DHSC 596

- I. THAT the request made by 1000287003 Ontario Inc. (c/o Robert Peters) for the proposed development at 28, 34 and 36 Chatham Street East to participate in the Commercial/Mixed Use Building Facade Improvement Program **BE APPROVED**, subject to the applicant submitting brick samples to the satisfaction of the City Planner, for a grant up to 50% of the eligible costs of the facade improvements, to a maximum of \$20,000; and,
- II. THAT the City Treasurer **BE AUTHORIZED** to issue payment of \$20,000 for grants under the Commercial/Mixed Use Building Facade Improvement Grant Program for 28, 34 and 36 Chatham Street East to 1000287003 Ontario Inc. upon completion of facade improvements subject to the satisfaction of the City Planner and Chief Building Official; and,
- III. THAT Grant funds in the amount of \$20,000 under the Commercial/Mixed Use Building Facade Improvement Grant Program **BE TRANSFERRED** from the CIP Reserve Fund 226 to the City Centre Community Development Planning Fund (Project #7011022) when work is complete; and,
- IV. THAT should the facade improvements not be completed within two (2) years of Council approval of Report 23/2024, City Council **AUTHORIZE** that the funds under the Commercial/Mixed Use Building Facade Improvement Program be uncommitted and made available for other applications.

Carried.

Report Number: S 23/2024 Clerk's File: SPL2024

Clerk's Note:

- 1. The recommendation of the Development & Heritage Standing Committee and Administration are the same.
- 2. Please refer to Item 11.2 from the Development & Heritage Standing Committee held on March 4, 2024.



Council Report: S 23/2024

Subject: Downtown Community Improvement Plan Applications made by 1000287003 Ontario Inc. for 28, 34, and 36 Chatham Street East, Ward 3

Reference:

Date to Council: March 4, 2024 Author: Laura Strahl Planner III - Special Projects 519-255-6543 ext. 6396 Istrahl@citywindsor.ca

Nathan Li Planning Assistant 519-255-6543 Ex 6438 nli@citywindsor.ca

Planning & Building Services Report Date: February 12, 2024 Clerk's File #: SPL2024

To: Mayor and Members of City Council

Recommendation:

- I. THAT the request made by 1000287003 Ontario Inc. (c/o Robert Peters) for the proposed development at 28, 34 and 36 Chatham Street East to participate in the Commercial/Mixed Use Building Facade Improvement Program **BE APPROVED**, subject to the applicant submitting brick samples to the satisfaction of the City Planner, for a grant up to 50% of the eligible costs of the facade improvements, to a maximum of \$20,000.
- II. THAT the City Treasurer **BE AUTHORIZED** to issue payment of \$20,000 for grants under the Commercial/Mixed Use Building Facade Improvement Grant Program for 28, 34 and 36 Chatham Street East to 1000287003 Ontario Inc. upon completion of facade improvements subject to the satisfaction of the City Planner and Chief Building Official.
- III. Grant funds in the amount of \$20,000 under the Commercial/Mixed Use Building Facade Improvement Grant Program **BE TRANSFERRED** from the CIP Reserve Fund 226 to the City Centre Community Development Planning Fund (Project #7011022) when work is completed.

IV. THAT should the facade improvements not be completed within two (2) years of Council approval of Report 23/2024, City Council **AUTHORIZE** that the funds under the Commercial/Mixed Use Building Facade Improvement Program be uncommitted and made available for other applications.

Executive Summary:

N/A

Owner: 1000287003 Ontario Inc.

Principal Owners: Robert Peters and Vlasta Kominsky

Background:

The Downtown Windsor Community Improvement Plan (Downtown CIP) was approved by City Council on September 29, 2017 and an adopting by-law was passed by City Council on October 16, 2017.

The Downtown CIP provides financial incentives to encourage new residential development, retail investment, facade improvements, and building/property improvements.

1000287003 Ontario Inc., owner of the property located at 28, 34 and 36 Chatham Street East (see Appendix A – Location Map and Appendix B – Current Building Photographs), has applied for financial incentives under the Commercial/Mixed Use Building Facade Improvement Program. The applicant is proposing to renovate the facade (see Appendix C – Proposed Facade Improvements) of the existing two storey building by:

- replacing the stone aggregate veneer with brick (the applicant will be required to submit brick samples to the satisfaction of the City Planner to confirm brick is as shown in their proposal);
- replacing the upper storey windows;
- refinishing the existing wood doors on the ground floor; and,
- Erecting new signage.

Discussion:

Commercial/Mixed Use Building Facade Improvement Program

This program aims to increase the visual attractiveness of the downtown through the redesign, renovation or restoration of commercial and mixed-use building facades within

the CIP area. The program will cover 50% of the eligible costs of the facade improvements up to \$20,000 per property.

The undertaking of the proposed facade improvements will require a Hoarding Permit from the City's Right-of-Way Division to locate scaffolding and work within the public right-of-way. The Right-of-Way Division has advised that a Hoarding Permit will not be issued until the owner has completed the required repairs and surface restoration associated with the underground storage chamber at 28 Chatham Street. The applicant is aware of this requirement. An encroachment agreement between the City and the owner has been executed for the portion of underground storage chamber to remain in the right-of-way.

Risk Analysis:

There is low risk associated with the approval of subject Downtown Windsor CIP grant application. The Commercial/Mixed Use Building Facade Improvement Grant will not be paid out until all building permits are closed, and that all work has been completed to the satisfaction of the City.

Climate Change Risks

Climate Change Mitigation:

Designated as Mixed Use in Schedule E: City Centre Planning District of the City of Windsor's Official Plan, the subject property is located in a neighbourhood where revitalization is strongly encouraged. The utilization of an existing building in an existing neighbourhood promotes energy efficiency, eliminating the need for new development to occur on greenfield sites.

Climate Change Adaptation:

N/A

Financial Matters:

Commercial/Mixed Use Building Facade Improvement Program

The applicant is eligible for Commercial/Mixed Use Building Facade Improvement Program under the Downtown Windsor CIP for 50% of the eligible costs, up to a maximum of \$20,000 per property. The applicant has provided three (3) quotes each for both the facade renovation (ranging from \$35,550 to \$42,275) and the replacement of windows (\$11,355 to \$14,121), therefore the total project is estimated between \$46,275 and \$56,396. The project is eligible for a maximum of \$20,000. All improvements must be made within two years of Council approval of the subject report.

Since Downtown Windsor CIP grant applications are approved by Council, the approved grant amount will be transferred to the capital project account to be kept as committed

funds, until the grant is ready to be paid out. The uncommitted balance of the CIP Reserve Fund 226 is \$438,548.19. However, this balance does not account for other CIP grant requests that are currently being considered by the Development & Heritage Standing Committee/City Council or have been endorsed by the standing committee and are not yet approved by City Council.

Consultations:

The City of Windsor's Downtown Windsor Community Improvement Plan was subject to stakeholder and public consultation as part of the approval process, including public meetings, a statutory public meeting and circulation among internal City staff and the Province.

Planning staff have consulted with the applicant prior to accepting the application for the Downtown CIP grants. Adam Pillon, Manager of Right-of-Way; Amy Olsen and Kate Tracey, Senior Legal Counsel, Legal & Real Estate; were consulted with respect to the Commercial/Mixed Use Building Facade Improvement Grant Program of the Downtown CIP.

Conclusion:

Administration recommends that City Council approve the application made by 1000287003 Ontario Inc., owner of the property on 28, 34 and 36 Chatham Street East, to participate in the Commercial/Mixed Use Building Facade Improvement Program under the Downtown Windsor CIP.

Approvals:

| Name | Title | |
|-----------------------------|---|--|
| Laura Strahl | Senior Planner – Special Projects | |
| Josie Gualtieri | Financial Planning Administrator | |
| Jason Campigotto | Manager of Growth/Deputy City Planner | |
| Thom Hunt | City Planner | |
| Kate Tracey | Senior Legal Counsel | |
| Lorie Gregg | Deputy Treasurer, Taxation, Treasury & Financial Projects | |
| Tony Ardovini | On behalf of Commissioner, Finance and City Treasurer | |
| Jelena Payne | Commissioner, Economic Development | |
| Ray Mensour for Joe Mancina | Chief Administrative Officer | |

Notifications:

| Name | Address | Email |
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Appendices:

- Appendix A Location Map
 Appendix B Existing Building
 Appendix C Proposed Facade Improvements

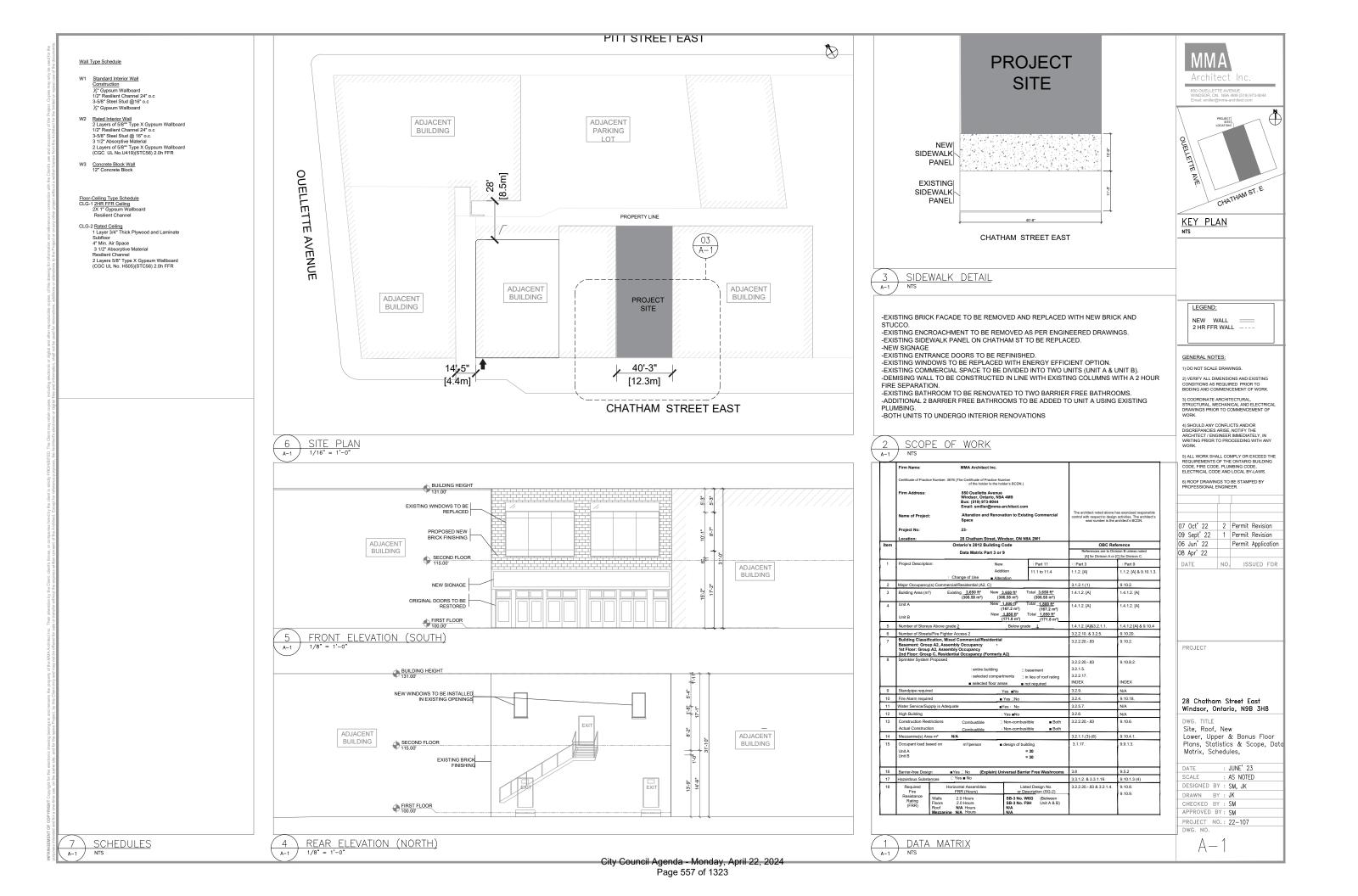


LOCATION MAP: 28 CHATHAM STREET EAST



Appendix B – Current Building – 28, 34, 36 Chatham Street East







Committee Matters: SCM 78/2024

Subject: Downtown Community Improvement Plan Application made by 58 Chatham Street West Corp. for 46, 52, 58 Chatham Street West, Ward 3

Moved by: Councillor Kieran McKenzie Seconded by: Councillor Mark McKenzie

Decision Number: DHSC 597

- I. THAT the request made by 58 Chatham Street West Corp. for the proposed development at 46, 52 and 58 Chatham Street West, to participate in the Building/Property Improvement Tax Increment Grant Program **BE APPROVED** for 100% of the municipal portion of the tax increment resulting from the proposed development for up to five (5) years plus an additional five (5) years as a catalyst project or until 100% of the eligible costs are repaid pursuant to the Downtown Windsor Enhancement Strategy and Community Improvement Plan; and,
- II. THAT Administration **BE DIRECTED** to prepare the agreements between the City and 58 Chatham Street West Corp. to implement the Building/Property Improvement Tax Increment Grant Programs at 46, 52 and 58 Chatham Street West in accordance with all applicable policies, requirements, and provisions contained within the Downtown Windsor Enhancement Strategy and Community Improvement Plan; and,
- III. THAT the CAO and City Clerk **BE AUTHORIZED** to sign the Building/Property Improvement Tax Increment Grant Program agreements at 46, 52 and 58 Chatham Street West to the satisfaction of the City Planner as to content, the City Solicitor as to legal form, and the City Treasurer as to financial implications; and.
- IV. THAT the approval to participate in the Building/Property Improvement Tax Increment Grant Program **EXPIRE** if the grant agreement is not signed by applicant within one year following Council approval. The City Planner may extend the deadline for up to one year upon request from the applicant.

Carried.

Report Number: S 25/2024 Clerk's File: SPL2024

Clerk's Note:

- 1. The recommendation of the Development & Heritage Standing Committee and Administration are the same.
- 2. Please refer to Item 11.3 from the Development & Heritage Standing Committee held on March 4, 2024.
- To view the stream of this Standing Committee meeting, please refer to: https://csg001-

harmony.sliq.net/00310/Harmony/en/PowerBrowser/PowerBrowserV2/20240 304/-1/9471 City Council Agenda - Monday, April 22, 2024



Council Report: S 25/2024

Subject: Downtown Community Improvement Plan Application made by 58 Chatham Street West Corp. for 46, 52, 58 Chatham Street West, Ward 3

Reference:

Date to Council: March 4, 2024 Author: Laura Strahl Planner III - Special Projects 519-255-6543 ext. 6396 Istrahl@citywindsor.ca

Planning & Building Services Report Date: February 12, 2024

Clerk's File #: SPL2024

To: Mayor and Members of City Council

Recommendation:

- I. THAT the request made by 58 Chatham Street West Corp. for the proposed development at 46, 52 and 58 Chatham Street West, to participate in the Building/Property Improvement Tax Increment Grant Program **BE APPROVED** for 100% of the municipal portion of the tax increment resulting from the proposed development for up to five (5) years plus an additional five (5) years as a catalyst project or until 100% of the eligible costs are repaid pursuant to the Downtown Windsor Enhancement Strategy and Community Improvement Plan.
- II. THAT Administration **BE DIRECTED** to prepare the agreements between the City and 58 Chatham Street West Corp. to implement the Building/Property Improvement Tax Increment Grant Programs at 46, 52 and 58 Chatham Street West in accordance with all applicable policies, requirements, and provisions contained within the Downtown Windsor Enhancement Strategy and Community Improvement Plan.
- III. THAT the CAO and City Clerk **BE AUTHORIZED** to sign the Building/Property Improvement Tax Increment Grant Program agreements at 46, 52 and 58 Chatham Street West to the satisfaction of the City Planner as to content, the City Solicitor as to legal form, and the City Treasurer as to financial implications.
- IV. THAT the approval to participate in the Building/Property Improvement Tax Increment Grant Program **EXPIRE** if the grant agreement is not signed by

applicant within one year following Council approval. The City Planner may extend the deadline for up to one year upon request from the applicant.

Executive Summary:

N/A

Owner: 58 Chatham Street West Corp.

Principal Owner: Dino Maggio

Background:

The Downtown Windsor Community Improvement Plan (Downtown CIP) was approved by City Council on September 29, 2017 and an adopting by-law was passed by City Council on October 16, 2017.

The Downtown CIP provides financial incentives to encourage new residential development, retail investment, facade improvements, and building/property improvements.

58 Chatham Street West Corp., owner of the property located at 46, 52 and 58 Chatham Street West (See Appendix A – Location Map), applied for financial incentives under the Downtown CIP programs. The subject property is listed (not Designated) on Windsor's Municipal Heritage Register as the Equity Chambers Building, built in 1911.

The applicant submitted an application on March 1, 2020 for the Commercial/Mixed Use Building Facade Improvement Grant Program and the Building/Property Improvement Tax Increment Grant Program to renovate the facade of the existing three storey building, renovate the ground floor commercial space and renovate the office space on the upper two storeys (see Appendix B – Before and After – Existing Building). At time of application the applicant had already commenced work on the facade and had already ordered the ground floor commercial window replacements, making the application under the Commercial/Mixed Use Building Facade Improvement Program ineligible.

At time of application, the applicant did not have proposed tenants for the building, however now the renovations are complete and the building is occupied (ground floor is occupied by Cucina 360 restaurant and the upper storeys are occupied by Rocket Mortgage). With confirmation that the proposal has increased the municipal taxes, making the project eligible for the Building/Property Improvement Tax Increment Grant Program Administration is bringing this forward to City Council for approval.

Discussion:

Building/Property Improvement Tax Increment Grant Program:

This program is intended to provide economic incentive for the development, rehabilitation and redevelopment of properties in Downtown Windsor. The program provides an annual grant equal to 100% of the increase in municipal property taxes for

five years, after the project is completed and reassessed to help offset the costs of rehabilitating and redeveloping properties, as long as such development results in an increase in assessment and therefore an increase in property taxes. An opportunity for an additional 5 years is available if the development meets the conditions of a catalyst project.

The improvements to the building have increased the assessed value and therefore increased municipal taxes. This project qualifies for the Building/Property Improvement Tax Increment Grant and the Financial Matters section of this report discusses the estimated grant amount.

Risk Analysis:

There is low risk associated with the approval of subject Downtown Windsor CIP grant application. An agreement will be prepared between the City and the applicant to ensure all provisions under the Downtown Windsor Community Improvement Plan are met.

Climate Change Risks

Climate Change Mitigation:

Designated as Mixed Use in Schedule E: City Centre Planning District of the City of Windsor's Official Plan, the subject property is located in a neighbourhood where revitalization is strongly encouraged. The utilization of an existing building in an existing neighbourhood promotes energy efficiency, eliminating the need for new development to occur on greenfield sites.

Climate Change Adaptation:

N/A

Financial Matters:

Building/Property Improvement Tax Increment Grant Program

The program provides an annual grant equal to 100% of the increase in municipal property taxes for five (5) years, with the possibility of a five (5) year extension, up to a total of ten (10) years if the project is considered a Catalyst Project; a designated heritage property, projects where at least 20% of the residential units are considered affordable or the project is certified LEED bronze.

The applicant has submitted a letter (attached as Appendix C) providing justification as a Catalyst Project. Catalyst Projects must meet three criteria listed under the Catalyst Project definition (Catalyst Project Definition provided in Appendix D). Administration confirms the following three criteria are met, therefore the project is considered a Catalyst Project:

- The creation or relocation of 50 or more direct jobs located within the CIP Project Area:
 - Attached is Appendix C, the applicant indicates that 60 direct jobs located within the CIP Project Area. The applicant will be required to provide documentation, acceptable to the City, to prove at least 50 jobs were created.
- Will result in a significant increase in land value that results in increased municipal assessment of 20% or more;
 - The assessed value of the property increased from \$487,000 (predevelopment) to \$1,232,000 (post development), which represents a 252% increase in municipal assessment.
- Meets three or more of the stated CIP objectives of this CIP:
 - To increase the number of businesses and people working in downtown Windsor by encouraging investment in new and revitalized office space;
 - The project increases the number of people working in downtown.
 - Encourage property improvements that contribute to a vibrant and healthy downtown core and authentic sense of place;
 - The building was vacant for several years prior to this development. The applicant investment money in improving the facade and making it viable for office and restaurant uses.
 - O Encourage the redevelopment of the City's historic buildings resulting in the continued or renewed productivity of these properties in a manner that protects and honors their historical characteristics; and,
 - The subject property is listed on the City's Municipal Heritage Register. The reuse of the building resulted in renewed productivity of the property.
 - Facilitate the development of the downtown's vacant buildings and land that have the potential for higher order uses.
 - The building was vacant for several years prior to this development. The project resulted in the building be used for higher order uses.

The proponent indicates the estimate costs for the projects \$550,000. The Planning Act stipulates that the grants under a CIP cannot be more than the eligible costs. The total estimated grant amount of \$283,860 is 51% of the estimate eligible costs.

| Building Property/Building Improvement Tax Increment Grant Calculation | | | | |
|--|--|--------------------------|---------------------------------|---------------------------------------|
| 46, 52 and 58 Chatham Street | | | | |
| Annual Pre Development Municipal Taxes in 2022 | Annual Post Development Municipal Taxes | Annual Value of Grant | Total Grant over five (5) years | Total Grant over ten (10) years |
| \$15,945 | \$44,331 | \$28,386 | \$141,930 | \$283,860 |

Because the Grant Program does not cancel taxes, the applicant must pay the full amount of property taxes annually and will subsequently receive a grant for the difference between the pre and post-development municipal taxes.

Consultations:

The City of Windsor's Downtown Windsor Community Improvement Plan was subject to stakeholder and public consultation as part of the approval process, including public meetings, a statutory public meeting and circulation among internal City staff and the Province.

Planning staff have consulted with the applicant prior to accepting the application for the Downtown CIP grants. Carolyn Nelson, Manager of Property Valuation & Administration, Taxation & Financial Projects; Jose Mejalli, Assessment Management Officer; Kristina Tang, Senior Planner – Heritage; and, Kate Tracey, Senior Legal Counsel, Legal & Real Estate; were consulted with respect to the Building/Property Improvement Tax Increment Tax Program of the Downtown CIP.

Conclusion:

Administration recommends that City Council approve the application made by 58 Chatham Street West Corp., owner of the property on 46, 52, 58 Chatham Street West, to participate in the Building Property Improvement Tax Increment Grant Program under the Downtown Windsor CIP.

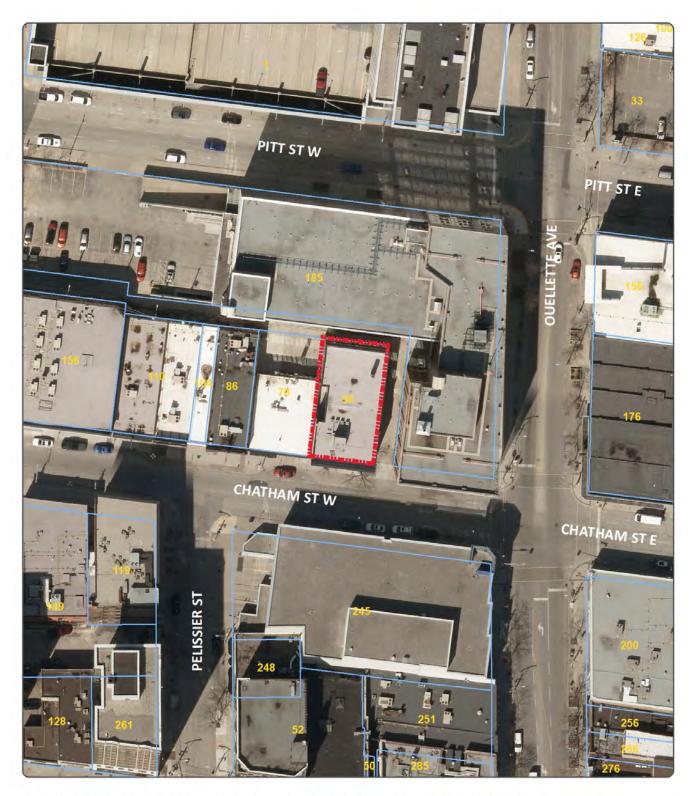
Approvals:

| Name | Title |
|------------------|---------------------------------------|
| Laura Strahl | Senior Planner – Special Projects |
| Josie Gualtieri | Financial Planning Administrator |
| Jason Campigotto | Manager of Growth/Deputy City Planner |

| Thom Hunt | City Planner |
|-----------------------------|---|
| Kate Tracey | Senior Legal Counsel |
| Lorie Gregg | Deputy Treasurer, Taxation, Treasury & Financial Projects |
| Tony Ardovini | On behalf of Commissioner, Finance and City Treasurer |
| Jelena Payne | Commissioner, Economic Development |
| Ray Mensour for Joe Mancina | Chief Administrative Officer |

Appendices:

- 1 Appendix A Location Map
- 2 Appendix B Before and After Existing Building
- 3 Appendix C Catalyst Project Justification Letter
- 4 Appendix D Catalyst Project Definition

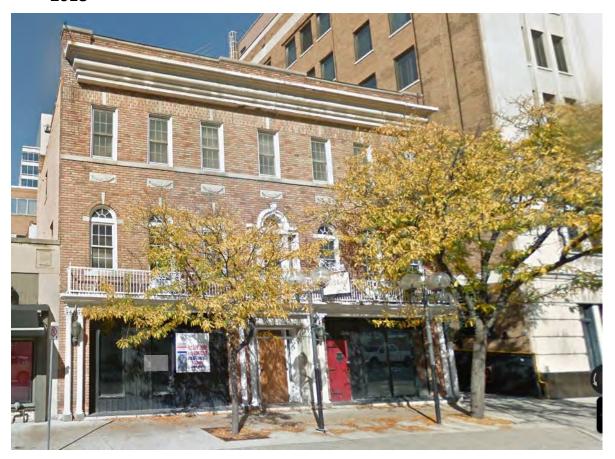


LOCATION MAP: 58 CHATHAM STREET WEST





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1670 Mercer St. Windsor | Ontario N8X 3P7 Tel 519-254-3430 Fax 519-254-3642 www.ada-architect.ca

December 18, 2019

Catalyst Project - 58 Chatham Street

58 Chatham Street, Equity Chambers Building is a proposed Catalyst Project. The redevelopment and adaptive reuse of this highly visible building that will result in a corresponding and complementary development reaction in the immediate and surrounding properties. The end result of the completion of the exterior and interior renovation will demonstrate to the satisfaction of the City that the project returns a reasonable public benefit by meeting more than 3 of the Catalyst Project criteria.

This project represents visible investment of about \$5 million.

With this investment, the creation or relocation of about 60 direct jobs located within the CIP Project Area will be evident.

With the initial investment and the increase of pedestrian movement of 60 employees of at least 3 new businesses, along with public circulation, the result is a significant increase in land values that consequence in increased municipal assessment of 20% or more.

With the revitalization of a historic building such as the Equity Chambers Building at 58 Chatham Street will reasonably expect to spur additional investment in the surrounding areas in the Heart of Downtown Windsor.

The strongest opinion of this being a prime example of a Catalyst Project is the message of neighborhood progress and stability. The visual improvements to the exterior and renovation to the interior of the building is a determined investment to the downtown core. The growth of pedestrian movement, interaction in the form of employees, consumers, visitors' interest in seeing improvement investments shaping a street and community.

CIP Objectives - 58 Chatham Street

Inevitability being determined as a Catalyst Project; the revitalization of 58 Chatham Street meets the following CIP objectives:

• To increase the number of businesses and people working in downtown Windsor by encouraging investment in new and revitalized office space;

Increasing the number of businesses and people working in downtown Windsor will be evident by renovating all three levels in the following manner:

First floor Retail Space - about 10 people will be employed.

Second and third floor Office Space – about 25 people on each floor are projected to work in an office setting.

• To coordinate incentives and other municipal activities with City of Windsor Economic Revitalization CIP in order to retain and create jobs in downtown Windsor and continue to diversify the local economy;

The retail and office space, about 60 jobs will be retained and/or created. 60 paid positions that will improve or continue to diversify the local economy.

• Promote and encourage retail development that meets the needs of the people living, working and visiting downtown – destination retail will be encouraged;

The first-floor façade is proposed to be improved and modernized by maximizing the area of storefront glazing that will result in a relationship between the building and the pedestrians at street level. This was inspired by the original first floor functions in the 1920's, storefront retail space with a central entrance into the upper level office space. The proposed improvements strongly encouraged retail on the main street level.

• Encourage property improvements that contribute to a vibrant and healthy downtown core and authentic sense of place;

Restoring the historic characteristics of the Equity Chambers Building, the improvements to the property will contribute to a vibrant and healthy downtown core and an authentic sense of place.

• Encourage the redevelopment of the City's historic buildings resulting in the continued or renewed productivity of these properties in a manner that protects and honors their historical characteristics;

The proposed renovations and restorations to the exterior and interior of this historic building are deliberate in keeping the historical characteristics of the Equity Chambers Building.

• Improve the experience of living, visiting and working downtown by acknowledging that the little things matter, and that implementing small scale improvements or solutions can have a big impact;

The restoration of the Equity Chambers Building will improve the experience of visiting and working downtown. Acknowledging the little things that matter such as transparency between the pedestrian circulation and the building with reintroducing a maximum area of storefront glazing. Implementing small scale improvements and solution to occupancy safety in the form of accessibility in vertical movement and fire safety.

The continuation of ongoing restorative efforts along Chatham Street West, beginning with 156 Chatham, 119/149 Chatham, and now continuing with 58 Chatham, will be tying Chatham Street West together to Ouellette as part of the reimagined walkable downtown community.

• Facilitate the development of the downtown's vacant buildings and land that have the potential for higher order uses;

The 58 Chatham Street Equity Chambers Building is a prime example of a current vacant building that has great potential for higher order of uses. The first-floor retail space will generate a large amount of pedestrian movement that will improve the area and downtown Windsor community during the day and evening hours. The secondary higher order of use will be the second and third floor office space. This will generate a healthy amount of pedestrian movement on Chatham Street and the surrounding areas of downtown during business hours.

Appendix D - Downtown Windsor Enhancement Strategy and Community Improvement Plan – Catalyst Project Definition

Catalyst Project: is a development, redevelopment or adaptive reuse of a highly visible building or property that will result in a corresponding and complementary development reaction in the immediate and surrounding properties. A catalyst project must demonstrate to the satisfaction of the City that the project returns a reasonable public benefit by meeting 3 or more of the following criteria:

- Represents visible investment of at least \$5 million or more (use a pro forma to determine the threshold);
- The creation or relocation of 50 or more direct jobs located within the CIP Project Area;
- Will result in a significant increase in land value that results in increased municipal assessment of 20% or more:
- Can reasonably expect to spur additional investment in the surrounding area(s);
- Creates 100 or more new residential units within the CIP Project Area;
- · Conveys a message of neighbourhood progress and stability; and/or,
- Meets three or more of the stated CIP objectives of this CIP:
 - To increase the number of people choosing to live in downtown Windsor by supporting the creation of range of desirable residential units and the amenities necessary to support day-to-day living in the downtown core;
 - To increase the number of businesses and people working in downtown Windsor by encouraging investment in new and revitalized office space;
 - To coordinate incentives and other municipal activities with City of Windsor Economic Revitalization CIP in order to retain and create jobs in downtown Windsor and continue to diversify the local economy;
 - Promote and encourage retail development that meets the needs of the people living, working and visiting downtown destination retail will be encouraged;
 - Encourage property improvements that contribute to a vibrant and healthy downtown core and authentic sense of place;
 - Encourage the redevelopment of the City's historic buildings resulting in the continued or renewed productivity of these properties in a manner that protects and honours their historical characteristics;
 - Encourage and undertake improvements and enhancements to the Public Realm that portray an area that is vibrant and contribute to downtown's "sense of place";
 - Improve the experience of living, visiting and working downtown by acknowledging that the little things matter, and that implementing small scale improvements or solutions can have a big impact;
 - Provide financial incentive programs that are attractive to potential investors and corporate decision makers, but are balanced with expectations of City taxpayers and the City's ability to fund the financial incentive programs;
 - Facilitate the development of the downtown's vacant buildings and land that have the potential for higher order uses;
 - Attract investment based on the downtown's strengths and competitive advantages; and,
 - Support investment and development that results in an increase in property assessment and grows the municipal tax base over the long-term.



Committee Matters: SCM 79/2024

Subject: Report No. 51 of the International Relations Committee - Draft Twin City/Friendship City Policy

Moved by: Councillor Angelo Marignani Seconded by: Councillor Mark McKenzie

Decision Number: DHSC 598

THAT Report No. 51 of the International Relations Committee indicating:

THAT the Draft Twin City/Friendship City Policy for the City of Windsor, attached

as Appendix "A" BE ADOPTED AS AMENDED.

BE APPROVED.

Carried.

Report Number: SCM 25/2024

Clerk's File: MB2024

Clerk's Note:

- 1. Please refer to Item 12.1 from the Development & Heritage Standing Committee held on March 4, 2024.



Committee Matters: SCM 25/2024

Subject: Report No. 51 of the International Relations Committee - Draft Twin City/Friendship City Policy

REPORT NO. 51

of the

INTERNATIONAL RELATIONS COMMITTEE (IRC)

Meeting held January 17, 2024

Present: Councillor Angelo Marignani, Chair

Councillor Renaldo Agostino Councillor Fred Francis

Councillor Ed Sleiman

Lubna Barakat Saiful Bhuiyan L.T. Zhao

Your Committee submits the following recommendation:

Moved by Councillor Fred Francis, seconded by Councillor Ed Sleiman,

That the Draft Twin City/Friendship City Policy for the City of Windsor, attached as Appendix "A" **BE ADOPTED AS AMENDED.**Carried.

Clerk's Note: The Report of the Council Assistant dated January 17, 2024 entitled "Establishment of a Friendship City Program/Draft Policy is **attached**. Also **attached** is the Draft Twin City/Friendship City Policy.

| NOTIFICATION | | |
|--------------------------------------|---------|--|
| International Relations Committee | On file | |



Subject: Establishment of a Friendship City Program/Draft Policy

Reference:

Date to the International Relations Committee: January 17, 2024 Author: Sandra Gebauer, Council Assistant 519-255-6100 x 6331 sgebauer@citywindsor.ca

To: Members of the International Relations Committee

Recommendation:

This information is **BROUGHT FORWARD** to the International Relations Committee for Information and for direction.

Background:

At the July 31, 2023 meeting of the International Relations Committee, Councillor Francis asked that an informal report be brought back to the Committee regarding Friendship Cities and the following motion was made:

Moved by Councillor Fred Francis, seconded by Councillor Renaldo Agostino,

That Administration **BE REQUESTED** to bring back a draft policy/framework for the establishment of a Friendship City Program.

Carried.

Currently, the City of Windsor has 12 twin cities. However, some of these Twin city relationships have been inactive for some time. The Committee often receives requests from cities looking to establish twin city/sister city relationships.

The Current policy, established in 2007 and last updated in 2017, states the following:

- 5.1.1 Request for twinning's should be community driven, supported by a formal organized cultural/ethnic association and must demonstrate that a sustainable relationship can be maintained.
- 5.1.2 Legitimate and active organizational structure should exist in the related ethnic community to support twinning activities (i.e. hosting visiting delegations, providing translation services, conducting meetings/tours/receptions with their business community).
- 5.1.3 The proposed Twin City should demonstrate certain identifiable similarities or mutual interests with potential for reciprocal cultural, educational and economic benefits.

5.1.4 Details of a twinning proposal must be submitted in writing to the Mayor of Windsor, outlining a long-term plan and the community's responsibility for sustaining ongoing activities.

Discussion:

In 2023 alone, the International Relations Committee has received three requests for twinning from cities in Ukraine, the United States and Turkey and, based on the current Twin City policy, most requests would be quickly disregarded.

Current twin city relationships have been formed, in accordance with the current policy, with the effort and support of local communities and organizations and have been based on educational, cultural, social and economic based exchanges although over time, a number of these twin city relationships have become inactive. In the case of Saltillo Mexico however, a relationship that had been dormant for several years was suddenly revived when an invitation to participate in a Children's Art Exchange was accepted by Saltillo. This event once again opened the lines of communication and a visit by the Mayor of Saltillo and a delegation followed.

Friendship city programs were reviewed in several North American municipalities including: Toronto, Ontario; Vaughan, Ontario; Vancouver, British Columbia; Victoria, British Columbia; Burnaby, British Columbia; Irvine, California; San Antonio, Texas and Dallas, Texas. The objective of this report is to demonstrate the differences between "Friendship City Programs" and "Twin City Programs" by comparing various municipalities, in an effort to assist in preparing a draft policy as it relates to friendship cities. It is important to note that for the purpose of this report the terms sister city and twin city are interchangeable.

Cities in Canada

Toronto, Ontario

The City of Toronto currently has an "International Alliance Program", comprised of four Partnership Cities and six Friendship Cities. Toronto's "Partnership City Program" is similar to the Twin city or Sister city programs in other municipalities. Partner City activities are driven by city staff and focus heavily on economic development goals such as building business links, increasing Toronto's profile, cultural exchanges and promoting trade.

Friendship city activities are driven by the community with endorsement from the City through a Council representative. Official activities include preparing official letters of greeting and flag-raising ceremonies on dates of significance to the Friendship city.

The difference between Partner and Friendship was largely surrounding the nature of the engagement - Partnership Cities engagement was focused on economic development, whereas Friendship Cities engagement was led by the community with endorsement from a Councillor and were largely focused on cultural/community components.

The City of Toronto's International Alliance Program is currently being reviewed as part of a Council direction.

Vaughan, Ontario

The City of Vaughan currently has six Friendship Cities and one Twin City however in this municipality, the term friendship and twin is interchangeable. Vaughan's partnership agreements are either Cultural, which promote the ethnic, linguistic and cultural diversity of the city and generate tourism or Economic, which promote collaboration and the exchange of economic development best practices, facilitate business relationships, attract investment and promote export development. Both partnership agreements serve to increase the City's profile nationally and on the world stage.

The City of Vaughan also has Letters of Agreement/Memorandums of Understanding that are symbolic and ceremonial expressions of general interest between the City and an Organization. These agreements are non-binding and are related to a common economic or cultural goal and have a start and end date.

Vancouver, British Columbia

The City of Vancouver has five Sister Cities and are no longer entering into sister city agreements. The current sister city relationships are supported by staff of the Municipality as well as community groups that work together to share information and promote educational exchanges and economic development.

In July of 2022 Vancouver established their Friendship City Program, which is less formal than their Sister city Program and whose purpose is to facilitate city to city partnerships that strengthen cultural and business relationships internationally and are directed by a Memorandum of Understanding (MOU) with measurable objectives. The terms for the Friendship city MOUs are for five years with an option to renew for one additional five-year term. Friendship city relationships are initiated and operated by local non-profits representing a group of residents or business in Vancouver with an active relationship with a proposed friendship city. In addition, the local non-profit is responsible for all activities and costs associated with the friendship cities. At this time Vancouver does not have any friendship cities.

Victoria, British Columbia

Victoria, BC has four Twin Cities and two Friendship Cities. The relationships with both the Twin and Friendship Cities promote economic development and strengthen tourism, higher education and technology sectors and provide benefits for local businesses from the contacts and potential partnerships that the relationships provide. Friendship city relationships are less formal even though they do share a similar purpose. For the City of Victoria, the title recognizes friendships and exchanges between cities without official Twin City Agreements and is seen as the first step towards recognition as an official Twin City.

Burnaby, British Columbia

Burnaby, BC currently has four sister cities and eight Friendship city relationships. While both spread economic and cultural awareness, Burnaby's Sister city relationships were initiated by the Mayor of one of the cities due to similarities in size, structure and economic interests. Whereas Burnaby's Friendship city relationships were initiated under the Asia Pacific Initiative, funded by the Province of BC in an effort to help develop the strategies necessary to better integrate British Columbia with Asia Pacific, with a goal for BC to be recognized internationally as North America's capital for Asia Pacific commerce and culture.

Cities in the United States

"Sister cities international", the organization that helps to establish Sister city relationships between cities in the United States and cities worldwide and who is responsible for registering and coordinating these relationships, describes Friendship city relationships as less formal than sister cities and indicates that in some cities Friendship city is often used as a first stage in the relationship and after it is strengthened and the partners are sure they want a long-term relationship will become sister cities.

Irvine, California

Irvine California has four Sister Cities and one Friendship City. While the Sister city relationships are broad-based, long term partnerships approved by the top elected officials of the two communities and have the potential to generate cultural and educational exchanges, investment, trade and tourism, Friendship city relationships allow the City to initiate relationships on a less formal basis. The main goal of the Friendship city relationships is to establish communication between the municipal governments and to learn from one another. Friendship city agreements must be approved by City Council and consideration is given to cities comparable in size, culture and business.

San Antonio, Texas

In addition to their twelve sister cities, the City of San Antonio, Texas currently enjoys three Friendship city relationships and view these as unique opportunities to explore partnerships with residents in foreign communities, explore compatibility and the understanding and resources needed to maintain the relationship. Friendship city Agreements can be made between Mayors through a Memorandum of Understanding (MOU)that endorses the link between the municipalities. It is interesting to note that a fourth Friendship city relationship with Baguio, Philippines, which was established in 2022, just recently upgraded to a Sister city partnership following the signing of an agreement.

Dallas, Texas

The City of Dallas, Texas has seven sister cities and two Friendship cities. Proposals for new sister cities must have strong community support and must have strong economic and cultural ties. In addition to meeting the criteria, it is recommended that a Friendship agreement is signed by the Mayor or an elected official for a minimum of one year before entering into a full Sister city agreement, as a way of demonstrating the feasibility of a long term relationship.

Summary:

Based on the information above it is clear that although the purpose of both the twin city relationships and the friendship city relationships serve the same purpose, which includes enhancing a city's international image, promoting commercial, cultural and educational ties and fostering a greater cultural understanding, Friendship city relationships are less formal than Twin or Sister city relationships. In many instances these less formal relationships act as the first step in establishing a more formal, longer term association and are confirmed by an MOU rather than a full formal agreement. The City of Vancouver, does impose a five-year term limit, with an opportunity to extend the agreement for an additional five years.

Should the International Relations committee agree to establish a Friendship City Program, imposing a similar term limit would allow for Committee to evaluate the partnership and its value and recommend a full Twin city relationship or in the event that the Committee deems the relationship insignificant, it can simply allow it to end.

Financial Matters:

The International Relations Committee's yearly budget is \$15,000 and because of the nature of the Committee and the potential expenses incurred for both inbound and outbound delegations, in addition to any initiatives, gifts, etc., the Committee has in the past requested a carry forward of unused funds from previous years. The addition of a Friendship City Program could be established within the current budget.

Consultations:

In consultation with the City of Windsor's Corporate Policy Coordinator, a draft Twin City/Friendship City Policy was created that incorporates the current Twin City Policy, which is at this time scheduled to be reviewed and includes the proposed guidelines for the addition of Friendship cities.

Conclusion:

The City of Windsor currently has twelve twin cities, of which only six are somewhat active. The City is often contacted by other cities to form relationships however, based on the current Twin City Policy some of these possible partnerships do not seem feasible. There are cities that have a less formal Friendship city program which allows them to consider city to city relationships that are less formal, do not require a formal agreement and serve as a first step in establishing a formal twin city bond. The City of Vancouver's friendship city agreements expire at the end of five years with an option to renew and this is something that could be beneficial to Windsor as it serves as a mechanism for allowing relationships to have a natural conclusion if they are no longer active, or no longer share similar values.

Appendices:

Appendix A – Draft Twin City/Friendship City Policy

THE CORPORATION OF THE CITY OF WINDSOR POLICY

| Service Area: | | Policy No.: | |
|---------------|---------------------------|-----------------|-----------|
| Department: | | Approval Date: | |
| Division: | | Approved By: | |
| | | Effective Date: | |
| | Twin City/Friendship City | | |
| Subject: | Policy | Procedure Ref.: | |
| Review Date: | | Pages: | Replaces: |
| Prepared By: | | | Date: |

1. POLICY

1.1. A policy outlining the criteria necessary for entering into international friendship and twin city relationships with the City of Windsor.

2. PURPOSE

2.1. This Policy outlines the necessary steps and processes associated in the creation or establishment of entering into a new friendship and/or twin city agreement with another international municipality.

3. SCOPE

3.1. This policy will apply to all proposed friendship and twin city requests made from within the Windsor community or received by the Mayor of the City of Windsor from any international city, municipality or district.

4. **DEFINITIONS**

- **4.1.** *Twin City* refers to a form of legal agreement between two geographically and politically distinct localities for the purpose of promoting cultural and commercial tie. For the purposes of this policy, Twin Cities are defined by a formal request brought to and approved by Council upon recommendation of the International Relations Committee.
- **4.2.** *Friendship City* refers to a less formal agreement between localities. For the purposes of his report, Friendship Cities are characterized by the signing of a Memorandum of Understanding between Mayor's Offices. It is to be used as a first stage in the 'Twinning' relationship and if successful may lead to a formal Twin-City Agreement

5. RESPONSIBILITY

5.1. City Council will be responsible for:

- 5.1.1. Reviewing and approving new twin city agreements or partnerships.
- **5.2.** The Mayor's Office will be responsible for:
 - 5.2.1. Communicating City Council's resolution regarding a proposed new twin city relationship.
 - 5.2.2. Reviewing recommendations from the International Relations Committee regarding Friendship City requests and approving, if desired, the relationship through a Memorandum of Agreement.
- **5.3.** The Office of the City Clerk will be responsible for:
 - 5.3.1. The collection and cataloguing of official records, letters, agreements or charters when entering into a Friendship City or Twinning Agreement with the City of Windsor, including future correspondence between cities.
- **5.4.** The International Relations Committee (IRC) will be responsible for:
 - 5.4.1. Exploring and investigating new friendship and twin city relationships.
 - 5.4.2. Submitting a recommendation to the Mayor and Council regarding proposed friendship or twinning requests after a formal request has passed through the Mayor's Office and/or a formal investigation has been completed by the committee. Recommendations to City Council will follow normal protocols in the governance model process.
 - 5.4.3. Reviewing this policy and any associated procedures and forms every five years.

6. GOVERNING RULES AND REGULATIONS

- **6.1.** Request for Friendship City Relationships should be community driven, supported by a formal organized cultural/ethnic association and must demonstrate that a sustainable relationship can be maintained.
 - 6.1.1. Legitimate and active organizational structure should exist in the related ethnic community to support friendship- based activities (i.e. hosting visiting delegations, providing translation services, conducting meetings/tours/receptions with their business community).
 - 6.1.2. The proposed friendship city should demonstrate certain identifiable similarities or mutual interests with potential for reciprocal cultural, educational and economic benefits.
 - 6.1.3. Friendship City relationships should be maintained for a minimum 5-year term, with the option to extend for an additional 5-year term.
 - 6.1.4. Friendship City relationships should be evaluated at the end of each defined term to determine is the relationship has seen any benefit and/or measurable results that the City of Windsor and the partner organization expect as a result of the Partnership.
 - 6.1.5. If Friendship City partnerships receive a successful evaluation, the option to formalize the relationship into a twinning relationship may be exercised as per section 6.2 of this policy
- **6.2.** Request for twinning's should also be community driven, supported by a formal organized cultural/ethnic association and must demonstrate that a sustainable relationship can be maintained.

- 6.2.1. As with Friendship Cities, legitimate and active organizational structure should exist in the related ethnic community to support twinning activities and The proposed twin city should demonstrate certain identifiable similarities or mutual interests with potential for reciprocal cultural, educational and economic benefits.
- 6.2.2. Details of a twinning proposal must be submitted in writing to the Mayor of Windsor, outlining a long-term plan and the community's responsibility for sustaining ongoing activities.
- 6.2.3. If recommended by the IRC and approved by Council, a formal letter of interest is to be forwarded to the Mayor of the proposed twin city.
- 6.2.4. If the proposed twin city approves Windsor's proposal, a formal signing protocol will be arranged.
- 6.2.5. The twinning charter can be dissolved upon the mutual agreement between the twin cities.
- 6.2.6. If a twinning request is received from another city outside of the friendship city realm, the request will be reviewed by the IRC and one or more of the following actions may occur;
 - 6.2.6.1. Investigate and forward a recommendation to the Mayor's Office for decision on Twinning Agreement.
 - 6.2.6.2. Review the request and offer a recommendation to the Friendship City program.

7. RECORDS, FORMS AND ATTACHMENTS

7.1. Records are the responsibility of The Office of the City Clerk and will be kept in accordance with the Records Retention Bylaw #21-2013 as amended from time to time.



Committee Matters: SCM 80/2024

Subject: Minutes of the International Relations Committee of its meeting held January 17, 2024

Moved by: Councillor Mark McKenzie

Seconded by: Councillor Angelo Marignani

Decision Number: DHSC 599

THAT the minutes of the International Relations Committee meeting held January 17,

2024 **BE RECEIVED**.

Carried.

Report Number: SCM 26/2024

Clerk's Note:

- 1. Please refer to Item 12.2 from the Development & Heritage Standing Committee held on March 4, 2024.
- 2. To view the stream of this Standing Committee meeting, please refer to: https://csg001-harmony.sliq.net/00310/Harmony/en/PowerBrowser/PowerBrowserV2/20240 304/-1/9471



Committee Matters: SCM 26/2024

Subject: Minutes of the International Relations Committee of its meeting held January 17, 2024

International Relations Committee

Meeting held January 17, 2024

A meeting of the International Relations Committee is held this day commencing at 3:30 o'clock p.m. in Room 140, 350 City Hall Square West, there being present the following members:

Councillor Angelo Marignani, Chair Councillor Renaldo Agostino Councillor Fred Francis Councillor Ed Sleiman Lubna Barakat Saiful Bhuiyan (arrives at 3:34 p.m.) L.T. Zhao

Regrets received from:

Jerry Barycki Ronnie Haidar William Ma

Also present are the following resource personnel:

Sandra Gebauer, Council Assistant Karen Kadour, Committee Coordinator

1. Call to Order

The Chair calls the meeting to order at 3:30 o'clock p.m. and the Committee considers the Agenda being Schedule A attached hereto, matters which are dealt with as follows:

2. Declaration of Conflict

None disclosed.

3. Adoption of the Minutes

Moved by Councillor Fred Francis, seconded by Councillor Ed Sleiman,
That the minutes of the International Relations Committee of its meeting held
July 31, 2023 **BE ADOPTED** as presented.
Carried.

4. Establishment of a Friendship City Program/Draft Policy

Sandra Gebauer remarks that at the previous meeting held July 31, 2023 Councillor Fred Francis requested that a draft policy/framework for the establishment of a Friendship City Program be brought back. She advises that several municipalities outlined in the report currently have Friendship City relationships. Of note, is the City of Vancouver who in 2022 established their Friendship City Program which is less formal than their Sister City Program and whose purpose is to facilitate city to city partnerships that strengthen cultural and business relationships internationally and are directed by a Memorandum of Understanding (MOU). The terms for the Friendship City MOU's are for five years with an option to renew for one additional five-year term. Councillor Francis requests that the Draft Policy be provided to the Development and Heritage Standing Committee and City Council for approval.

Councillor Fred Francis indicates that the Sister city relationship is people to people and not government to government. In terms of the Friendship City, it could either be people to people or government to government in the hopes of building a relationship that could one day be people to people.

Sandra Gebauer refers to Item 6.1.3 which states "Friendship City relationships should be maintained for a minimum 5-year term, with the option to extend for an additional 5-year term." Councillor Fred Francis agrees to extend with five year increments (including a Memorandum of Agreement) and adds at some point, the term is either extended, ended or evolves to a Sister city.

Sandra Gebauer refers to Item 6.1 in the Draft Policy which states "Request for Friendship City Relationships should be community driven....". She suggests the wording in the foregoing be amended to state that the Friendship City Relationships should either be community driven or by local municipal governments.

Councillor Fred Francis adds that any Friendship City MOU agreement be approved by City Council.

Moved by Councillor Fred Francis, seconded by Councilor Ed Sleiman,
That the Draft Twin City/Friendship City Policy for the City of Windsor, attached as
Appendix A BE ADOPTED AS AMENDED.
Carried.

4.3 Request from the City of Gunsan, South Korea for a delegation to visit the City of Windsor from October 16-18, 2023

Sandra Gebauer reports that the delegation from the City of Gunsan, South Korea cancelled the visit scheduled for October 16-18, 2023. They have indicated that they would like to reschedule their visit to Windsor sometime in 2024.

4.2 Request for a Sister City Agreement with the City of Arlington, Texas – Verbal Update

Sandra Gebauer refers to the "Memorandum of Understanding (MOU) between the City of Arlington, Texas USA and the City of Windsor, Ontario Canada" prepared by the City of Arlington and previously provided to the Committee. She notes that this MOU suffices as the City of Arlington's formal request for a Sister City relationship.

Councillor Fred Francis remarks that the City of Arlington can be Windsor's first Friendship City. Following approval of the Twin City/Friendship City Policy by City Council, the City of Windsor will reach out to the City of Arlington with the Policy.

Moved by Saiful Bhuiyan, seconded by Councillor Ed Sleiman,

That the update regarding the request for a Sister City Agreement with the City of Arlington, Texas **BE RECEIVED**.

Carried.

Sandra Gebauer indicates that she will reach out to the City of Arlington to advise that the City of Windsor has been working on a Friendship City Policy that will require approval by City Council.

4.4 2023 Children's Art Exhibition – Verbal Update

Sandra Gebauer states that the 2023 Exhibition took place at the Aquatic Centre and Devonshire Mall and received great feedback with the display at Devonshire Mall. Councillor Fred Francis adds that if the event will once again be at Devonshire Mall, that some upgrades be undertaken, i.e. cases and stands for the art.

Sandra Gebauer remarks that over 100 local entries were received. Historically, 15 to 20 entries are requested from the Twin Cities.

The following comments and suggestions are provided by the Committee:

- To once again host the Children's Art Exhibition at Devonshire Mall with improved display quality.
- Will work with Devonshire Mall to determine what dates are available to host the event.
- Suggestion to have a display at Walkerville High School (which features an Arts Program).
- Collaboration with the school boards and the Art Gallery of Windsor.
- Show the display at the Children's Safety Village.

 Work with the Recreation Department to enhance the exhibition at Devonshire Mall and to purchase displays, boards, shelving that can also be cost-shared and utilized by Recreation and the IRC.

Sandra Gebauer remarks that she will contact Michelle Staadegaard, Manager, Culture and Events to discuss the possibility of partnering to source some display boards or cases that can be used for the 2024 Children's Art Exhibition at Devonshire Mall and will report back at the next meeting.

Moved by Councillor Ed Sleiman, seconded by Councillor Fred Francis, That the verbal update regarding the 2023 Children's Art Exhibition **BE RECEIVED.**

Carried.

5. Confirm and Ratify E-mail Polls

5.1 That the following E-mail Poll sent on September 26, 2023 regarding an expenditure in the amount of \$560 for four tickets for the 26th Annual Polish-Canadian Business Society Dinner **BE CONFIRMED AND RATIFIED**:

Moved by Saiful Bhuiyan, seconded by Councillor Fred Francis, That the International Relations Committee AUTHORIZE an expenditure in the upset amount of \$560 for the purchase of four (4) tickets, (1 ticket for Mayor Dilkens) for the 26th Annual Polish-Canadian Business Society Dinner to be held on November 17, 2023 at the Dom Polski Hall, located at 1275 Langlois Avenue. Carried.

5.2 That the following E-mail Poll sent on November 20, 2023 regarding costs associated with sending the Children's Art Exhibition to Gunsan, South Korea **BE CONFIRMED AND RATIFIED:**

Moved by L. T. Zhao, seconded by Councillor Fred Francis,

That APPROVAL BE GIVEN to an expenditure in the upset amount of \$150 for costs associated with sending the Children's Art Exhibition to Gunsan, South Korea.

Carried.

5.3 That the following E-mail Poll sent on January 4, 2024 regarding an expenditure in the upset amount of \$200 for costs associated with sending gifts to the male and female winners of the Shonan, Fujisawa Citizens Marathon Event BE CONFIRMED AND RATIFIED: Moved by Councillor Fred Francis, seconded by Lubna Barakat, That APPROVAL BE GIVEN to an expenditure in the upset amount of \$200 for costs associated with sending gifts to the male and female Winners of the Shonan, Fujisawa Citizens Marathon Event.

Carried.

6. Communications

Moved by Councillor Renaldo Agostino, seconded by Councillor Ed Sleiman, That the following Communications **BE RECEIVED:**

- **6.1** Letter from Mayor Peter Kurz, City of Mannheim.
- **6.2** Letter of Invitation from Mayor Kang, Gunsan, South Korea.
- **6.3** Welcome Letter to Mannheim Mayor Specht from Mayor Dilkens.
- **6.4** Letter of farewell to Mayor Kurz on behalf of Mayor Dilkens.
- **6.5** Letter from the Mayor of Gunsan, South Korea to Mayor Dilkens.
- **6.6** Letter to Mayor Dilkens from the City of Mannheim.
- **6.7** Invitation from Changchun, China for the City of Windsor to participate in the 2023 conference on promoting low carbon.
- **6.8** Photos of the Gunsan, South Korea Citizen's Day.
- **6.9** CAIF Statement on Peace 2023.
- **6.10** Young Polonia Leadership Summit.

Carried.

Councillor Renaldo Agostino advises that some cities are utilizing concrete portals with a video screen that can connect people in different cities in real time. He indicates that the cost of the portal is approximately \$100,000 and if approved, he will acquire sponsors. He asks that this matter be discussed at the next meeting of the IRC Committee.

7. Date of Next Meeting

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

8. Adjournment

There being no further business, the meeting is adjourned at 4:00 o'clock p.m.

THE CORPORATION OF THE CITY OF WINDSOR POLICY

| Service Area: | | Policy No.: | |
|---------------|---------------------------|-----------------|-----------|
| Department: | | Approval Date: | |
| Division: | | Approved By: | |
| | | Effective Date: | |
| | Twin City/Friendship City | | |
| Subject: | Policy | Procedure Ref.: | |
| Review Date: | | Pages: | Replaces: |
| Prepared By: | | | Date: |

1. POLICY

1.1. A policy outlining the criteria necessary for entering into international friendship and twin city relationships with the City of Windsor.

2. PURPOSE

2.1. This Policy outlines the necessary steps and processes associated in the creation or establishment of entering into a new friendship and/or twin city agreement with another international municipality.

3. SCOPE

3.1. This policy will apply to all proposed friendship and twin city requests made from within the Windsor community or received by the Mayor of the City of Windsor from any international city, municipality or district.

4. **DEFINITIONS**

- **4.1.** *Twin City* refers to a form of legal agreement between two geographically and politically distinct localities for the purpose of promoting cultural and commercial tie. For the purposes of this policy, Twin Cities are defined by a formal request brought to and approved by Council upon recommendation of the International Relations Committee.
- 4.2. Friendship City refers to a less formal agreement between localities. For the purposes of his report, Friendship Cities are characterized by the signing of a Memorandum of Understanding between Mayor's Offices. It is to be used as a first stage in the 'Twinning' relationship and if successful may lead to a formal Twin-City Agreement

5. RESPONSIBILITY

5.1. City Council will be responsible for:

- 5.1.1. Reviewing and approving new twin city agreements or partnerships.
- **5.2.** The Mayor's Office will be responsible for:
 - 5.2.1. Communicating City Council's resolution regarding a proposed new twin city relationship.
 - 5.2.2. Reviewing recommendations from the International Relations Committee regarding Friendship City requests and approving, if desired, the relationship through a Memorandum of Agreement.
- **5.3.** The Office of the City Clerk will be responsible for:
 - 5.3.1. The collection and cataloguing of official records, letters, agreements or charters when entering into a Friendship City or Twinning Agreement with the City of Windsor, including future correspondence between cities.
- **5.4.** The International Relations Committee (IRC) will be responsible for:
 - 5.4.1. Exploring and investigating new friendship and twin city relationships.
 - 5.4.2. Submitting a recommendation to the Mayor and Council regarding proposed friendship or twinning requests after a formal request has passed through the Mayor's Office and/or a formal investigation has been completed by the committee. Recommendations to City Council will follow normal protocols in the governance model process.
 - 5.4.3. Reviewing this policy and any associated procedures and forms every five years.

6. GOVERNING RULES AND REGULATIONS

- **6.1.** Request for Friendship City Relationships should be community driven, supported by a formal organized cultural/ethnic association and must demonstrate that a sustainable relationship can be maintained.
 - 6.1.1. Legitimate and active organizational structure should exist in the related ethnic community to support friendship- based activities (i.e. hosting visiting delegations, providing translation services, conducting meetings/tours/receptions with their business community).
 - 6.1.2. The proposed friendship city should demonstrate certain identifiable similarities or mutual interests with potential for reciprocal cultural, educational and economic benefits.
 - 6.1.3. Friendship City relationships should be maintained for a minimum 5-year term, with the option to extend for an additional 5-year term.
 - 6.1.4. Friendship City relationships should be evaluated at the end of each defined term to determine is the relationship has seen any benefit and/or measurable results that the City of Windsor and the partner organization expect as a result of the Partnership.
 - 6.1.5. If Friendship City partnerships receive a successful evaluation, the option to formalize the relationship into a twinning relationship may be exercised as per section 6.2 of this policy
- **6.2.** Request for twinning's should also be community driven, supported by a formal organized cultural/ethnic association and must demonstrate that a sustainable relationship can be maintained.

- 6.2.1. As with Friendship Cities, legitimate and active organizational structure should exist in the related ethnic community to support twinning activities and The proposed twin city should demonstrate certain identifiable similarities or mutual interests with potential for reciprocal cultural, educational and economic benefits.
- 6.2.2. Details of a twinning proposal must be submitted in writing to the Mayor of Windsor, outlining a long-term plan and the community's responsibility for sustaining ongoing activities.
- 6.2.3. If recommended by the IRC and approved by Council, a formal letter of interest is to be forwarded to the Mayor of the proposed twin city.
- 6.2.4. If the proposed twin city approves Windsor's proposal, a formal signing protocol will be arranged.
- 6.2.5. The twinning charter can be dissolved upon the mutual agreement between the twin cities.
- 6.2.6. If a twinning request is received from another city outside of the friendship city realm, the request will be reviewed by the IRC and one or more of the following actions may occur;
 - 6.2.6.1. Investigate and forward a recommendation to the Mayor's Office for decision on Twinning Agreement.
 - 6.2.6.2. Review the request and offer a recommendation to the Friendship City program.

7. RECORDS, FORMS AND ATTACHMENTS

7.1. Records are the responsibility of The Office of the City Clerk and will be kept in accordance with the Records Retention Bylaw #21-2013 as amended from time to time.



Committee Matters: SCM 86/2024

Subject: Adoption of the Essex-Windsor Solid Waste Authority (EWSA) Regular Board of its meeting held December 5, 2023

Moved by: Councillor Mark McKenzie

Seconded by: Councillor Renaldo Agostino

Decision Number: ETPS 989

THAT the minutes of the Essex-Windsor Solid Waste Authority (EWSA) Regular Board

meeting held December 5, 2023 BE RECEIVED.

Carried.

Report Number: SCM 37/2024

Clerk's Note:

1. Please refer to Item 7.1 from the Environment, Transportation & Public Safety Standing Committee held on March 27, 2024.

 To view the stream of this Standing Committee meeting, please refer to: https://csg001-harmony/en/PowerBrowser/PowerBrowserV2/20240 327/-1/10474



Committee Matters: SCM 37/2024

Subject: Adoption of the Essex-Windsor Solid Waste Authority (EWSA) Regular Board of its meeting held December 5, 2023



Essex-Windsor Solid Waste Authority Regular Board Meeting MINUTES

Meeting Date: Tuesday, December 5, 2023

Time: 4:00 PM

Location: Essex County Civic Centre

Council Chambers, 2nd Floor 360 Fairview Avenue West Essex, Ontario N8M 1Y6

Attendance

Board Members:

Gary McNamara - Chair County of Essex Michael Akpata County of Essex Rob Shepley County of Essex Kirk Walstedt County of Essex Gary Kaschak – Vice Chair Kieran McKenzie City of Windsor City of Windsor City of Windsor City of Windsor

EWSWA Staff:

Michelle Bishop General Manager

Steffan Brisebois Manager of Finance & Administration

Cathy Copot-Nepszy Manager of Waste Diversion Tom Marentette Manager of Waste Disposal

Madison Mantha Project Lead

Teresa Policella Executive Assistant

City of Windsor Staff:

Shawna Boakes Executive Director of Operations

Jim Leether Waste Collection Contracts & Operations

Administrator

Mark Spizzirri Manager of Performance Management and Business

Case Development

County of Essex Staff:

Mary Birch Director of Council & Community Services/Clerk

Melissa Ryan Director of Financial Services/Treasurer

Absent:

Hilda MacDonald County of Essex Mark McKenzie City of Windsor

Anne-Marie Albidone Manager of Environmental Services
Tony Ardovini Deputy Treasurer Financial Planning

Drew Dilkens

City of Windsor (Ex-Officio)

1. Closed Meeting

A Closed meeting was held at 4:00PM

Moved by Kieran McKenzie Seconded by Gary Kaschak

THAT the Board moved into a closed meeting pursuant to Section 239 (2) (k) of the Municipal Act, 2001, as amended for the following reason:

(k) A position, plan, procedure, criteria, or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipally or local board.

80-2023 Carried

Moved by Gary Kaschak Seconded by Kirk Walstedt THAT the EWSWA Board rise from the Closed Meeting at 4:41PM.

> 83-2023 Carried

2. Call to Order

Chair McNamara called the Regular meeting to order at 4:41 PM.

The Chair thanked Mr. Walstedt for his membership on the Board in 2023. Mr. Walstedt will return to the Board in 2025. The Chair noted that Fred Francis, City of Windsor Councillor, is the alternate member for 2024.

3. Declaration of Pecuniary Interest

The Chair called for any declarations of pecuniary interest and none were noted. He further expressed that should a conflict of a pecuniary nature or other arise at any time during the course of the meeting that it would be noted at that time.

4. Approval of the Minutes

Moved by Gary Kaschak
Seconded by Jim Morrison
THAT the minutes from the Essex-Windsor Solid Waste Authority Regular
Meeting, dated December 5, 2023, be approved and adopted.

84-2023 Carried

5. Business Arising from the Minutes

There were no items raised for discussion.

6. Correspondence

A. News Release from Ministry of the Environment, Conservation and Parks: Ontario Strengthening Penalties for Landfill Facilities that Contravene Environmental Laws

The General Manager stated that the Manager of Waste Disposal will be attending a stakeholder meeting on December 14, 2023, conducted by the Ministry of Environment, Conservation and Parks (MECP) to gain more information on the document.

Mr. McKenzie asked if there were any risks to the Authority based on this change.

The Manager of Waste Disposal stated not at this time. The Authority has regular dialogue with its MECP representative who is also a member of the Landfill Liaison Committee (LLC). He noted that other than the odd odour complaint, the Authority has not had any significant issues. The Authority engages with the public regarding their concerns and the issue is documented.

Moved by Kieran McKenzie Seconded by Kirk Walstedt THAT the Board receive the verbal report as information.

> 85-2023 Carried

7. Waste Diversion

A. FoodCycler Organics Pilot Program Update

The Manager of Waste Diversion provided an update on the Waste Diversion pilot program that was launched in May 2023. The Authority partnered with Food Cycle Science (FCS) to launch a FoodCycler Organics Pilot Program (FOPP). The pilot program was launched to provide residents with another way to divert food waste from the Regional Landfill (RL).

The FOPP allowed the Authority to sell 250 units. She noted that 1,800 residents registered for the pilot program. As part of the pilot program, participants were asked to track how often they used their FoodCycler unit over a 12-week period and provide feedback. She also provided a summary of the key findings of the pilot program

She noted that Administration will continue to build awareness on how to reduce food waste and the knowledge of its residents so residents are prepared for the launch of the Regional Food and Organic Waste Management Program.

Administration has also worked with FCS to be able to offer additional units at a subsidized rate. As a result, an additional 121 units have been sold. The Authority and FCS will conduct a follow-up survey in six months.

The 2023 Operational Plan and Budget included \$25,000 for the Authority's subsidy portion of the pilot program funded through the Waste Diversion Reserve. She noted that existing Authority resources were allocated to assist with this initiative.

Moved by Jim Morrison Seconded by Michael Akpata THAT the Board receive the verbal report as information.

> 86-2023 Carried

8. Waste Disposal

A. Regional Landfill Request for Expressions of Interest (REOI) – Landfill Gas Management Update

The Manager of Waste Disposal provided an update regarding the Request for Expressions of Interest (REOI) for Landfill Gas Management at the Regional Landfill (RL).

He provided the history of how the RL has managed landfill gas since 2000 including the details of the Authority's agreement with Integrated Gas Recovery Services Inc. (IGRS) related to the recovery of methane gas at the RL.

The primary objective of the REOI is to gauge the interest of qualified parties with extensive Renewable Natural Gas (RNG) experience in the following:

- Forming a partnership with the Authority;
- Entering into a lease agreement with the Authority;
- Upgrading, expanding, operating, or maintaining the LFG system;
- Revenue sharing the LFG system with the Authority;
- Electrical power generation utilizing LFG for onsite consumption or grid;
- Processing Landfill leachate using LFG as the energy source; and/or
- A combination of the above or as proposed in the submitted EOI.

He explained that the Authority would like to evaluate gas management options in a proactive manner.

The REOI will close on December 7, 2023 at 5:00PM.

After evaluations of the REOI, the next step would be to issue a formal Request for Proposals (RFP) to provide the Authority with a basis to evaluate a sustainable long-term waste-to-energy partner with the greatest economic benefit.

There are no financial implications at this time. He noted that the 2023 budget included a capital expenditure figure of \$500,000 for the expansion of the existing gas collection wellfield as well as the replacement of the blower. The Authority has not utilized these funds with the hopes that the REOI will identify a potential funding partner. These funds have been reallocated to the 2024 budget.

The Chair asked if there were any questions.

Mr. Akpata asked what is the long-term plan.

The Manager of Waste Disposal stated that as a result of the REOI, the Authority hopes to expand the footprint as much as possible and utilize the gas collected in a more sustainable manner besides just flaring.

Kieran McKenzie asked if there is a potential that the Authority could net revenue depending on the option.

The Manager of Waste Disposal stated that hopefully a partnership could be formed to share in the costs.

Mr. Walstedt asked if methane is flared at closed Landfill 3 (LF3).

The Manager of Waste Disposal stated that methane is not flared at LF3.

Moved by Kieran McKenzie Seconded by Kirk Walstedt THAT the Board receive the report as information.

> 87-2023 Carried

9. Finance & Administration

A. Approval Status of the EWSWA 2024 Budget

The Manager of Finance and Administration provided an update of the EWSWA 2024 Operational Plan and Budget approval process.

On November 7, 2023, the Authority Board approved the 2024 recommendations.

As part of the budget approval process, the Budget is referred to the County of Essex (County) and the City of Windsor (City) and their Councils for their consideration.

Authority Administration is scheduled to attend Essex County Council on December 20, 2023.

At this time, the City has not provided a specific date but anticipates it will be scheduled in January 2024.

The Chair asked if there were any questions.

Discussion took place regarding the timing of the City of Windsor's 2024 budget process.

Moved by Gary Kaschak Seconded by Jim Morrison THAT the Board receive the verbal report as information.

> 88-2023 Carried

B. 2024 EWSWA Board Schedule

The General Manager provided a summary of the 2024 schedule.

Moved by Jim Morrison Seconded by Kieran McKenzie THAT the Board approve the 2024 Essex-Windsor Solid Waste Authority Regular Meeting Schedule.

> 89-2023 Carried

10. New Business

No items were raised for discussion.

11. Other I tems

No items were raised for discussion.

12. By-Laws

A. By-Law 15-2023

Moved by Kirk Walstedt Seconded by Michael Akpata

THAT By-Law 15-2023, being a By-law to Confirm the Proceedings of the Board of the Essex-Windsor Solid Waste Authority be given three readings and be adopted this 5th day of December, 2023.

90-2023 Carried

13. Next Meeting Dates

January - TBD and scheduled if required

Tuesday, February 6, 2024

Tuesday, March 5, 2024

Wednesday, April 10, 2024

Tuesday, May 7, 2024

Tuesday, June 4, 2024

Wednesday, July 10, 2024

Wednesday August 14, 2024 - Note: This meeting will start at 3:00PM

Wednesday, September 11, 2024

Wednesday, October 9, 2024

Tuesday, November 5, 2024

Tuesday, December 3, 2024

14. Adjournment

Moved by Jim Morrison Seconded by Gary Kaschak THAT the Board stand adjourned at 5:21PM.

> 91-2023 Carried

All of which is respectfully submitted.

Gary McNamara Chair

Michelle Bishop General Manager



Committee Matters: SCM 87/2024

Subject: Community and Corporate Greenhouse Gas Emissions and Energy Monitoring Report – 2022 - City Wide

Moved by: Councillor Kieran McKenzie Seconded by: Councillor Gary Kaschak

Decision Number: ETPS 990

THAT the report of the Community Energy Plan Administrator dated February 19, 2024 entitled "Community and Corporate Greenhouse Gas Emissions and Energy Monitoring Report – 2022 – City Wide" **BE RECEIVED** for information; and,

THAT the report of the Community Energy Plan Administrator dated February 19, 2024 entitled "Community and Corporate Greenhouse Gas Emissions and Energy Monitoring Report – 2022 – City Wide" **BE FORWARDED** to the Environment Climate Change Advisory Committee for their review and comment. Carried.

Report Number: S 169/2023

Clerk's File: El/14519

Clerk's Note:

- 1. The recommendation of the Environment, Transportation & Public Safety Standing Committee and Administration are **NOT** the same.
- 2. Please refer to Item 8.1 from the Environment, Transportation & Public Safety Standing Committee held on March 27, 2024.
- 3. To view the stream of this Standing Committee meeting, please refer to: https://csg001-harmony.sliq.net/00310/Harmony/en/PowerBrowser/PowerBrowserV2/20240327/-1/10474



Council Report: S 169/2023

Subject: Community and Corporate Greenhouse Gas Emissions and Energy Monitoring Report – 2022 - City Wide

Reference:

Date to Council: March 27, 2024 Author: Michelle Moxley-Peltier

Community Energy Plan Administrator

Environmental Sustainability and Climate Change

519-255-6100 ext. 6109 mmoxleypeltier@citywindsor.ca Economic Development & Innovation

Report Date: February 19, 2024

Clerk's File #: El/14519

To: Mayor and Members of City Council

Recommendation:

THAT the report of the Community Energy Plan Administrator dated February 19, 2024 entitled 2022 Community and Corporate Greenhouse Gas Emissions and Energy Monitoring Report **BERECEIVED** for information

Executive Summary:

N/A

Background:

In 2010, the City of Windsor undertook the development of the City's first greenhouse gas (GHG) inventory as outlined in Federation of Canadian Municipalities' (FCM') Partners for Climate Change (PCP) program (Milestone 1). Upon completion of this first inventory, City Council committed to completing a Climate Change Mitigation Plan.

In 2015, the City of Windsor began the process of developing a long-term comprehensive plan to address energy and GHG emissions through the completion of a Community Energy Plan (CEP) and associated Corporate Climate Action Plan (CCAP). These plans were approved by City Council in July 2017 (CR426/2017).

The CEP aims to create economic advantage, mitigate climate change, and improve energy performance. It strives to position Windsor as an energy center of excellence that boasts efficient, innovative, and reliable energy systems that contribute to the quality of life of the residents and businesses.

The CEP includes ambitious and transformative targets to support global efforts to keep global temperature increases within 1.5 degrees Celsius, and a community-wide goal to reduce greenhouse gas (GHG) emissions by 40% of 2014 levels and to reduce percapita energy consumption by 40% by 2041. The CCAP also includes a corporate-wide goal to reduce GHG emissions by 40% of 2014 levels and to reduce corporate energy usage by 40% of 2014 levels by 2041.

In addition to the targets outlined in the CEP and CCAP, the City has also committed to participating in the Carbon Disclosure Project (CDP) administered through the Global Covenant of Mayors for Climate and Energy (GCoM). This commitment includes reporting GHG emissions inventories, mitigation actions, as well as energy and emissions targets on a yearly basis through the CDP website.

On November 19, 2019, City Council approved the Windsor Essex County Environment Committee's motion that the City of Windsor pass a Climate Change Emergency Declaration (CR570/2019). Included as an outcome of this report is the recommendation to update the City's GHG emission targets to reflect the commitment to achieve a reduction of 45% of 2005 levels by 2030 and reaching Net-Zero emissions by 2050, aligning with the Government of Canada's GHG Reduction Targets.

In an effort to achieve these reduction targets, a number of interim targets are required to accelerate the implementation of emission reduction activities and track progress. The Acceleration of Climate Change Actions (CR187/2020 ETPS 738) report was received by City Council on May 4, 2020 in response to the Climate Change Emergency Declaration.

In November of 2020, Council requested (CR558/2020) administration to report annually on GHG emissions and energy usage. The Community and Corporate Greenhouse Gas Emissions and Energy Monitoring Report – 2021 (CR410/2023 ETPS 956) report was received by City Council on October 16, 2023.

The 2022 Community and Corporate Greenhouse Gas and Energy Monitoring Report details the progress made within the City of Windsor towards GHG Emission and Energy Consumption targets.

Discussion:

The attached Community and Corporate Greenhouse Gas and Energy Monitoring Report for 2022 provides in-depth details on our Community and Corporate GHG Inventories. This report highlights the changes in energy consumption and GHG emissions resulting from actions taken at the federal, provincial, community, and corporate levels. A summary of key performance metrics is found below.

Community Energy and Emissions Inventory

As part of the CEP implementation, an inventory of GHG Emissions and energy consumption is completed each year such that trends can be recognized and progress towards the CEP emissions and energy reduction goals can be evaluated. These inventories serve to help evaluate the effectiveness of emissions reduction strategies and policies.

Since 2014, community-wide emissions and energy consumption have generally followed a downward trend, with significant reductions in 2020 and 2021, attributed to impacts from COVID-19 restrictions. Due to lingering impacts of COVID in 2022, the 2022 emissions may be moderately impacted. In 2022 a total of 1.487 Megatonnes of Carbon Dioxide equivalent (MTCO₂e) was emitted to the atmosphere compared to the 1.869 MTCO₂e from the 2014 inventory¹. These emissions totals result in per-capita emissions of 6.47 tCO₂e for 2022 compared to 8.86 tCO₂e in the 2014 CEP baseline. The goal of the CEP is to reduce per-capita emissions to 5 tCO₂e by 2041.

Figure 1 presents the breakdown of emissions by sector for 2022. In 2022, building sector emissions accounted for 53% of overall community-wide emissions (buildings 35%, industry 18%), with most of those emissions attributable to natural gas used for space and water heating. Transportation emissions accounted for 42% of overall community-wide emissions, with most of those emissions coming from gasoline used in passenger cars and trucks. Waste sector emissions including emissions from waste to landfill, were 5% of overall community-wide emissions.

Figure 1: Windsor's percentage breakdown of Community-wide GHG emissions by sector (2022)

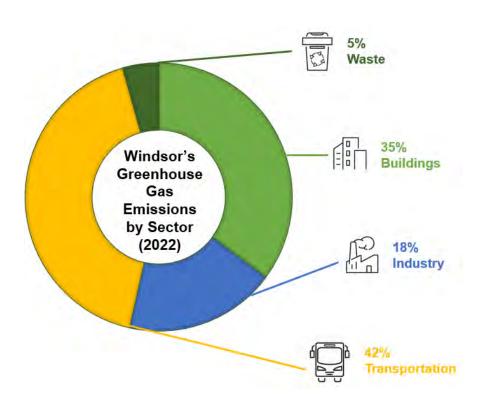


Table 1 provides an overview of status of the CEP primary performance indicators, comparing 2022 results to the 2014 baseline.

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 $^{^1}$ 2014 Baseline emissions were adjusted in 2021 to include emissions from solid waste. Adjustment resulted in a corresponding increase to per-capita emissions.

Table 1: Primary Performance Indicators vs. CEP Baseline 2014

| Primary Performance Indicators | CEP Baseline 2014 | 2022 | % Change to Baseline |
|--|-------------------------|----------------------|----------------------|
| Total Emission (MTCO₂e) | 1.869 | 1.487 | -20.4 |
| Total Energy (GJ) | 39,016,987 | 31,742,704 | -18.6 |
| Population | 211,000 ² | 229,660 ³ | +8.8 |
| Emissions per Capita (tCO₂e/capita) | 8.86 | 6.47 | -27.0 |
| Energy per Capita | 184.91 | 138.04 | -5.6 |

Table 2 identifies the changes in emissions broken out by the various sectors, and compares 2022 results with the 2014 baseline.

Table 2: Percent change in GHG emissions between 2014 and 2022

| Community Emissions (MTCO₂e) | 2014 GHG emissions (MTCO₂e) | 2022 GHG emissions (MTCO₂e) | % Change to Baseline |
|------------------------------------|-----------------------------------|-----------------------------------|-------------------------|
| Residential | 0.366 | 0.305 | -16.7 |
| Commercial / Institutional | 0.316 | 0.219 | -30.7 |
| Industrial | 0.385 | 0.273 | -29.1 |
| On Road Transportation | 0.733 | 0.626 | -14.6 |
| Waste | 0.068 | 0.065 | -4.4 |

To put the Community emissions into context, approximately 1.9 million acres of forest or 26 million seedlings planted and grown for ten years would be required to sequester the carbon emitted by the Windsor Community in 2022.

Since the approval of the CEP, the City of Windsor has been working towards implementation of many of the key strategies outlined in the plan. Some of the key initiatives include:

 Deep Energy Efficiency Retrofit program for homes— A Program Design Study is currently being developed by Administration to create a path to retrofitting 80% of existing homes and businesses by 2041. This project was funded through a Community Efficiency Fund grant from the Federation of Canadian Municipalities (FCM).

² Population data used for 2014 Baseline

³ Statistics Canada 2021 Census population

- 2) Sustainable Neighbourhood Action Plan In response to CQ12/2020 (CR544/2020) administration submitted a successful application to FCM for grant funding to complete a sustainable neighbourhood action plan.
- 3) Encourage a Modal Shift towards Public Transportation and Active Transportation This plan for expanding and improving the active transportation network of Windsor was approved in June 2019. The plan has set a target to increase the mode share to 25% by 2041.

Corporate Energy and Emissions Inventory

A CCAP was concurrently developed as a subset of the CEP. This plan outlines strategies at a corporate level to reduce energy and emissions from municipal operations and fleets.

Corporate emissions account for only two percent of the overall community emissions. Figure 2 presents the breakdown of corporate emissions by sector for 2022. In 2022, buildings accounted for 42% of overall corporate emissions, with most of those emissions attributable to natural gas used for space and water heating. Fleet emissions accounted for 34% of overall emissions, with the majority of emissions attributed to Transit Windsor. Water and wastewater accounted for 23% of emissions, and streetlights accounting for roughly 1% of overall corporate emissions.

Figure 2: Windsor's percentage breakdown of Corporate GHG emissions by sector (2022)

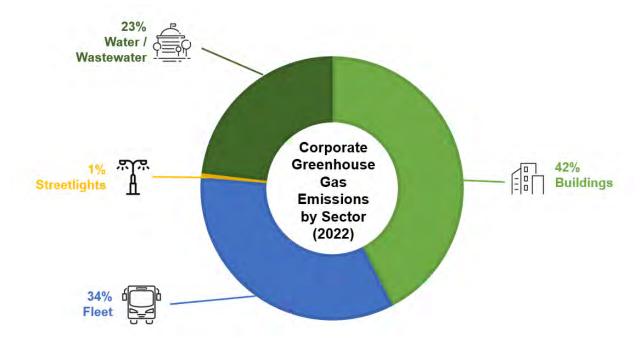


Table 3 highlights primary indicators as outlined in the CCAP. Overall, corporate emissions and energy usage have increased 5.9% and 9.5% respectively since 2014 and can be attributed to changes in corporate assets.

Table 3: Primary Performance Indicators vs. CCAP Baseline 2014

| Primary Performance Indicators | CCAP Baseline 2014 | 2022 | % Change to Baseline |
|-----------------------------------|-----------------------|---------|-------------------------|
| Total Emission | | | |
| (kTCO₂e) | 34.538 | 36.569 | +5.9 |
| Total Energy (GJ) | 812,782 | 890,135 | +9.5 |

Table 4 highlights the changes in corporate emissions by sector as compared to the CCAP Baseline of 2014. The most significant reductions occurred for the streetlights segment, which was reduced by 86.6% as a result of the completion of an LED conversion project. The water and wastewater segment increased 125.5% mainly due to the addition of the pelletizing plant in mid 2019, and the building segment decreased 9.1% due to reduced service hours of buildings and CHP units. Vehicular emissions remained similar to 2014 levels.

Table 4: Corporate Emissions by Sector vs. CCAP Baseline 2014

| CORPORATE EMISSIONS (kTCO₂e) | CCAP Baseline 2014 | 2022 | % Change to Baseline |
|---------------------------------|-----------------------|--------|-------------------------|
| Building | 17.054 | 15.500 | -9.1 |
| Vehicle | 12.247 | 12.407 | +1.3 |
| Streetlights | 1.484 | 0.199 | -86.6 |
| Water & Wastewater | 3.753 | 8.462 | +125.5 |

Similar to the Community, a number of Corporate initiatives are underway to support the CCAP including, but not limited to:

- 1) Integrated Site Energy Masterplan This study was conducted to evaluate the energy and emissions from wastewater treatment at Lou Romano Water Reclamation Plant and Little River Pollution Control Plant. The study presented recommendations for advancing these facilities to carbon neutral operation. This study was funded through FCM's Municipal Climate Innovation Program and completed in 2020.
- 2) Corporate Energy Management Plan (2019-2023) This plan is a flexible document that sets goals, strategies, and initiatives to reduce the Corporation's energy consumption and GHG emissions from Corporate facilities. The Corporate Energy Management is actively implementing strategies in this plan, including solar photovoltaic systems at a number of City facilities. Plans are underway to develop the 2024-2028 Corporate Energy Management Plan.
- 3) **Greenhouse Gas Reduction Pathway Feasibility Studies** These studies will outline an actionable path to reduce emissions to near net-zero for seven corporate facilities, encompassing five community centres/libraries and two twinpad arena and pool facilities.

- 4) **Greening the Fleet** The greening the fleet manual outlines strategies for improving local air quality by improving the fuel efficiency of the city vehicle fleet. The city fleet currently consists of fifteen hybrid or electric vehicles as of 2021.
- 5) **Transit Windsor Electrification Roadmap** This roadmap will be developed to guide Transit Windsor to better plan for zero emission buses and infrastructure.

The above-described actions alone will not allow the City of Windsor to meet the approved 2017 CEP and CCAP targets. Significant work on actions in the CEP and CCAP will be an ongoing requirement to effect a drop in emissions and/or energy consumption to align with these targets.

Partnerships and Collaboration for 2023

The Environmental Sustainability and Climate Change office collaborates and engages with numerous municipalities and stakeholders on a continuous basis. This allows for the sharing of knowledge, best-practices and lessons learned in the effort to streamline and coordinate efforts across many geographical and organizational jurisdictions. It is recognized that climate change is a challenge that transverses municipal, provincial and federal borders and as such partnerships and collaboration are necessary to effectively address this challenge. It should be noted that the use of the term "partnerships" in this context does not constitute a legal arrangement, but an informal one designed to share information and reduce duplication of efforts across municipalities.

Municipal Partnerships

City of Burlington, City of Guelph, City of Kingston, City of London, City of Markham, City of Oakville, City of Ottawa, City of Toronto, City of Vaughn, County of Essex, Region of Durham, Region of Waterloo, Town of Newmarket. Other municipalities are consulted when similar priorities are identified.

Organizational Partnerships

Federation of Canadian Municipalities' Partners for Climate Protection, Global Covenant of Mayors for Climate & Energy and the Carbon Disclosure Project, Clean Air Partnership, QUEST Canada (Ontario Community Energy and Climate ON-CEC working group, Low-Carbon Thermal Network, Deep Energy Retrofit working group), University of Windsor, St. Clair College

Annual Greenhouse Gas Inventories

Administration will commence working on the 2023 GHG inventory report in March 2024. Moving forward, Council should anticipate annual inventory reports in Q4 of the following year. This is due to timing in receiving data from third parties, some of which is not received until August of the following year.

Risk Analysis:

There are no significant risks associated with this information report.

Climate Change Risks

Climate Change Mitigation:

The information outlined in this inventory report is challenging from a climate change mitigation risk perspective. Data reveals that neither the Windsor community nor the Corporation is progressing towards its environmental goals at the pace required to meet our targets. This is logical as GHG-reduction strategies from the CEP or CCAP are only beginning to be implemented at this point. Until such time that major CEP/CCAP Strategies (ex. Deep Energy Efficiency Retrofits or District Energy expansion) are implemented, the city has little to no control over the community emissions within its jurisdiction and as such, the monitoring and validation of these emissions represent a first key step towards reduction. Understanding the quantity and distribution of emissions among the various sectors is paramount in determining the low-carbon pathway moving forward.

Major investment is required to affect emissions in a meaningful way. To determine the scale of these investments and the impact that inaction would have on the cities future, one can consider the future 2030 carbon cost of \$170/tonne CO2 applied to the total community emissions of 1.5 MT. This corresponds in a total of \$253,000,000 dollars spent annually on carbon cost. This is a reoccurring cost and it would be fiscally prudent to invest in technologies to reduce this liability. This point is further emphasized when considering that a carbon cost is merely a symptom of the impacts of climate change, and the true cost is associated with the actual impacts to society due to a changing climate such as flooding, extreme heat, vector borne diseases and increased severity and frequency of intense storms. The majority of studies on the topic have determined that mitigation of climate change is less costly than adaptation to climate change impacts. A recent report from the Federal Emergency Management Agency in the US states that for every dollar spent on mitigation, six dollars are saved on adaptation. As such, investment into mitigation now will be less expensive than adaptation in the future.

Climate Change Adaptation:

Over a 50-year planning horizon, a certain level of climate change adaptation will be required regardless of mitigation efforts. This is due to a concept known as "climate inertia" which can be viewed as the time delay between the instance of emission and occurrence of the impacts caused by such emission. There is the opportunity however to prevent impacts above and beyond the inertia-based climate impacts by reducing and eventually eliminating emissions.

The GHG inventory outlined herein indicates that an environmentally relevant reduction of emissions has yet to occur. Emissions from this time period will continue to contribute to future climate change impacts as addressed in the City's Degree of Change, Climate Change Adaptation Plan.

Financial Matters:

This report is for informational purposes, and highlights the changes in energy consumption and GHG emissions resulting from actions taken at the federal, provincial, community, and corporate levels. Although the Community and Corporate Greenhouse Gas Emissions and Energy Monitoring report does not require an outlay of funds, its

generation is the accountability of the Community Energy Plan Administrator and is funded under the existing Environmental Sustainability and Climate Change (ESCC) operations budget.

As part of the 2024 Budget process, the Community Energy Plan Administrator role was approved as a permanent-full time position, recognizing that the successful implementation of CEP strategies and the development of the Net-Zero Transition Plan required permanent resourcing.

The Climate Change Reserve fund has been exhausted as remaining funds were used to match grant funding for Residential Deep Energy Efficiency Retrofit Program Study and Sustainable Neighbourhood Action Plan Feasibility Study. As part of the 2025 budget process, ESCC will be assessing the need for additional funding and will bring forward a request that will allow for continued funding for adaptation and mitigation efforts. Global commitments to GHG reductions are required to reduce or limit the worst impacts of climate change.

Consultations:

- Asset Planning Natasha Gabbana Senior Manager Asset Planning
- Asset Planning Corporate Energy Initiatives Sokol Aliko, Manager Energy Initiatives, Cole Nadalin, Supervisor Energy Contracts, and Anastasios Stavropoulos, Supervisor Energy Contracts
- Environmental Services Anne Marie Albidone Manager Environmental Services
- Fleet Angela Marazita, Manager Fleet
- Transit Windsor Tyson Cragg Executive Director, and Jason Scott, Supervisor, Planning
- Transportation Planning Kathleen Quenneville Active Transportation Coordinator

Conclusion:

Community efforts to reduce energy consumption and GHG emissions are starting to show positive results. Windsor is exceeding the interim targets set out in the CEP, due mainly in part by actions taken in our community by businesses, institutions, and residents. The implementation of measures identified in corporate energy plans / Net-Zero plans, coupled with residential participation in home retrofit programs offered by the federal government and Enbridge, plus the adoption of EVs are responsible for observed results.

At the corporate level, the City has undertaken several initiatives resulting in GHG reductions, including the conversion of traffic signals and streetlights to LED lighting; building retrofits; and transitioning the fleet (including Transit Windsor) to include hybrid and EVs. While several improvements to municipal buildings and operations have been made, overall, City emissions overall are rising, mainly due to the addition of equipment and facilities that significantly increase the consumption of fossil fuels. Corporately, the City is tracking above target and is at risk of not reaching the 2041 targets set out in the CCAP.

Moving forward, the City faces challenges in implementing climate action plans that target community and corporate emission levels, some of which are within the City's sphere of influence (e.g., investment level, development planning, policy) while others are not (e.g., technological advancements, macro trends, federal and provincial funding). As municipalities across the county directly or indirectly influence roughly 50% of national GHG emissions, this issue is not unique to Windsor.

In 2022, City Council approved in principal Science-Based targets and a Net-Zero 2050, administration continues to work on developing Windsor's Net-Zero Transition Plan using the 2017 Community Energy Plan strategies as a base. In order to meet Net-Zero targets, the City must continue to integrate climate change action into projects, plans and budgets. The recently approved Sustainable Procurement guide, is one tool, that may help guide Administration towards considering climate change mitigation during procurement of goods and services. The ESCC Office and the Corporate Energy team should also be used as resources during the development of projects and policies to ensure climate action is not overlooked.

Planning Act Matters:

N/A

Approvals:

| Name | Title | | |
|-----------------|---|--|--|
| Karina Richters | Supervisor, Environmental Sustainability and Climate Change | | |
| Josie Gualtieri | Financial Planning Administrator | | |
| Matthew Johnson | Executive Director, Economic Development & Climate Change | | |
| Jelena Payne | Commissioner of Economic Development and Innovation | | |
| Janice Guthrie | Commissioner of Finance and City Treasurer | | |
| Joe Mancina | Chief Administrative Officer | | |

Notifications:

| Name | Address | Email |
|------|---------|-------|
| | | |

Appendices:

01 – 2022 Community and Corporate Greenhouse Gas and Energy Monitoring Report

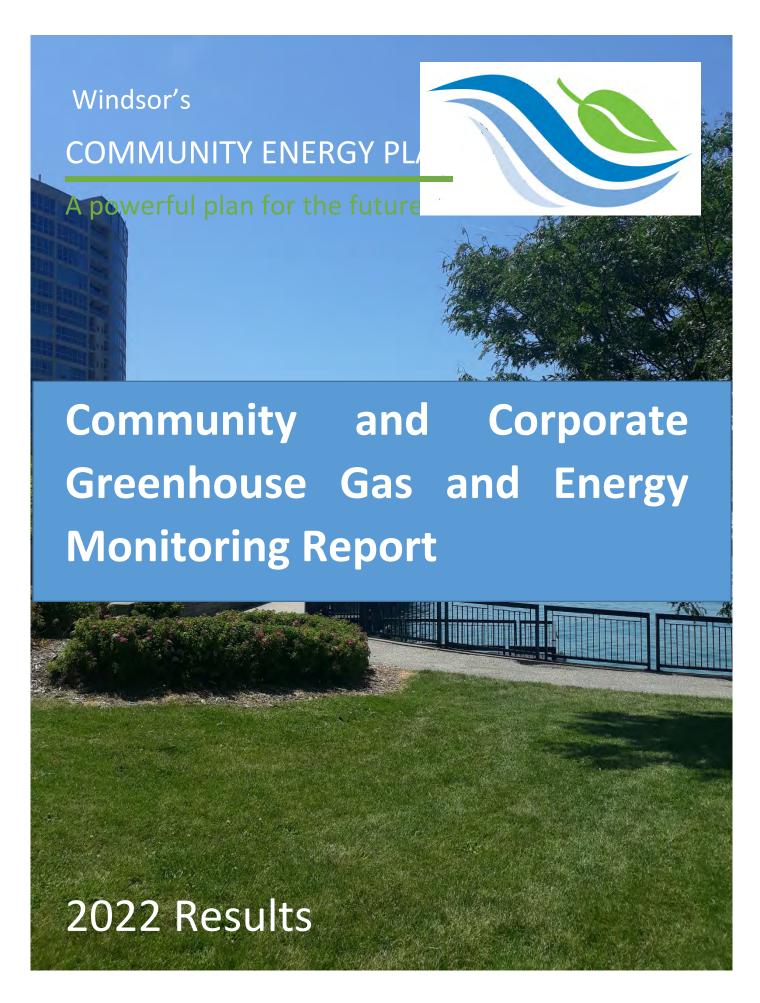


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Glossary

BAU: Business as Usual

BBGS: Brighton Beach Generation Station

CCAP: Corporate Climate Action Plan

CDP: Carbon Disclosure Project

CEP: Community Energy Plan

CEMP: Corporate Energy Management Plan

CHP: Combined Heat and Power

CO₂e: Carbon Dioxide Equivalent

CR: Council Resolution

ECCC: Environment and Climate Change Canada

E-LT1: Expedited Long Term 1

EMP: Environmental Master Plan

EVs: Electric Vehicles

EWCC: East Windsor Cogeneration Centre

EWSWA: Essex Windsor Solid Waste Authority

FIT: Feed-in Tariff

GCoM: Global Covenant of Mayors for Climate and Energy

GDP: Gross Domestic Product

GHG: Greenhouse Gas

GWh: GigaWatt Hours (measurement of electricity)

IESO: Independent Electricity System Operator

IPCC: Intergovernmental Panel on Climate Change

kT: Kilotonne (1,000 Tonnes)

LT1: Long Term 1

m³: Cubic metre (measurement of natural gas volume)

MT: Megatonne (1,000,000 Tonnes)

NIR: National Inventory Report

OBC: Ontario Building Code

PCP: Partners for Climate Protection

R-DEER: Residential Deep Energy Efficiency Retrofits

RFP: Request for Proposal

SNAP: Sustainable Neighbourhood Action Plan

t: Tonne

WECHC: Windsor-Essex Community Housing Corporation

Key Findings

| Rey Findings | |
|------------------------|---|
| | In 2022, Windsor's community-wide greenhouse gas (GHG) emissions were 1.487 Megatonnes (MT) of carbon dioxide equivalent (CO ₂ e), which is 21% lower than in 2014. Community-wide emissions decreased by nearly 16% compared to 2019 when Windsor emitted 1.765 MT CO ₂ e. Global GHG emissions increased by roughly 0.7 billion tonnes in 2022, a 2% increase from 2019, reversing the decline triggered by worldwide COVID-19 restrictions ¹ . As COVID-19 economic recovery efforts gain momentum, GHG emissions are expected to approach pre-pandemic levels in subsequent years. |
| NET Zero by 2050 | Windsor exceeded its 2022 target of a 12% reduction in GHG emissions from a 2014 baseline. In 2022, Windsor's emissions were 21% lower than in 2014 but since this is an anomaly year due to the COVID-19 pandemic, emissions are expected to approach pre-pandemic levels in subsequent years. Ambitious climate actions and programs are still required from the City to stay on track if its next interim target of 24% GHG emissions reduction by 2030, from 2014 levels, is to be achieved. |
| | Transportation sector emissions were the primary source of GHG emissions in Windsor, totaling 42% of community-wide emissions (42% in 2019). |
| | Buildings sector emissions were the second largest source of GHG emissions in Windsor, accounting for 35% of community-wide emissions in 2022. Community-wide, emissions from natural gas (space and water heating), continued to be the largest source of building and industrial sector emissions in Windsor, accounting for 50% of total emissions in 2022. |
| ŵ | Waste sector emissions, primarily from landfills, comprised roughly 5% of community-wide emissions in 2022. |
| | The City of Windsor's corporate emissions, increased by roughly 6% compared to 2014 and continued to account for about 2% of community-wide emissions. |

¹

 $https://view.officeapps.live.com/op/view.aspx?src=https\%3A\%2F\%2Fedgar.jrc.ec.europa.eu\%2Fbooklet\%2FEDGARv8.0_FT2022_GHG_booklet_2023.xlsx\&wdOrigin=BROWSELINK$

1. Executive Summary



The City of Windsor's (City) 2022 Community and Corporate Greenhouse Gas (GHG) and Energy Monitoring Report tracks the City's progress towards meeting its GHG emission reduction targets. These inventories serve to help evaluate the effectiveness of emissions reduction strategies and policies laid out in the Community Energy Plan (CEP) (2017) and Corporate Climate Action Plan (CCAP) (2017). It also helps to inform the success of City-led climate programs and initiatives. The CEP and CCAP use a baseline inventory 2014 with a target end date of 2041.

The City relies on utility and fuel sales data as its primary source of consumption data. Please refer to Appendix A: Methodology for more information on how emissions are calculated.

The City does not have full control over all GHG emissions generated within its municipal boundary; however it can influence community-wide emissions through the prioritization of strategies and initiatives that are actionable at the municipal level. Some examples include:

- Residential Deep Energy Retrofit Study (R-DEER)
- Sustainable Neighbourhood Action Plan (SNAP)
- Green Economy Hub

Since 2014, emissions and energy consumption for the Windsor community have generally followed a downward trend, with significant reductions observed in 2020 and 2021 (attributed to impacts from restrictions and shutdowns from COVID-19) maintained in 2022. In 2022, a total of 1.487 Megatonnes of Carbon Dioxide equivalent (MTCO₂e) was emitted to the atmosphere compared to the 1.869 MTCO₂e emitted in 2014 inventory². These emissions totals result in per-capita emissions of 6.47 tonnes of Carbon Dioxide equivalent (tCO₂e) for 2022 compared to 8.86 tCO₂e in the 2014 CEP baseline. The goals of the CEP are:

² 2014 Baseline emissions were adjusted in 2021 to include emissions from solid waste. Adjustment resulted in a corresponding increase to per-capita emissions.

- 40% reduction in per capita energy usage from 2014 baseline by 2041 to 107 GJ/capita.
- 40% reduction in per capita CO₂ emissions from 2014 baseline by 2041 to 5 tCO₂e/capita.

Did you know?

For 2022, the total yearly community emissions is equivalent to the carbon sequestered by 1.9 million acres of forest, or 26 million seedlings planted and grown for ten years.



Over the same timeframe, Corporate emissions saw an increase of 5.9% over the CCAP baseline. The goals of the CCAP are:

- 40% reduction in energy usage from 2014 baseline by 2041
- 40% reduction in emissions from 2014 baseline by 2041.

Tables 1A and 1B below indicate the trends observed for both Corporate and Community emissions.

Table 1A: Community Emissions
Trend 2022 vs. 2014

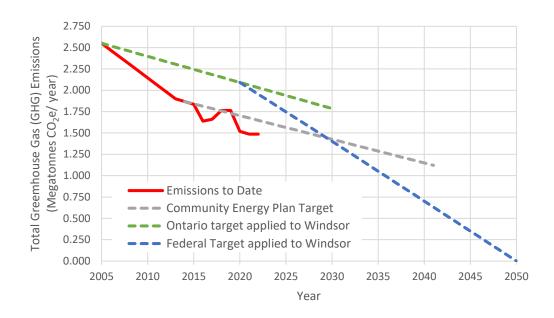
Table 1B: Corporate Emissions
Trend 2022 vs. 2014

| COMMUNITY | | |
|-------------------|------------------------|------|
| | Emissions Trend | |
| Sector | 2019 | 2022 |
| Residential | 1 | 1 |
| Industrial | 1 | 1 |
| Commercial | 1 | 1 |
| On-Road Transport | | 1 |
| Total Emissions | 1 | 1 |

| CORPORATION | | |
|-------------------|-----------|----------|
| | Emissions | s Trend |
| Sector | 2019 | 2022 |
| Buildings | | • |
| Street Lighting | 1 | ← |
| On-Road Transport | 1 | 1 |
| Water/Wastewater | | |
| Total Emissions | 1 | |

As shown in Figure 2, community-wide emissions have decreased since 2005 and although the City exceeded its 2022 emissions reduction target, it is expected that emissions will approach pre-pandemic levels in subsequent and future years.

Figure 2: Windsor's Community-wide GHG emissions and GHG emissions targets³



In 2022, Windsor's community-wide emissions were 20.5% lower than 2014 but since this is a post-COVID-19 recovery year, ambitious climate actions and programs are still required for the community to stay on track of its 2041 target. Further, as detailed in Table 2 below, Windsor still needs to cut its emissions by roughly 0.061 MT to meet the City's 2030 CEP target of a 24% emissions reduction below 2014 levels.

³ 2020, and 2021, are anomaly years. As COVID-19 economic recovery efforts gain momentum, GHG emissions are expected to approach pre-pandemic levels in subsequent years.

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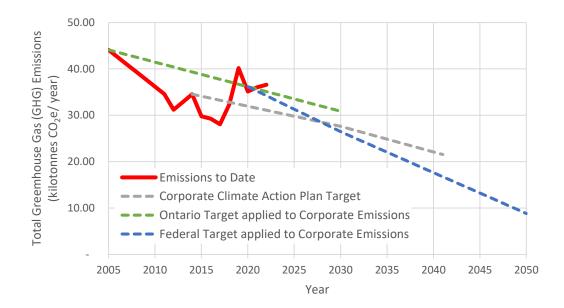
Table 2: Council-adopted Community-wide GHG emissions targets and status (per the CEP)

| Year | GHG reduction target from 2014 baseline | GHG emissions target (MTCO₂e)⁴ | Progress as of 2022 |
|------|---|-----------------------------------|---|
| 2022 | 12% | 1.648 | The community exceeded its 2022 GHG reduction target. In 2022, Windsor's community-wide emissions were 1.487 MTCO₂e, which is 20.5% lower than in 2014. |
| 2025 | 16% | 1.565 | As of 2022, Windsor has exceeded its 2025 GHG reduction target. While promising, additional progress is required to prevent a return to 2019 emission levels. |
| 2030 | 24% | 1.426 | Windsor's community must reduce annual emissions by about 0.061 MTCO₂e to meet the 2030 target. |
| 2041 | 40% | 1.122 | 0.365 MTCO ₂ e must be eliminated to meet the 2041 target. The community must rapidly increase its current annual emissions reduction rate. |

Figure 3 shows that overall, corporate emissions experienced a downward trend between 2005 and 2017, before transitioning to an upward trend starting in 2018. Changes in corporate emissions can be attributed to decisions made in relation to corporate assets (i.e. energy efficiency, fuel type, etc.). Since 2018, the city has not met its emissions targets.

⁴ Emissions target calculated relative to 2014 baseline emissions of 1.869 MTCO₂e.





In 2022, Windsor's corporate emissions were 5.9% higher than 2014. Ambitious climate actions and programs will be required from the City to get back on track and meet its 2041 target. Further, as detailed in Table 3 below, Windsor still needs to cut its emissions by roughly 6.780 kTCO₂e to meet the City's 2025 CCAP target of a 16% emissions reduction below 2014 levels.

Table 3: Council-adopted Corporate GHG emissions targets and status (per CCAP)

| Year | GHG reduction target from 2014 baseline | GHG emissions target (kTCO₂e)⁵ | Progress as of 2022 |
|------|---|-----------------------------------|--|
| 2022 | 12% | 30.445 | The City did not meet its 2022 GHG reduction target. In 2022, Windsor's corporate emissions were 36.569 kTCO₂e, which is 5.9% higher than in 2014. |
| 2025 | 16% | 29.789 | The City must reduce its corporate emissions by about 6.780 kTCO₂e to meet the 2025 target. |
| 2030 | 24% | 27.630 | Windsor must reduce annual emissions by about 8.939 kTCO₂e to meet the 2030 target. |
| 2041 | 40% | 20.723 | 15.846 kTCO ₂ e must be eliminated to meet the 2041 target. The City must rapidly increase its current annual emissions reduction rate. |

Ξ

 $^{^{5}}$ Emissions target calculated relative to 2014 baseline emissions of 34.538 kTCO $_{2}e\,$

2. Background

In 2002, the City of Windsor joined the Federation of Canadian Municipalities (FCM) Partners for Climate Protection (PCP). In 2006 Council approved the City's first *Environmental Master Plan (EMP)*. The 2006 EMP prioritized the following five goals:

- Goal A: Improve Our Air and Water Quality
- Goal B: Create Healthy Communities
- Goal C: Green Windsor
- Goal D: Use Resources Efficiently
- Goal E: Promote Awareness

In 2010, the City of Windsor undertook the development of the City's first greenhouse gas (GHG) inventory as outlined in FCM's PCP program (Milestone 1). Upon completion of this first inventory, City Council committed to completing a Climate Change Mitigation Plan.

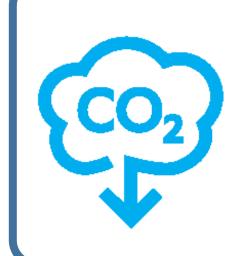
Building on the goals of the EMP and the information obtained through the original inventory, the City developed a long-term comprehensive plan to address energy and greenhouse gas emissions through the completion of a Community Energy Plan (CEP) and associated Corporate Climate Action Plan (CCAP). Both the CEP and CCAP were approved by Council in 2017 (CR426/17).

The CEP aims to create economic advantage, mitigate climate change, and improve energy performance. It strives to position Windsor as an energy center of excellence that boasts efficient, innovative, and reliable energy systems that contribute to the quality of life of the residents and businesses.

The CEP includes ambitious and transformative targets to support global efforts to keep global temperature increases within 1.5 degrees Celsius. By meeting CEP targets, it is anticipated that up to 2.2 billion dollars of energy expenditure can be saved community wide.

Figure 4 illustrates the Community and Corporate energy and emission targets as stated in the CEP and CCAP.

Figure 4: Community and Corporate Energy and Emission Targets



MMUNITY TARGETS

40% reduction in per capita energy usage from 2014 baseline by 2041.

40% reduction in per capita CO₂ emissions from 2014 baseline by 2041.

RPORATE TARGETS

40% reduction in energy usage from 2014 baseline by 2041.

40% reduction in emissions from 2014 baseline by 2041.

In addition to the targets outlined in the CEP and CCAP, the City has also committed to participating in the Carbon Disclosure Project (CDP) administered through the Global Covenant of Mayors for Climate and Energy (GCoM). This commitment includes reporting GHG emissions inventories, mitigation actions, as well as energy and emissions targets on a yearly basis through the CDP website.

On November 19, 2019, City Council approved the Windsor Essex County Environment Committee's motion that the City of Windsor pass a Climate Change Emergency Declaration (CR570/2019). Included as an outcome of this report is the recommendation to update the City's GHG emission targets to science-based targets and reflect the commitment to achieve a reduction of 45% of 2005 levels by 2030 and reaching Net-Zero emissions by 2050, aligning with the Government of Canada's GHG Reduction Targets.

In an effort to achieve these reduction targets, a number of interim targets are required to accelerate the implementation of emission reduction activities and progress tracked. The Acceleration of Climate Change Actions (CR187/2020 ETPS 738) report was received by City Council on May 4, 2020, in response to the Climate Change Emergency Declaration.

In November of 2020, Council requested (CR558/2020) administration to report annually on greenhouse gas emissions and energy usage. The Community and Corporate Greenhouse Gas Emissions and Energy Monitoring Report – 2021 (CR410/2023 ETPS 956) report was received by City Council on October 16, 2023.

In March 2023, the Intergovernmental Panel on Climate Change (IPCC) released a Summary of its AR6 Synthesis Report Climate Change 2023, indicating that the window within which we can reduce GHG emissions and avoid overshooting the global warming limit of 1.5°C is rapidly closing.

"In this decade, accelerated action to adapt to climate change is essential to close the gap between existing adaptation and what is needed. Meanwhile, keeping warming to 1.5°C above pre-industrial levels requires deep, rapid and sustained greenhouse gas emissions reductions in all sectors. Emissions should be decreasing by now and will need to be cut by almost half by 2030, if warming is to be limited to 1.5°C."6

The Community and Corporate Greenhouse Gas and Energy Monitoring Report details the progress made by the City of Windsor as we work towards our GHG Emission and Energy Consumption targets.

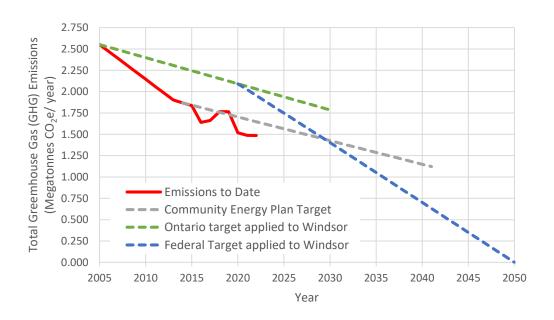
⁶ IPCC AR6 SYR PressRelease en.pdf

3. Community Greenhouse Emissions

The City's GHG inventory includes community-wide emissions that can currently be estimated or measured by the City. This section compares emissions to the CEP targets. Additional details regarding the methodology used and a comparison to Science Based Climate targets can be found in Appendix A and Appendix B, respectively. Refer to section 4 for the City's corporate emissions and further details on corporate emissions estimates.

Community GHG emissions are tracked against federal, provincial, and municipal (CEP) targets as highlighted in Figure 5. In general, community-wide emissions have decreased since 2005 and although the City exceeded its 2022 emissions reduction target, without a continued focus on ambitious climate actions and programs, it will be challenging for the community to meet its 2041.

Figure 5: Windsor's Community-wide GHG emissions and GHG emissions targets



Further, as detailed in Table 4 below, Windsor still needs to cut its emissions by roughly 0.061 MT to meet the City's 2030 CEP target of a 24% emissions reduction below 2014 levels, and 0.365 MT to meet the City's 2041 CEP target of 40% reduction. These reductions are the equivalent of removing approximately 17,000 and 100,000 gasoline passenger vehicles from the road respectively.

Table 4: Council-adopted Community-wide GHG emissions targets and status (per the CEP)

| Year | GHG reduction target from 2014 baseline | GHG emissions target (MTCO₂e) ⁷ | Progress as of 2022 |
|------|---|---|---|
| 2022 | 12% | 1.648 | The community exceeded its 2022 GHG reduction target. In 2022, Windsor's community-wide emissions were 1.487 MTCO₂e, which is 20.5% lower than in 2014. |
| 2025 | 16% | 1.565 | As of 2022, Windsor has exceeded its 2025 GHG reduction target. While promising, additional progress is required to prevent a return to 2019 emission levels. |
| 2030 | 24% | 1.426 | Windsor's community must reduce annual emissions by about 0.061 MTCO₂e to meet the 2030 target.8 |
| 2041 | 40% | 1.122 | 0.365 MTCO ₂ e must be eliminated to meet the 2041 target. ⁹ The community must rapidly increase its current annual emissions reduction rate. |

Stationary energy sources are one of the largest contributors to a community's GHG emissions. These emissions originate primarily from the use of natural gas and electricity in residential, commercial, and institutional buildings, and manufacturing facilities. Stationary emissions within buildings include heating and cooling, lighting, and operational energy usage. Operational energy for residences includes electricity for appliances, and electronic devices such as televisions, computers, and cellular phones. Operational energy for commercial and institutional facilities generally includes the same scope as residences. Operational energy for industrial facilities includes electricity to operate machinery as well as natural gas used in industrial processes such as drying, casting, moulding, smelting, etc. Removed from the City's Community GHG emissions inventory are GHG emissions from natural gas power plants used to generate grid-supplied electricity. However, the electricity GHG equivalency factor is updated periodically to account for the increased use of natural gas to generate electricity.

Figure 6 shows the year-over-year changes in sectoral emissions from 2014 to 2022, while Figure 7 presents the breakdown of emissions by sector for 2022. In 2022, building sector emissions accounted for 53% of overall community-wide emissions (buildings 35%, industry 18%), with most of those emissions attributable to natural gas used for space and water heating. Transportation emissions accounted for 42% of overall community-wide emissions, with most of those emissions coming from gasoline

⁷ Emissions target calculated relative to 2014 baseline emissions of 1.869 MTCO₂e.

 $^{^{8}}$ 0.061 MTCO₂e is the difference between the 2022 Community GHG Emissions and the 2030 Target as calculated from CEP.

⁹ 0.365 MTCO₂e is the difference between the 2022 Community GHG Emissions and the 2041 Target as calculated from CEP.

used in passenger cars and trucks. Waste sector emissions including emissions from waste to landfill, were 5% of overall community-wide emissions. More details on GHG emissions by sector are provided in Section 3.3.

Figure 6: Windsor's year-over-year Community-wide GHG emissions by sector

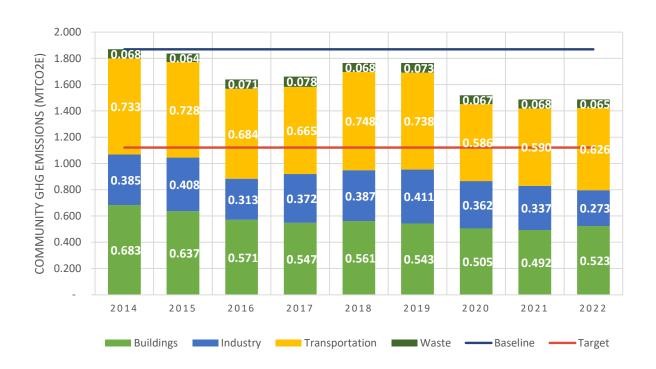
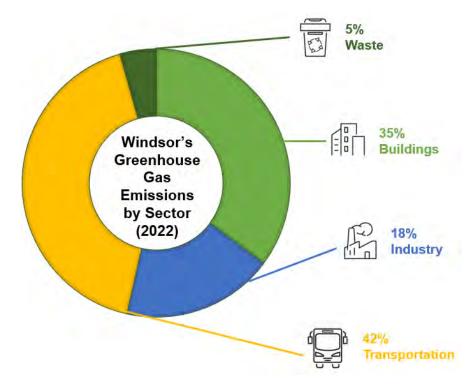


Figure 7: Windsor's percentage breakdown of Community-wide GHG emissions by sector (2022)



3.1 Key drivers of GHG emissions

Figure 8 provides a snapshot of key drivers of GHG emissions in Windsor, including:

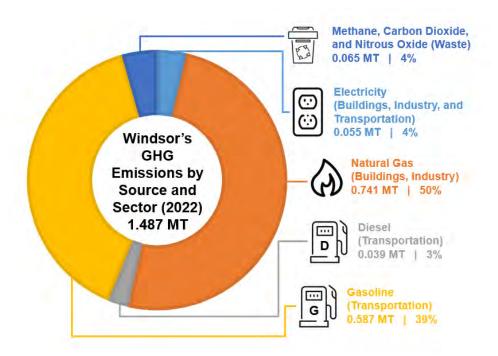
- 1. Electricity. Emissions from electricity were measured at approximately 0.055 MT, a decrease of 56.6% compared with 2014, corresponding to an overall decrease in Windsor's 2022 electricity emissions and an overall decrease in electricity consumption. It should be noted that residential electricity consumption decreased by roughly 3.4% between 2019 and 2022, which is at odds with the shift towards work- and learn-from-home setups resulting from COVID-19 restrictions between January and March 2022 (see Section 3.3.1 and Table 6 for more information).
- 2. Natural gas. Natural gas consumption to heat buildings and for industrial uses continued to be the largest source of community-wide GHG emissions in 2022 at approximately 0.741 MT, accounting for about 50% of all emissions. Most of this natural gas is used for space and water heating. Compared to 2014, emissions from natural gas decreased by about 21.3% due to warmer winter and autumn weather that reduced the demand for space heating. For more information on how weather affects fluctuations in natural gas consumption, refer to Appendix C: Heating and Cooling Degree Days.
- 3. Diesel. Diesel used to fuel passenger cars, trucks, and buses is the smallest source of community-wide GHG emissions at 0.039 MT or 3% of total emissions.

Community emissions were calculated using sales data for fuel sold in Windsor. Compared to 2014, emissions from diesel decreased by about 51.2% due to factors affecting fuel selection including vehicle types sold, price of fuel, and driving patterns.

- 4. Gasoline. Gasoline used for passenger cars and trucks accounted for almost 39 percent of community-wide GHG emissions in Windsor. It is the second largest emissions source at approximately 0.587 MT. Compared to 2014, emissions from gasoline decreased by about 10.2%.
- 5. Methane, carbon dioxide, and nitrous oxide from waste. Emissions from methane, carbon dioxide, and nitrous oxide were 0.065 MT in 2022 making up about 4% of total emissions. Most methane emissions not associated with natural gas consumption originate from community waste transported to the regional landfill. Waste emissions decreased by about 5.6% as compared to 2014.

Further details on key drivers of GHG emissions in Windsor are provided in Section 3.3.

Figure 8: Key drivers of Community-wide GHG emissions (2022) expressed in MT and percent of total emissions



3.2 Population Growth, Economic Growth, and GHG emissions

Understanding the relationship between factors such as population, economic growth, and GHG emissions is important as they are indicative of a city's well-being and resilience.

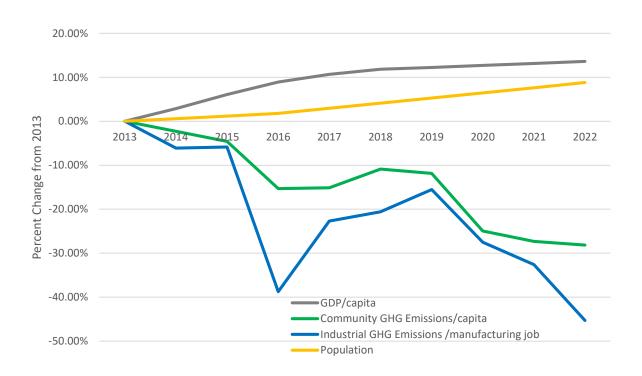
Invest Windsor-Essex released a Five-Year Strategic Plan (2018-2022) focusing on strategies to transition Windsor-Essex from a traditionally transaction-based economy to

a transformational, knowledge-based economy that recognizes continual innovation supported by open networks and complex systems as its foundational elements.

Historically, CO₂ emissions have been strongly tied to a Country/Region's GDP. But this relationship no longer holds true as many countries have managed to achieve economic growth while reducing emissions including the UK, France, Germany, Sweden, Finland, Denmark, Italy, Czechia, and Romania¹⁰.

Figure 9 highlights Windsor's efforts to decouple economic growth from CO₂ emissions. The figure shows the percent (%) change in GDP per capita, GHG emissions per capita, and industrial GHG emissions per manufacturing job since 2014. Windsor's economic growth indicator (GDP/capita) is increasing (growing), while the community GHG emissions /capita and industrial GHG emissions /manufacturing job are decreasing (reducing), indicating that emissions and GDP have been successfully decoupled.

Figure 9: per Capita GHG emissions and GDP (% change from 2013)



-

¹⁰ https://ourworldindata.org/co2-gdp-decoupling

3.3 Details on GHG emissions by sector

The COVID-19 pandemic played a significant role in reducing GHG emissions in 2020, 2021, and 2022. In Windsor, this translated to a 15.8% community-wide GHG emissions reduction from 2019 levels and industrial sector emissions saw the most dramatic decrease, where emissions were reduced by 33.7%. As post COVID-19 economic recovery efforts gain momentum, it is expected that the GHG emissions in Windsor will increase from 2022. The City will continue to track progress on GHG emissions reductions through annual sector-based inventories and continue to develop policies to drive down emissions going forward.

Table 5 highlights a number of primary indicators as outlined in the CEP.

Table 5: Primary Performance Indicators vs. CEP Baseline 2014

| Primary Performance Indicators | CEP Baseline 2014 | 2022 | % Change to Baseline |
|-----------------------------------|-----------------------|-----------------------|----------------------|
| Total Emission | 1.869 | 1.487 | -20.4 |
| (MTCO₂e) | | | |
| Total Energy (GJ) | 39,016,987 | 31,742,704 | -18.6 |
| Population | 211,000 ¹¹ | 229,660 ¹² | +8.8 |
| Emissions per Capita | | | |
| (tCO₂e/capita) | 8.86 | 6.47 | -27.0 |
| Energy per Capita | 184.91 | 138.04 | -5.6 |

3.3.1 Buildings

In 2022, emissions from residential and commercial buildings accounted for approximately 0.523 MT of the city's total inventory, and emissions from industrial buildings accounted for approximately 0.273 MT of the city's total inventory, making buildings the largest source of emissions at roughly 53.5% of community-wide emissions. Compared to 2014, overall building emissions decreased by about 25.4%.

Figure 10 breaks down the emissions contribution of each building type – residential, commercial/ institutional, and industrial¹³. Figure 11, on the other hand, shows the proportion of emissions coming from the two main energy forms – electricity and natural gas – by building type. Natural gas is primarily used for heating during the winter months. In 2022, the contribution of emissions from natural gas in buildings was approximately 13.5 times greater than emissions contributed from electricity.

¹¹ Population data used for 2014 Baseline

¹² Statistics Canada 2021 Census population

¹³ Industrial emissions include emissions from heating and cooling industrial buildings, as well as process emissions.

Figure 10: Percentage of buildings sector GHG emissions by building type (2022)

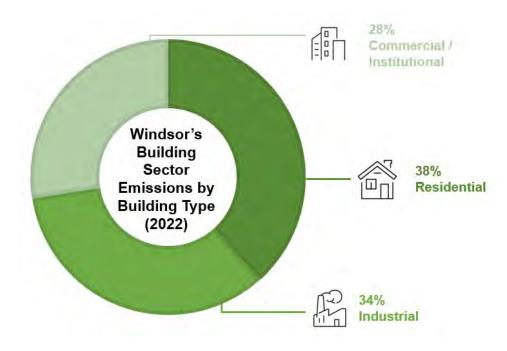
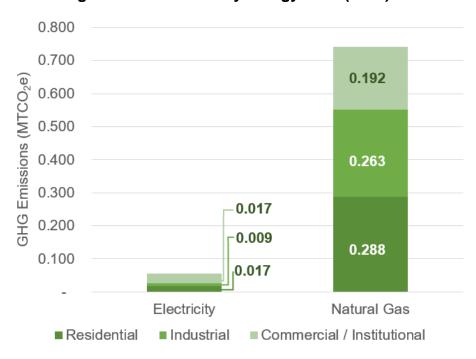


Figure 11: Buildings GHG emissions by energy form (2022)



Relative to 2014, 2022 natural gas consumption from residential buildings decreased by about 15.6%, 26.6% for commercial & institutional, and 25.1% for industrial buildings (Table 6). Fluctuations in natural gas consumption can be attributed to annual heating degree days, which influences the demand for space heating. For more information on how weather affects fluctuations in natural gas consumption, please refer to Appendix

C: Heating and cooling degree days. It must be noted that, aside from weather conditions, a decrease in natural gas consumption may have partly been driven by improved building efficiency, electrification of home heating and appliances (i.e. installation of heat pumps) or decreases in industrial loads due to inventory adjustments or energy efficiency initiatives. More data is needed to confirm whether measures to enhance building performance affected total natural gas use significantly in 2022.

Table 6: Percent change in natural gas consumption between 2014 and 2022

| Building Type | 2014 Natural Gas use (millions m³) | 2022 Natural Gas use (millions m³) | % Change to Baseline |
|-------------------------------|--|--|-------------------------|
| Residential | 176.4 | 148.8 | -15.6 |
| Commercial / Institutional | 134.2 | 98.5 | -26.6 |
| Industrial | 182.0 | 136.3 | -25.1 |

Relative to 2014, 2022 electricity consumption from residential buildings increased approximately 6.7%, and decreased approximately 8.7% for commercial & institutional, and 45.8% for industrial buildings respectively (Table 7).

Table 7: Percent change in electricity consumption between 2014 and 2022

| Building Type | 2014 Electricity use (GWh) | 2022 Electricity use (GWh) | % Change to Baseline |
|-------------------------------|----------------------------------|----------------------------------|-------------------------|
| Residential | 625 | 667 | +6.7 |
| Commercial / Institutional | 1,229 | 1,122 | -8.7 |
| Industrial | 668 | 362 | -45.8 |

Relative to 2014, 2022 GHG emissions from residential buildings decreased approximately 16.7%, 30.7% for commercial & institutional, and 29.1% for industrial buildings (Table 8).

Table 8: Percent change in GHG emissions between 2014 and 2022

| Building Type | 2014 GHG emissions (MTCO₂e) | 2022 GHG emissions (MTCO₂e) | % Change to Baseline |
|-------------------------------|-----------------------------------|-----------------------------------|-------------------------|
| Residential | 0.366 | 0.305 | -16.7 |
| Commercial / Institutional | 0.316 | 0.219 | -30.7 |
| Industrial | 0.385 | 0.273 | -29.1 |

The decline in commercial / institutional emissions can be attributed to efforts of a number of Windsor institutions committed to aggressive greenhouse gas emission reduction targets including, but not limited to:

 University of Windsor – Committed to reducing 45% of their GHG emissions by 2030 and reaching net zero by 2050 from a 2019 baseline;

- Windsor Essex Catholic District School Board committed to 22.5% reduction in energy consumption for the board by 2023-2024 from a 2018-2019 baseline; and
- Greater Essex County District School Board committed to 10% cumulative reduction in annual energy intensity by 2022-2023 from a 2017-2018 baseline (i.e. 2% reduction per year).

3.3.2 Industry

In 2022, industrial emissions represent 18% of total emissions for the Windsor community (0.273 MT). Historic data reveals that industrial emissions and energy consumption in Windsor peaked in 2019 before undergoing a marked decline due to the impacts of COVID-19 and supply chain disruptions.

In part, the decline in community emissions and industrial emissions can be attributed to the number of Windsor employers committed to aggressive greenhouse gas emission reduction targets including, but not limited to:

- Pernod Richard Committed to reducing 50% of their overall footprint by 2030 and reaching net zero by 2050, addressing scope 1, 2 and 3 emissions;
- Stellantis Be the first auto maker to be carbon free by 2028;
- Caesars Windsor Goal of reducing Scope 1 and 2 emissions by 35% by 2025 and by 100% by 2050 and reduce scope 3 emissions by 60% by 2023; and
- Ford Motor Company Carbon neutrality by 2050 for vehicles, facilities, and suppliers and 76% reduction in Scope 1 and 2 emissions by 2035 from 2017 baseline and a 50% reduction in Scope 3 emissions by 2035 from 2019 baseline.

3.3.3 Transportation

Transportation emissions in 2022 were approximately 0.626 MT, accounting for 42% of the community-wide inventory, and continued to see a significant overall decrease in emissions in 2022, with emissions 15.2% below 2019 levels.

On-road emissions are calculated based on the reported fuel sales within the city using standard emissions factors for each of the transportation fuels (Table 9 and Figure 12). It is likely that on-road emissions are underestimated as this method does not account for cross border refueling and national/international trucking based out of the Windsor region.¹⁴

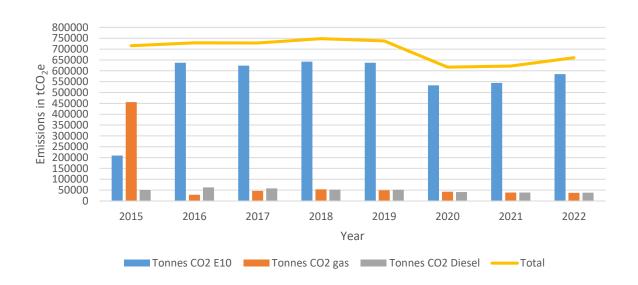
It is also of note that these fuel sale totals would include non-vehicular uses including lawn mowers and other yard maintenance equipment.

¹⁴ On-road emissions exclude logistical fleet fueling stations located on private company premises, and natural gas fueling.

Table 9: Yearly emissions from fuel components

| Year | E10 (tCO₂e) | Gas (tCO₂e) | Diesel (tCO₂e) | Total (tCO₂e) |
|------|-------------|-------------|----------------|---------------|
| 2015 | 208,994 | 455,637 | 50,937 | 715,568 |
| 2016 | 637,293 | 28,881 | 62,749 | 728,923 |
| 2017 | 623,866 | 46,503 | 58,119 | 728,488 |
| 2018 | 642,369 | 53,557 | 52,204 | 748,130 |
| 2019 | 637,343 | 49,190 | 51,538 | 738,071 |
| 2020 | 533,287 | 42,448 | 41,472 | 617,208 |
| 2021 | 544,576 | 38,885 | 39,009 | 622,470 |
| 2022 | 584,912 | 37,579 | 38,238 | 660,730 |

Figure 12: On-Road Community GHG emissions by fuel type¹⁵



In the years prior to COVID-19 (2015-2019), transportation emissions increased slightly, consistent with trends for Canadian nation-wide on-road emissions. This increase can be associated with the increase in passenger light trucks and SUVs, which have grown in popularity. Based on this national trend of citizens purchasing larger vehicles coupled with automotive manufacturers significantly reducing car-based platforms, it is expected that transportation emissions will continue to increase, as larger vehicles tend to have worse fuel economy as compared to smaller vehicles. This trend of increasing on-road emissions can be mitigated by:

 Improving the modal split of transport in favor of low/zero carbon transport methods including active transportation (walking/cycling) and public transit; and,

¹⁵ Ontario introduced a mandate to require suppliers to supply at least an annual average of 10% renewable content in gasoline sold in Ontario (i.e. E10). This significantly decreased the amount of non E10 gasoline sold after 2015.

A transition towards electric vehicles (EVs).¹⁶

Reductions in transportation emissions between 2020 and 2022 can be contributed to decreased commuter and recreational travel due to COVID-19 restrictions experienced in Windsor-Essex.

The GHG emissions associated with Windsor residents' air travel to and from Windsor International Airport, or train travel from Windsor's VIA Rail station were not captured in this inventory due to constraints in acquiring data. Additional gaps resulting from data availability limitations include emissions from:

- Marine vessels associated with cargo transport and personal use,
- Cross border travel for personal and commercial vehicles,
- Electric vehicle charging (likely accounted for under buildings).

Please refer to Appendix D: D2 Core Strategies Underway for information on electric vehicle charging at municipal facilities and parking lots.

3.3.4 Waste

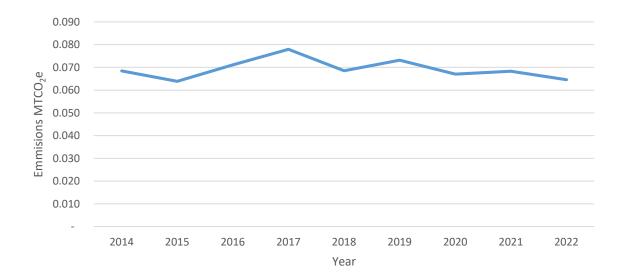
Waste emissions in 2022 were approximately 0.065 MT, accounting for about 4% of the community-wide inventory – far less than the contributions of the buildings and transportation sectors. This is a reduction of about 0.009 MT since 2019. Community-wide waste emissions in 2022 were 6 percent lower than in 2014.

The solid waste sector tracks methane (CH₄) emissions that enter the air directly as organic waste decomposes at landfills as well as nitrous oxide (N₂O) and non-biogenic carbon dioxide (CO₂) emissions. These chemical emissions are converted to tonnes of equivalent CO₂ using emissions equivalency coefficients. Figure 13 shows the estimated emissions from solid waste since 2015. The peak in 2017 is likely contributed by the increase in waste to landfill as a result of the 2017 flood event, with the smaller increase in 2019 as a result of a smaller flood event due to increased lake levels.

-

¹⁶ At the end of 2022, Windsor had 681 electric and plug in electric vehicles registered with the province of Ontario. <u>Electric Vehicles in Ontario – By Forward Sortation Area - Q4 2022 - Ontario Data Catalogue</u>

Figure 13: Emissions from Solid Waste 2014 – 2022



3.3.5 Renewable Energy Generation

The Community Energy Plan outlines a target for installed renewable energy capacity of 90 MW by the target year 2041. Presently, Windsor has one utility-scale solar farm in operation, namely the Windsor Solar project. Windsor Solar has a maximum capacity of 50 MW and is located at the Windsor International Airport. The project reached commercial operation in 2016.

Smaller scale solar installations are also in operation throughout the city representing a maximum installed capacity of 23.4 MW. Overall, the current total renewable energy generation in Windsor is 73.4 MW which equates to 82% of the CEP renewable energy generation goal. This includes 1.3 MW of solar capacity installed on City-owned buildings. Due to the accounting structure of currently installed solar capacity under Ontario's Feed-in Tariff (FIT) program¹⁷, the renewable energy is accounted for in the overall emissions from the grid and does not directly offset usage. This will change when the contracting of generation is switched to net-metering in the future.

Unfortunately, the legislative framework under which the existing solar capacity was installed was cancelled in 2018 by Ontario's provincial government. This cancellation eliminated the opportunity for such projects to provide electricity for the grid and generate revenue through a FIT program. The virtual net metering program was also cancelled, which allowed for large energy consumers to offset electricity usage at one site by generating it on another property under the same owner.

¹⁷ Ontario Feed-In Tariff program ran from 2009 to 2018 to encourage and promote renewable energy sources for electricity generation in Ontario. <u>Archived - 4.0 Feed-In Tariff Program | Renewable energy development in Ontario: A guide for municipalities | ontario.ca</u>

4. Corporate Greenhouse Emissions

The City of Windsor's corporate (or local government) emissions are calculated based on the energy used in all municipal buildings (offices, community recreation centres, libraries, police and fire stations, parks), vehicle fleets including Transit Windsor vehicles, waste, water supply (Windsor Utilities Commission treatment and pumping), and wastewater treatment, as well as streetlights.

In 2022, corporate emissions were 36.569 kT, which was about 2% of Windsor's community-wide emissions. The City's corporate emissions decreased by nearly 2% from 2019 but remained a stable share of community-wide emissions between 2019 and 2022.

Corporate energy and emissions include the following sections:

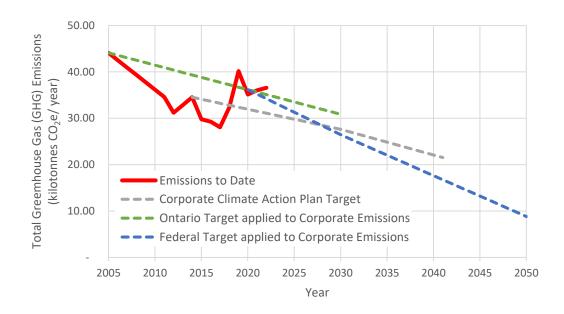
- Building
- Fleet
- Streetlights
- Water and Wastewater

Utility emissions from the following agencies, boards, and commissions associated with the city are included in the overall community-wide emissions.

- Windsor-Essex Community Housing Corporation (WECHC)
- Windsor International Airport
- Windsor-Detroit Tunnel
- Enwin/WUC Corporate Offices

Like with community GHG emissions, corporate GHG emissions are tracked against federal, provincial, and municipal (CCAP) targets as highlighted in Figure 14. Overall, corporate emissions experienced a downward trend between 2005 and 2017, before transitioning to an upward trend starting in 2018. Changes in corporate emissions can be attributed to decisions made in relation to corporate assets (i.e. energy efficiency, fuel type, ownership of certain assets etc.). Since 2018, the City has not met its emissions targets corporately. Through diligence and heightened awareness of GHG impacts when scoping projects and making purchasing decisions, the City can reverse its present trend and get back on track to meet its 2041 target.

Figure 14: Windsor's Corporate GHG emissions and GHG emissions targets



In 2022, Windsor's corporate emissions were 5.9% higher than 2014. Further, as detailed in Table 10 below, Windsor still needs to cut its emissions by roughly 6.780 kTCO₂e to meet the City's 2025 CCAP target of a 16% emissions reduction below 2014 levels.

Table 10: Council-adopted Corporate GHG emissions targets and status (per CCAP)

| Year | GHG reduction target from 2014 baseline | GHG emissions target (kTCO2e) ¹⁸ | Progress as of 2022 |
|------|---|---|---|
| 2022 | 12% | 30.445 | The City did not meet its 2022 GHG reduction target. In 2022, Windsor's corporate emissions were 36.569 kTCO₂e, which is 5.9% higher than in 2014. |
| 2025 | 16% | 29.789 | The City must reduce its corporate emissions by about 6.780 kTCO ₂ e to meet the 2025 target. ¹⁹ |
| 2030 | 24% | 27.630 | Windsor must reduce annual emissions by about 8.939 kTCO ₂ e to meet the 2030 target. ²⁰ |
| 2041 | 40% | 20.723 | 15.846 kTCO₂e must be eliminated to meet the 2041 target. The City must rapidly increase its current annual emissions reduction rate. ²¹ |

Figure 15 shows the year-over-year changes in sectoral emissions from 2014 to 2022, while Figure 16 presents the breakdown of emissions by sector for 2022. In 2022, building emissions accounted for 42% of corporate emissions, with most of those emissions attributable to natural gas and district energy used for space and water heating. Fleet emissions accounted for 34% of corporate emissions, with 60% of the fleet emissions coming from Transit. Water/wastewater emissions were 23% of corporate emissions, with 1% of corporate emissions attributed to Streetlights (including traffic lights). More details on GHG emissions by sector are provided in Section 4.2.

¹⁸ Emissions target calculated relative to 2014 baseline emissions of 34.538 kTCO₂e

¹⁹ 6.780 kTCO₂e is the difference between the 2022 Corporate GHG Emissions and the 2025 Target as calculated from CCAP.

²⁰ 8.939 kTCO₂e is the difference between the 2022 Corporate GHG Emissions and the 2030 Target as calculated from CCAP.

 $^{^{21}}$ 15.846 kTCO₂e is the difference between the 2022 Corporate GHG Emissions and the 2041 Target as calculated from CCAP.



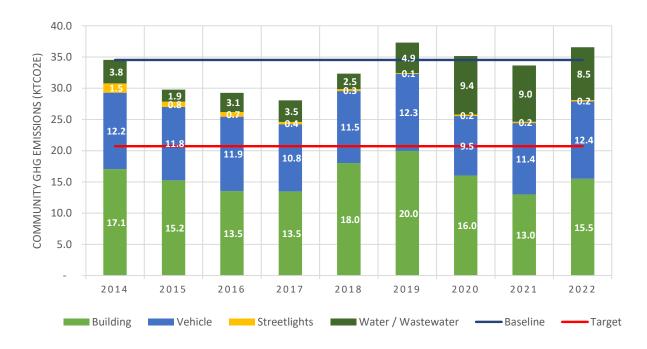
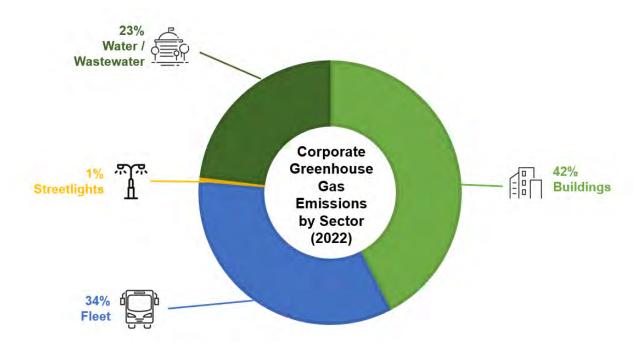


Figure 16: Windsor's percentage breakdown of Corporate GHG emissions by sector (2022)



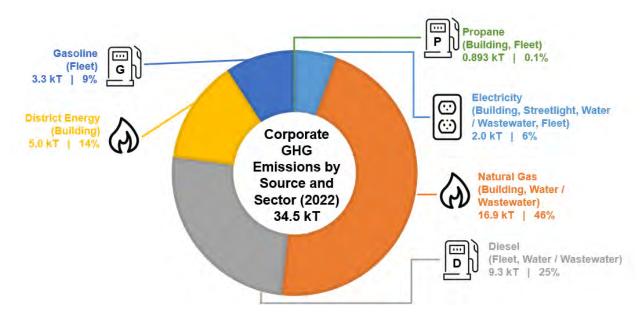
4.1 Key drivers of Corporate GHG emissions

Figure 17 provides a snapshot of key drivers of corporate GHG emissions in Windsor, including:

- 1. Electricity. Emissions from electricity were measured at approximately 2.0 kT, a decrease of 71.4% compared with 2014. Electricity consumption decreased by roughly 21.5% between 2019 and 2022, which was primarily due to COVID-19 restrictions imposed on City-related operations.
- Natural gas. Natural gas consumption to heat buildings continued to be the largest source of corporate GHG emissions in 2022 at approximately 16.9 kT, accounting for about 46% of all emissions. Compared to 2014, emissions from natural gas increased by about 78.3% due to the addition of three CHP units and the pelletizing plant as corporate assets.
- 3. Diesel. Diesel fuels from the combined fleets (Transit Windsor, Fire, Police Services, and the City's corporate fleet) and from water and wastewater operations resulted in about 25% of corporate emissions. It is the second largest source of corporate GHG emissions at 9.3 kT or 25% of emissions. Compared to 2014, emissions from diesel decreased by about 3.8%.
- Gasoline. Gasoline used for cars, vans, trucks, and buses accounted for almost 9% of corporate GHG emissions in Windsor. It is the second smallest emissions source at approximately 3.3 kT. Compared to 2014, emissions from gasoline increased by about 21.6%.
- 5. District Energy. Emissions from district energy were measured at approximately 5.0 kT, a decrease of 7.9% compared with 2014. District energy provides hot water and chilled water for heating and cooling of six corporate buildings.
- 6. Propane. Emissions from propane were 0.054 kT in 2022 making up about 0.1% of emissions. Propane is utilized as a fuel for Zambonis and lift trucks. Compared to 2014, emissions from propane decreased by about 32.2%.

Further details on key drivers of GHG emissions in Windsor are provided in Section 4.2.

Figure 17: Key drivers of Corporate GHG emissions (2022) expressed in kT and percent of total emissions



4.2 Details on Corporate GHG emissions by sector

The COVID-19 pandemic played a role in reducing corporate GHG emissions in 2020, and 2021, with buildings adopting virtual and remote services and Transit offering reduced service. In 2022, emissions rebounded and are roughly 2% less than 2019 levels. Emissions increases in water and wastewater due to the introduction of the pelletizer plant have been offset by emission reductions in buildings as community centres slowly returned to full operations. The City will continue to implement improvements aimed at reducing GHG emissions corporately, as identified in the CCAP and / or Corporate Energy Management Plan (CEMP).

Table 11 highlights several primary indicators as outlined in the CCAP. Corporate emissions have increased by 5.9% since 2014.

Table 11: Primary Performance Indicators vs. CCAP Baseline 2014

| Primary Performance Indicators | CCAP Baseline 2014 | 2022 | % Change to Baseline |
|-----------------------------------|-----------------------|---------|-------------------------|
| Total Emission (kTCO₂e) | 34.538 | 36.569 | +5.9 |
| Total Energy (GJ) | 812,782 | 890,135 | +9.5 |

Table 12 highlights the changes in corporate emissions by sector as compared to the CCAP Baseline of 2014. The most significant reductions occurred for the streetlights segment, which was reduced by 86.6% as a result of the completion of an LED conversion project. The water and wastewater segment increased 125.5% due to the addition of the pelletizing plant in mid 2019, and the building segment increased 9.1%

due to the addition of three CHP units. Vehicular emissions remained similar to 2014 levels.

Table 12: Corporate Emissions by Sector vs. CCAP Baseline 2014

| CORPORATE EMISSIONS (kTCO₂e) | CCAP Baseline 2014 | 2022 | % Change to Baseline |
|---------------------------------|-----------------------|--------|-------------------------|
| Building | 17.054 | 15.500 | +9.1 |
| Vehicle | 12.247 | 12.407 | +1.3 |
| Streetlights | 1.484 | 0.199 | -86.6 |
| Water & Wastewater | 3.753 | 8.462 | +125.5 |

Refer to Appendix E: Corporate Assets Impacts for more information regarding the impact corporate assets have on corporate GHG emissions.

4.2.1 Corporate Building Emissions

Corporate building emissions account for 42.4% of total corporate emissions. These emissions are calculated using the PCP Milestone tool along with natural gas, district heating/cooling and electricity consumption data provided by the Asset Planning - Energy Initiatives division.

Figure 18 illustrates Corporate Building GHG emissions by building type, with Community Centres and Libraries accounting for the greatest portion of emissions with 54%.

Figure 18: Windsor's percentage breakdown of Corporate Building GHG emissions by building type (2022)

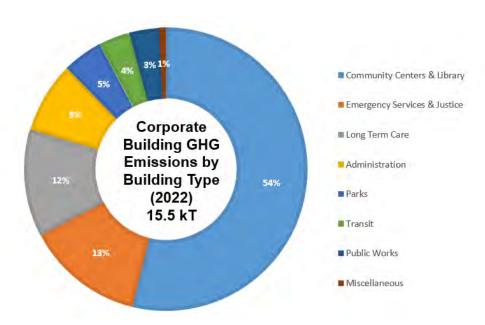


Table 13 highlights the changes in corporate building emissions by building type as compared to the CCAP Baseline of 2014.

Table 13: Corporate Building Emissions by Building Type vs. CCAP Baseline 2014

| CORPORATE EMISSIONS (ktCO₂e) | CCAP Baseline 2014 | 2022 | % Change to Baseline |
|---------------------------------|-----------------------|-------|-------------------------|
| Community Centers & Library | 10.084 | 8.349 | -17.2 |
| Emergency Services & Justice | 1.641 | 2.082 | 26.9 |
| Long Term Care | 1.296 | 1.903 | 46.8 |
| Administration | 1.018 | 1.259 | 23.7 |
| Parks | 1.189 | 0.705 | -40.7 |
| Transit | 0.989 | 0.554 | -44.0 |
| Public Works | 0.535 | 0.530 | -0.9 |
| Miscellaneous | 0.300 | 0.117 | -61.0 |

A large proportion of the overall increase in building emissions is due to the operation of Combined Heat Power (CHP) units, which are now operational at Huron Lodge (Long Term Care) and WFCU and WIATC (Community Centers & Library) facilities. CHP technology was approved for implementation by City Council at Huron Lodge & WFCU Center in 2015 (CR 144/2015) and was subsequently approved for the WIATC in 2016 (CR 641/2016). CHP is a technology that generates electricity and thermal energy through the combustion of natural gas. Heat generated is captured and utilized for space heating, cooling, and domestic hot water. The electricity produced by the CHP reduces the amount of electricity purchased from the provincial grid and as such reduces operational costs. However, generating electricity through natural gas increases corporate GHG emissions. It should also be noted that the financial benefit of CHPs will decrease depending on electricity and natural gas rates, and the future cost of carbon.

While the increase in GHG emissions appear to conflict with our reduction goals, it should be noted that decisions to implement the CHP's units was not solely based on reduction of costs for electricity and space heating. CHP systems generate the electricity needed at these three sites ensuring they are operationally viable in the event of electricity not being available from the grid. As Huron Lodge is a home for the aged and WFCU and WIATC both provide shelter in emergency situations, this additional benefit from these systems provides the City the ability to address other objectives and needs in the community.

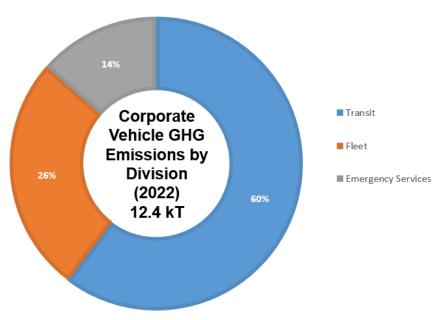
The City's Energy Initiatives division works to improve the performance of the building stock by implementing projects such as Net Metering, Battery Storage, Electric Vehicle Charging Stations, LED Lighting Retrofits, Sub-metering, and Enterprise-wide Smart Energy Management Systems. These projects play a vital role in increasing energy efficiency and aiding in the City's climate actions.

The Corporate Energy Management Plan (CEMP) (C 301/2019) is a living document that establishes a framework to better understand the Corporation's annual utility costs for its buildings and identifies opportunities to reduce energy usage. The CEMP will be updated in 2024.

4.2.2 Corporate Vehicle Emissions

Emissions from corporate vehicles account for 33.9% of total Corporate Emissions. These emissions are calculated using fuel consumption data provided by the Fleet department, Transit Windsor and Windsor Police. Figure 19 illustrates the breakdown of corporate vehicle emissions by division.

Figure 19: Windsor's percentage breakdown of Corporate Vehicle GHG emissions by division (2022)²²



²² Emergency Services include Police and Fire services and excludes Windsor-Essex EMS.

Table 14 highlights the changes in corporate vehicle emissions by division as compared to the CCAP Baseline of 2014.

Table 14: Corporate Vehicle Emissions by Division vs. CCAP Baseline 2014

| CORPORATE EMISSIONS (ktCO₂e) | CCAP Baseline 2014 | 2022 | % Change to Baseline |
|---------------------------------|-----------------------|------|-------------------------|
| Transit | 8.2 | 7.5 | -8.5 |
| Fleet | 2.4 | 3.2 | 33.3 |
| Emergency Services | 1.7 | 1.7 | N/A |

Emissions from corporate vehicles can be reduced by increasing the fuel efficiency of fleet vehicles and transitioning to low-carbon fuel types and electric vehicles (EVs). Another method for reducing corporate vehicle emissions is through encouraging employees to use active transportation for short trips during their course of duty and encouraging smart driving habits including not idling during lay-overs. Strategies are outlined in the Greening the Fleet plan, and the 2019 Transit Master Plan. The Corporation currently has several EVs which are being used and tested by various departments.

4.2.3 Corporate Streetlight and Traffic Signal Emissions

Emissions from Corporate Streetlighing accounts for 0.5% of total corporate emissions. Since 2014, streetlight and traffic signal²³ emissions have fallen by 86.6% as a result of the installation of high efficiency LED street lighting throughout the city which was completed in 2019. LED bulbs consume significantly less energy than incandescent bulbs, which had been previously used. Currently all standard streetlights are LED. There is the opportunity for further reduction in street lighting emissions through the conversion of ornamental lighting and parks lighting to LED bulbs.

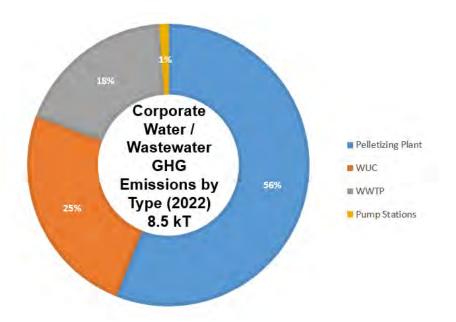
4.2.4 Corporate Water and Wastewater Emissions

Emissions from Water and Wastewater account for 23.1% of total corporate emissions. These emissions are calculated from natural gas, electricity, and diesel fuel used to power back-up generators. This inventory includes the two city owned wastewater treatment plants (WWTP), the Retention Treatment Basin, the Windsor BioSolids (Pelletizer) facility, 49 pump stations and interceptor chambers as well as the Windsor Utilities Commission water treatment facility and associated pumping stations. A breakdown of water and wastewater emissions are shown in Figure 20.

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²³ Traffic Signals were the first corporate lighting sector converted to LED bulbs. Conversion project was completed between 2004 and 2014.

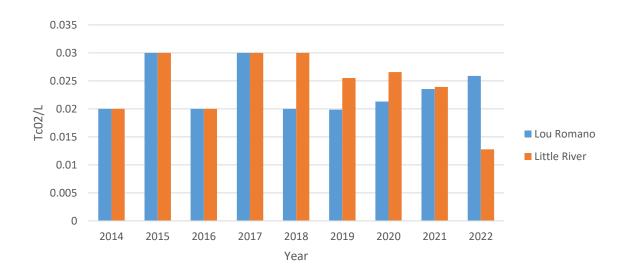
Figure 20: Windsor's percentage breakdown of Corporate Water and Wastewater emissions by type (2022)



In 2019, The City of Windsor took over the Windsor Biosolids Processing (Pelletizer) Facility. This facility processes the wastewater sludge by-product from our wastewater treatment facilities into a land-applied fertilizer. Facility operations account for 4.7 kTCO₂e in 2022. The addition of this facility is a major contributor to the increase in emissions and represents 56% of total water and wastewater emissions.

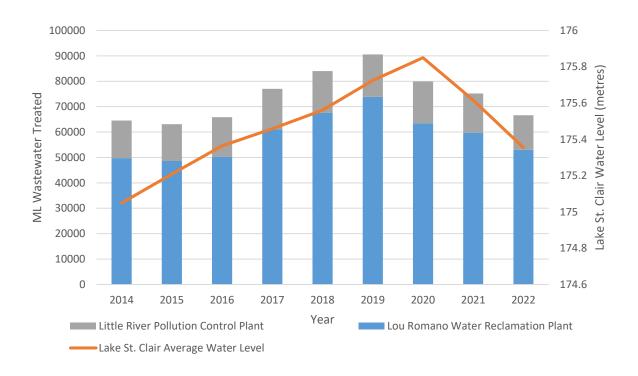
Analysis of historic emissions from wastewater facilities (excluding the Pelletizer) have indicated that emissions per litre of wastewater treatment have remained consistent at 0.02 Tonnes/Litre, so the increase is not due to a loss of efficiency within the wastewater treatment process. Emission increases have a positive correlation to the volume of wastewater treated. Figure 21 below displays the flow normalized emissions intensity of wastewater treatment. As can be seen from the Figure, the emissions per litre of water treated has remained relatively consistent since 2014.

Figure 21: Carbon emissions intensity of treated water



The volume of wastewater treated is affected by precipitation and great lakes levels. Historic Lake St. Clair water levels as well as wastewater treated at the Lou Romano Water Reclamation Plant and Little River Pollution Control Plant are presented below in Figure 22.

Figure 22: Wastewater Treated



The total quantity of emissions from wastewater treatment and pumping is highly dependant on the amount of precipitation entering the sewer system. In order to normalize this data such that carbon-intensities of water treatment can be evaluated, the total emissions per year can be divided by the total amount of water treated.

In addition to precipitation volumes, a significant driver may be the high-water levels recently experienced in the Lake St. Clair / Detroit River.

The trend of rising water levels since 2014 is clearly evident from the data shown. The rise in water level is consistent with the rise in treated wastewater volumes and this would suggest that there are new interactions occurring between the wastewater network and the water bodies. Under normal conditions, the storm water sewer system discharges into the river/lake at times of precipitation. Under the new high-water levels, several outlets are at or below lake level and as such may experience backflow of lake water into the sewer network, which may result in increases of water being treated at the plant. This was known to have occurred at a couple locations in 2019 and mitigation measures have been put in place. With a return to normal great lakes water levels, this impact has been reduced.

Another element to the interaction is the increase in ground water level resulting from increased lake level. Under higher ground water levels, the opportunities for increased infiltration into sump pumps, private drain connections, and sewer mains may be a contributing factor in the increased wastewater volumes.

5. Conclusion

Community efforts to reduce energy consumption and GHG emissions are starting to show positive results. Windsor is exceeding the interim targets set out in the CEP, due mainly in part by actions taken in our community by businesses, institutions, and residents. The implementation of measures identified in corporate energy plans / Net-Zero plans, coupled with residential participation in home retrofit programs offered by the federal government and Enbridge, plus the adoption of EVs are responsible for observed results.

At the corporate level, the City has undertaken several initiatives resulting in GHG reductions, including the conversion of traffic signals and streetlights to LED lighting; building retrofits; and transitioning the fleet (including Transit Windsor) to include hybrid and EVs. While several improvements to municipal buildings and operations have been made, overall, City emissions overall are rising, mainly due to the addition of equipment and facilities that significantly increase the consumption of fossil fuels. Corporately, the City is tracking above target and is at risk of not reaching the 2041 targets set out in the CCAP.

Moving forward, the City faces challenges in implementing climate action plans that target community and corporate emission levels, some of which are within the City's sphere of influence (e.g., investment level, policy) while others are not (e.g., technological advancements, macro trends, federal and provincial funding). This issue is not unique to Windsor, as other municipalities have identified similar challenges.

The climate journey is a long-term journey, and as we continue to strive to meet or exceed the goals set out in the Paris Agreement, emissions need to be reduced by 45% by 2030 and reach net zero by 2050. In order to meet this ambitious target, the City must continue to integrate climate change action into projects, plans and budgets. The recently approved Sustainable Procurement guide, is one tool, that may help guide Administration towards considering climate change mitigation during procurement of goods and services. The ESCC Office and the Corporate Energy team should also be used as resources during the development of projects and policies to ensure climate action is not overlooked.

In 2022, City Council approved in principal Science-Based targets and a Net-Zero 2050, administration continues to work on developing Windsor's Net-Zero Transition Plan using the 2017 Community Energy Plan strategies as a base.

Appendix A: Methodology

The purpose of Appendix A is to provide a high-level overview of the methodology followed by the City to estimate its annual GHG emissions, in alignment with the Global Protocol for Community-Scale Greenhouse Gas Emission Inventories.

Annually, previous GHG inventories are reviewed and updated as applicable. Typically, emission factors or large emitter GHG emissions can be made public up to two years after the reporting year. As such the historical values reported as part of the 2022 GHG inventory may not exactly match those reported in previous inventories. Where possible, a footnote is included to inform the reader. The values reported here are the most up-to-date as of the publication of this 2022 GHG inventory.

A1. Global Protocol for Community-Scale GHG Emissions Inventories (GPC Protocol)

Windsor's community-wide emissions are calculated and reported as per the guidance in the Global Protocol for Community-Scale Greenhouse Gas Emission Inventories (GPC), version 1.1²⁴. The GPC provides a robust framework for accounting and reporting community-wide GHG emissions to support climate action planning. Use of the GPC is also required to uphold Windsor's commitment as a signatory of the Global Covenant of Mayors for Climate and Energy²⁵.

Windsor's community-based GHG inventory consists of direct and indirect GHG emissions from three dominant sectors – buildings, transportation, and waste:

- Energy use of buildings is used to calculate the emissions produced from the consumption of natural gas and electricity.
- Transportation emissions represent emissions from on-road passenger vehicles, and heavy trucks. Freight rail emissions are not accounted for in this inventory, as reliable data for these emissions sources is currently not available. Identifying emissions sources from all transportation modes continues to be a methodological challenge. This section of the inventory presents the best data available at the time of collection.
- Waste emissions (primarily methane but also nitrous oxide and carbon dioxide) originating in landfills constitute most of Windsor's waste emissions.

The PCP Milestone Tool is a user-friendly, web-based resource that helps local governments create inventories and track, monitor, and report their greenhouse gas emissions. The PCP Milestone Tool is based on principles from the Global Protocol for Community-Scale Greenhouse Gas Emission Inventories (GPC) and the PCP protocol.

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²⁴ https://ghgprotocol.org/greenhouse-gas-protocol-accounting-reporting-standard-cities

²⁵ The Global Covenant of Mayors for Climate and Energy (GCoM) is a group of over 10,000 cities that share a long-term vision to combat climate change, and work towards a low-emission and climate-resilient future. More information can be found at: https://www.globalcovenantofmayors.org/

A2. Partners for Climate Protection (PCP) Protocol

When performing Climate Change Mitigation activities, it is best practise to utilize an internationally recognized protocol, which provides a methodology and framework for creating Greenhouse Gas (GHG) and Energy inventories. This includes mapping out strategies and actions for improving these inventories and setting requirements for monitoring and verification. The protocol used by the City of Windsor for climate change mitigation is the Partners for Climate Protection (PCP) supported by the Federation of Canadian Municipalities. This protocol includes 5 milestones.

Milestone 1 – Create a baseline emissions inventory and forecast

Milestone 2 – Set emissions reduction targets

Milestone 3 – Develop a local action plan

Milestone 4 – Implement the local action plan

Milestone 5 – Monitor progress and report results.

Milestones 1, 2 and 3 have been completed as part of the Community Energy Plan and Administration is currently in the process of completing Milestone 4 through the implementation of emissions reduction strategies outlined in the CEP. This report along with the associated yearly inventories represents Milestone 5. Milestones 2 through 5 are iterative as the City of Windsor transitions to a Net-Zero pathway.

The Community GHG inventory focuses on a much larger set of emissions-generating activities within the municipality. Key reporting sectors and subsectors include:

1) Stationary energy

- Residential buildings
- Commercial and institutional buildings and facilities
- Manufacturing industries and construction

2) Transportation

On-road transportation

3) Waste

Solid waste disposal

The annual GHG emissions and energy inventory is created using the Partners for Climate Protection - PCP Milestone Tool. The Milestone tool is a web-based resource designed to help local governments create inventories as well as track, monitor and report their greenhouse gas emissions and energy consumption.

A2.1 Activity and Emission Factors

The City uses the following equation, as prescribed by the GPC protocol, to estimate GHG emissions:

GHG emissions = Activity data x Emission factor

Activity data refers to the data associated with an activity that leads to GHG emissions. Examples of activity data are:

- Volume of natural gas consumption
- GWh of electricity consumption
- · Volume of gasoline or diesel used
- Tonnes of solid waste sent to landfill

An emission factor is a measure of the mass of GHG emissions relative to a unit of activity. On an annual basis, Environment and Climate Change Canada (ECCC) prepares and submits Canada's National Inventory Report (NIR) to the United National Framework Convention on Climate Change. The City relies on the NIR as a primary source of its emission factors. ECCC posts results of the NIR on its website²⁶, typically two years after reporting (i.e. the 2021 emission factors were released in 2023). The City may update previously reported annual emissions when compiling the latest inventory as applicable.

A3. Community-Wide Buildings

Buildings sector emissions result primarily from natural gas and electricity use. For both energy sources, emissions are calculated by multiplying activity data (i.e. natural gas and electricity consumption data) by their corresponding emissions factors, and are broken down into the following building type categories (as shown in Figure 7 and Figure 8 of this inventory):

- Residential buildings (single-family and multi-unit residential buildings (MURBs))
- Commercial and institutional buildings
- Industrial buildings

Natural gas consumption data is provided by Enbridge Gas, while electricity consumption data is provided by Enwin Utilities and Hydro One. Administration is unaware of the use of alternative fuel sources for home heating (i.e. propane, home heating oil) for businesses and residents within Windsor's boundaries.

A4. Power Generation

The Independent Electricity System Operator (IESO) is responsible for operating the electricity market and directing the operation of the bulk electrical system in the province of Ontario. Figure A.1 below illustrates the shift in Ontario's Energy Mix between 2014 and 2022.

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²⁶ Canada's official greenhouse gas inventory - Canada.ca

2014 Ontario Energy Mix

Water Power
Solar
Wind
Biomass
Nuclear

Figure A.1: Shift in Ontario's Energy Mix 2014-2022

Between 2014 and 2022, electricity generated from natural gas grew from 8.7% to 10.2%. Changes to Ontario's energy mix is as a result of procurement decisions to establish or expand renewable resources (i.e. wind and solar) or to support maintenance, growth and refurbishment plans (i.e. nuclear and natural gas).

There are four (4) natural gas fired electricity generation stations located within Windsor's boundaries: Brighton Beach Power, East Windsor Cogeneration Centre, Windsor Essex Cogeneration and West Windsor Power. These generation stations provide intermediate and peaking generation to meet fluctuating demands on the electricity system.

As electricity generation benefits residents, institutions, and companies in Windsor and beyond, City Administration has made the conscious decision to remove power generation emissions from the industrial and community total, and track it separately, to avoid double counting. Double counting refers to a situation where two parties claim the same emissions. The Government of Ontario, through the IESO, attributes the greenhouse gas emissions from natural gas plants to a CO₂ equivalency for Ontario's electricity system.

The City of Windsor uses IESO's Generator Output and Capability Reports.²⁷ to determine the annual power generation output from Windsor's four (4) natural gas-fired generation stations, as shown in Figure A.2.

²⁷ Source: Index of /public/GenOutputCapabilityMonth (ieso.ca)

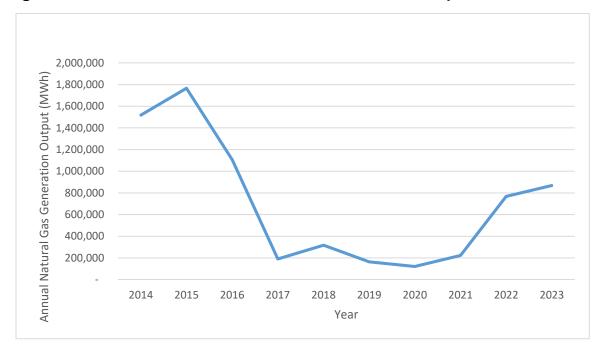


Figure A.2: Windsor's Annual Natural Gas Generation Output 2014-2023

The City of Windsor accesses the Greenhouse Gas Emissions (PDGES-GHGRP) – Government of Canada (tCO₂e) report²⁸ to monitor the GHG emissions reported to the federal government for Windsor's natural gas fired generation stations. Publishing of results lags reporting by approximately 2 years, and as such, the City of Windsor uses a three (3) year average emission factor (GHG Emissions (tCO₂e) per MW generated) to estimate power generation GHG emissions. The emission factor is applied to the IESO data, and then removed from community emissions.

Figure A.3 below illustrates the differences to industrial emissions with and without accounting for emissions from Windsor's four (4) natural gas-fired power generation stations. Depending on the level of annual power generation, GHG emissions from natural gas fired electricity generation could have a significant impact on the community's overall GHG emissions. Including emissions from electricity generation in the community GHG inventory would increase overall emissions by:

- 27% in 2014 to 2.551 MTCO₂e
- 8% in 2018 to 1.916 MTCO₂e
- 6% in 2021 to 1.583 MTCO₂e²⁹
- 18% in 2022 to 1.810 MTCO₂e³⁰

²⁸ https://data-donnees.az.ec.gc.ca/data/substances/monitor/greenhouse-gas-reporting-program-ghgrp-facility-greenhouse-gas-ghg-data/PDGES-GHGRP-GHGEmissionsGES-2004-Present.csv

²⁹ Most recent data available from Greenhouse Gas Emissions (PDGES-GHGRP) - Government of Canada (tCO₂e)

³⁰ Calculated using 3-year average emission factor (GHG Emissions (tCO₂e) per MW generated)

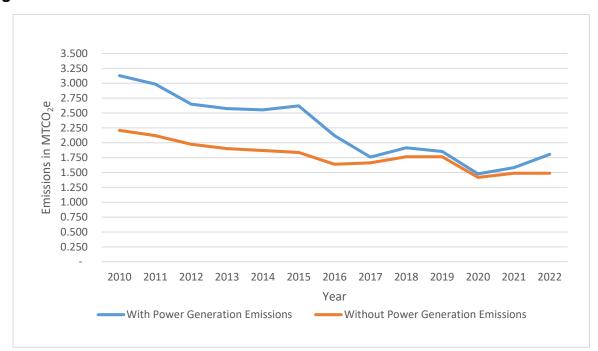


Figure A.3: Overall Emissions with and without Power Generation 2010-2022

A4.1 IESO Procurements

The IESO, through its procurements has increased natural gas generation in Windsor as follows:

- Brighton Beach Generation Station (BBGS) was awarded a 10-year contract extension from July 2024 to July 2034. Starting in July 2025, BBGS will bring online an additional 42.5 MW expansion, bringing the maximum hourly capacity to approximately 608 MW.
- East Windsor Cogeneration Centre (EWCC) was awarded a 100MW expansion as part of its Expedited Long Term 1 Procurement (E-LT1) with a contract term from May 1, 2025, to April 30, 2045. This will bring the maximum hourly capacity to approximately 192 MW.

A5. Community-Wide Transportation

On-road transportation emissions are calculated using the PCP Tool and fuel sales data from Kalibrate, and includes fuel sales from unleaded and E10 gasoline, and diesel at public gas stations within the city boundaries. Fuel sales from other sources (i.e. bulk sales to private companies) and fuel types (i.e. propane, natural gas, etc.) are not tracked.

A6. Community-Wide Waste

The waste sector accounts for emissions from waste generated inside Windsor's city boundaries.

Methane emissions from landfills continue for several decades (or sometimes even centuries) after waste disposal. Waste disposed of in a given year thereby contributes to GHG emissions in that year and subsequent years. Likewise, methane emissions released from an open landfill in any given year include emissions from waste disposed of that year, as well as from waste disposed of in prior years.

Windsor uses the "Methane commitment" approach from the PCP Milestone tool to calculate GHG emissions for waste. Essex Windsor Solid Waste Authority (EWSWA) tracks the amount of solid waste generated by the community on an annual basis, excluding waste that is diverted from landfill due to recycling or composting programs.

In 2013, A Residential Waste Audit and Participation Study was completed by EWSWA which identified the composition of waste going to landfill by percentage, including:

- Food waste;
- Paper and carboard;
- Wood products; and
- Textiles.

The city enters the percentages of materials with degradable organic carbon into the PCP tool. Table A.1 shows the current percentages included in the PCP tool.

Table A.1: Composition of Solid Waste (as per PCP Tool)

| Composition of Solid Waste (%) - (Degradable Organic Carbon Content) | | | | |
|---|--|--|--|--|
| Food 51.19% | | | | |
| Paper & Cardboard 8.10% | | | | |
| Wood Products 6.00% | | | | |
| Textiles 4.00% | | | | |

^{*:} Percentages do not add to 100%

A7. Corporate Emissions

Generally, the City follows the same principle described previously in calculating community-wide emissions (as per the GPC Protocol), with some additional notes below:

 Most of the City's corporate activity data, specifically energy consumption, is managed by the Asset Planning Department – Energy Initiatives Division. Energy Initiatives monitors the utility bills of all City-owned buildings, facilities, yards, etc. through an energy management software called EnergyCAP.

- To calculate natural gas and electricity emissions, the City applies the same emission factors used in the community-wide inventory.
- The City's corporate off-road vehicles and equipment, and on-road transportation fuel consumption is gathered from a number of sources (Fleet Services, Windsor Police Services, Transit Windsor, and Parks and Recreation). These activity data are then multiplied by the corresponding appropriate NIR emission factors based on fuel type.

A8. District Energy

The utilization of district energy heating and cooling systems is a strategy for reduction of commercial/institutional emissions. The expansion of the existing Windsor district energy system should be a near-term priority as the existing system is at full capacity and does not have available capacity for including other buildings and operations in this system. As part of the CEP's Strategy 13: Designate and Plan District Energy Areas, administration and Enwave work together to identify opportunities to expand the district energy system in the downtown and beyond. ESCC provides recommendations to developers with proposed developments in the downtown core to consider district energy when sourcing heating and cooling systems as part of the planning process.

In 2020, Windsor Utilities Commission sold its interest in the district energy system to Enwave. Enwave currently provides a breakdown of municipal facilities on the district energy loop. It is assumed that electricity and natural gas used by Enwave to supply community customers are captured in the overall consumption volumes provided by Enwin and Enbridge Gas.

Appendix B: Science Based Climate Targets

B1. Introduction to Science Based Climate Targets

Science-based climate targets provide a clearly defined pathway for companies, financial institutions, and cities to reduce greenhouse gas (GHG) emissions, helping prevent the worst impacts of climate change.

Targets adopted by cities are considered "science-based" if they are in line with what the latest climate science deems necessary to meet the goals of the Paris Agreement, which aims at limiting global warming to well-below 2°C above pre-industrial levels and pursuing efforts to limit warming to 1.5°C. Science-based climate targets must be science-driven, equitable and complete.

Science-Based Climate Targets: A Guide for Cities, November 2020 defines science-driven as being led by the latest climate science. Equitable means they take into account the different historical contributions to levels of carbon dioxide in the atmosphere and take into account social-economic development. Complete means that these targets are robust and comprehensive, taking into account all emissions from a variety of sources (scope 1 and 2 are mandatory with scope 3 optional) and Multiple GHGs (i.e. CO2, HFCs, CH4).

In addition, "science-based" targets should reflect a fair share of the 50 percent global reduction in greenhouse gas emissions by 2030 as identified in the United Nations (UN) Intergovernmental Panel on Climate Change (IPCC) Special Report on Global Warming of 1.5°Celsius. The "fair share" principle reflects the responsibility of nations and cities with high income and high emissions to do more to reduce emissions compared to those with lower income and emissions. Cities in North America, Australia, Japan, and Germany are considered high-income and high-emissions per capita cities.³¹

Three components make up GHG Emissions are identified as scopes. Scope 1 and 2 emissions are mandatory to report, whereas scope 3 emissions are voluntary and the hardest to monitor.

Scope 1 emissions are direct emissions from owned and controlled resources. Scope 1 emissions are emissions released into the atmosphere as a direct result of a set of activities. All fuels that produce GHG emissions must be included in scope 1 (i.e. fuel burned by all vehicles owned or controlled, fugitive emissions from refrigeration and air conditioning, and process emissions released during industrial processes and on-site manufacturing).

Scope 2 emissions are indirect emissions from owned resources from the generation of purchased energy, from a utility provider. Scope 2 emissions include those released in the atmosphere, from the consumption of purchased electricity, steam, district heat and cooling.

³¹ Source: page 24: City of London's Climate Emergency Action Plan – Draft February 2022

Scope 3 emissions are all indirect emissions that are not included in scopes 1 and 2. They occur in the value chain of the reporting entity (company or municipality), including both upstream and downstream emissions. Emissions are linked to operations and include actions like business travel, employee commuting, waste disposal, purchasing goods and services, and transportation and distribution between the reporting entity and suppliers and customers.

B2. Benefits of Science Based Targets

Unfortunately, the world is far from being on track to limit global warming. In fact, under the Paris Agreement, it is expected that the current reduction commitments of the 196 signing countries combined will result in increased global warming of between 2.9 °C and 3.4 °C by the end of the century. If action is not taken to mitigate, increases in warming will have huge implications for water and food security, living standards and human health, and will affect current and future generations.

To safeguard our future, cities must also play their part to reduce emissions. Together we can drive environmental action from all levels of government and all corners of the economy. Science-Based Climate Targets: A Guide for Cities, November 2020 states that cities setting science-based climate targets will benefit from clearly defined targets, which specify the scale and pace at which they need to reduce their GHG emissions. Setting science-based climate targets at the community level to reduce GHG emissions can:

- Demonstrate commitment on the importance of aligning climate action with science to support community and businesses climate-based priorities and direction;
- Provide transparency about where GHG emission reduction commitments need to be according to science, identify gaps, and prioritize actions based on ease of implementation and planning requirements;
- Create a pathway to realize a long-term target for 2050, and provide manageable steps that can be measured and reported annually;
- Build capacity in the community and with businesses to deal with budgets, resources, information, and other requirements to meet targets; and
- Signal to new businesses and investors that Windsor is committed to climate change action and environmentally sustainable practices.

B3. Why should Windsor Use Science-Based Targets?

Since 2017, actions at the local, national, and international levels have prompted Administration to recommend updating Windsor's CEP and CCAP targets and adopting the Science Based Target Network's methodology for setting Science Based Climate Targets, including:

The City's Climate Change Emergency Declaration (CR570/2019);

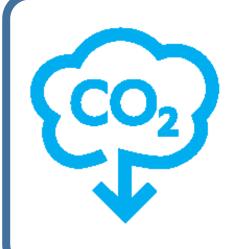
- Government of Canada's updated GHG Reduction Targets (reduction of 40-45% below 2005 levels by 2030 and net zero by 2050); and
- The Intergovernmental Panel on Climate Change (IPCC) Special report "Global Warming of 1.5°C" recommending that emissions must decline by about 45% globally by 2030 and reach net zero by 2050.

An outcome of the City's Climate Change Emergency Declaration (CR570/2019) is the recommendation to update the City's GHG emission targets to reflect the commitment to achieve a reduction of 45% of 2010 levels by 2030 and reaching Net-Zero emissions by 2050. In order to achieve these reduction targets, a number of interim targets are required to ensure the implementation of emission reduction activities are accelerated and progress is tracked (Council Report S 18/2020 Acceleration of Climate Change Actions in response to the Climate Change Emergency Declaration).

B4. Windsor's Science-Based Targets

On May 9, 2022, the Science Based Targets for GHG Reduction (CR209/2022 ETPS 893) report was presented to City Council, recommended updating Windsor's Community and Corporate GHG Emission reduction targets and adopting the Science Based Target Network's methodology for setting the following Science Based Climate Targets:

Figure B.1: Proposed Community and Corporate Energy and Emission Targets



MMUNITY TARGETS

58% reduction in GHG emissions (Scope 1 and Scope 2) by 2030 from 2005 baseline Net-Zero in 2050 (Scope 1 and Scope 2 emissions)

RPORATE TARGETS

55% reduction in GHG emissions (Scope 1 and Scope 2) by 2030 from 2005 baseline Net-Zero by 2050 (Scope 1 and Scope 2 emissions)

The proposed Community and Corporate Science Based GHG Reduction targets are ambitious and aspirational. Administration acknowledges that reaching the proposed targets will not be easy. Strategies identified in the Community Energy Plan and Corporate Climate Action Plan will achieve a portion of the GHG reductions needed for Windsor to contribute its fair share but additional strategies will be required to realize the science-based targets.

B4.1 Community

Figure B.2: Proposed Community GHG Reduction Targets illustrates the pathway for Windsor's science-based GHG emission target as compared to targets from the CEP, Government of Ontario and the Government of Canada. Science Based targets are more aggressive than government targets between 2022 and 2050.

Figure B.2: Proposed Community GHG Reduction Targets

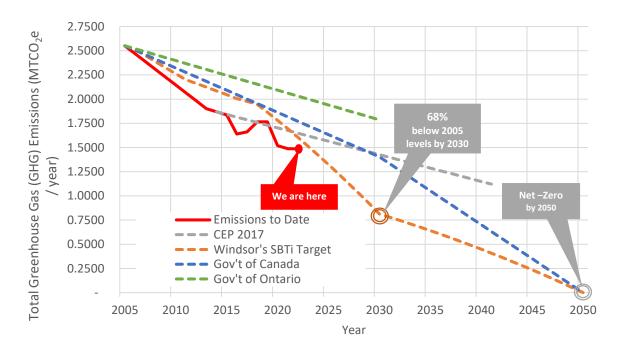


Table B.1 highlights a number of primary indicators as compared to the Science Based Climate Target Baseline of 2005.

Table B.1: Primary Performance Indicators vs. Science Based Climate Target Baseline 2005

| Primary Performance Indicators | Science Based Climate Baseline 2005 | 2022 | % Change to Baseline |
|--|--|------------|-------------------------|
| Total Emission (MTCO ₂ e) | 2.551 | 1.487 | -41.7 |
| Total Energy (GJ) | 42,264,618 | 30,313,199 | -28.3 |
| Population | 215,010 | 229,660 | +6.8 |
| Emissions per Capita (tCO ₂ e/capita) | 11.87 | 6.47 | -45.5 |
| Energy per Capita | 196.57 | 138.04 | -29.8 |

Table B.2 highlights community emissions by sector as compared to the Science Based Climate Target Baseline of 2005.

Table B.2: Community Emissions by Sector vs. Science Based Climate Target Baseline 2005

| COMMUNITY EMISSIONS (MTCO₂e) | Science Based Climate Baseline 2005 | 2022 | % Change to Baseline |
|---------------------------------|--|-------|-------------------------|
| Residential | 0.355 | 0.305 | -14.1 |
| Commercial / Institutional | 0.681 | 0.219 | -67.8 |
| Industrial | 0.669 | 0.273 | -59.2 |
| On Road Transportation | 0.767 | 0.626 | -18.4 |
| Waste | 0.080 | 0.065 | -18.8 |

In 2022, Windsor's community-wide emissions were 41.7% lower than 2005 but ambitious climate actions and programs are still required by the community in order to stay on track to meet its 2030 and 2050 science-based climate targets. Further, as detailed in Table B.3 below, as a community Windsor still needs to cut its emissions by roughly 0.164 MTCO₂e to meet the City's 2025 target of a 48% emissions reduction below 2005 levels or taking approximately 46,000 passenger vehicles fuelled by gasoline off the road.

Table B.3: Community-wide Science Based Climate Targets – GHG emissions targets and status

| Year | GHG reduction target from 2005 baseline | GHG emissions target (MTCO₂e) ³² | Progress as of 2022 |
|------|---|---|---|
| 2022 | 37% | 1.604 | The City exceeded its 2022 GHG reduction target. In 2022, Windsor's community-wide emissions were 1.487 MTCO ₂ e, which is 41.7% lower than in 2005. |
| 2025 | 48% | 1.323 | The City must reduce annual emissions by an additional 0.164 MTCO₂e to meet the 2025 ³³ |
| 2030 | 68% | 0.813 | Windsor must accelerate its efforts to reduce annual emissions by about 0.674 MTCO ₂ e to meet the 2030 target. ³⁴ |

 $^{^{32}}$ Emissions target calculated relative to 2005 baseline emissions of 2.551 MTCO $_2$ e.

³³ 0.163 MTCO₂e is the difference between the 2022 Community GHG Emissions and the 2025 Science Based Target.

 $^{^{34}}$ 0.673 MTCO₂e is the difference between the 2022 Community GHG Emissions and the 2030 Science Based Target.

| Year | GHG reduction target from 2005 baseline | GHG emissions target (MTCO₂e) | Progress as of 2022 |
|------|---|----------------------------------|---|
| 2035 | 75% | 0.641 | 0.846 MTCO ₂ e must be eliminated to meet the 2041 target. ³⁵ |
| 2040 | 82% | 0.449 | 1.038 MTCO ₂ e must be eliminated to meet the 2040 target. ³⁶ |
| 2045 | 91% | 0.236 | 1.251 MTCO ₂ e must be eliminated to meet the 2045 target. ³⁷ |
| 2050 | 100% | 0 | 1.487 MTCO ₂ e must be eliminated to meet the 2050 target. ³⁸ |

B4.2 Corporate

Figure B.3: Proposed Corporate GHG Reduction Targets for 2030, 2035, 2040, and 2045 illustrates the pathway for Windsor's corporate science-based GHG emission target as compared to targets from the CCAP, Government of Ontario, and the operation target from the Government of Canada. Science Based targets are more aggressive than government targets between 2022 and 2050.

 $^{^{35}}$ 0.846 MTCO₂e is the difference between the 2022 Community GHG Emissions and the 2035 Science Based Target.

³⁶ 1.037 MTCO₂e is the difference between the 2022 Community GHG Emissions and the 2040 Science Based Target.

 $^{^{37}}$ 1.251 MTCO₂e is the difference between the 2022 Community GHG Emissions and the 2045 Science Based Target.

 $^{^{38}}$ 1.487 MTCO $_2$ e is the difference between the 2022 Community GHG Emissions and the 2050 Science Based Target.

Figure B.3: Proposed Corporate GHG Reduction Targets

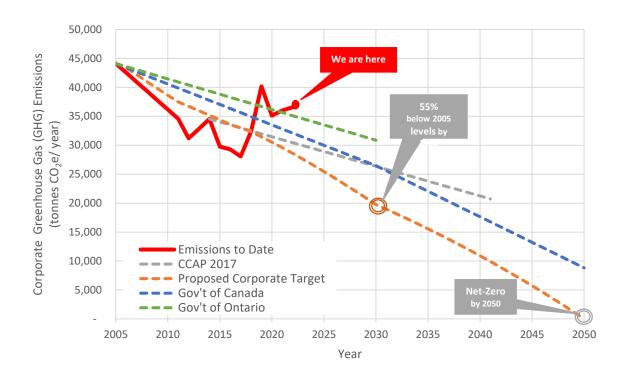


Table B.4 highlights the primary performance indicators as compared to the Science Based Climate Target Baseline of 2005.

Table B.4: Primary Corporate Performance Indicators vs. Science Based Climate Target Baseline 2005

| Primary Corporate Performance Indicators | Science Based Climate Baseline 2005 | 2022 | % Change to Baseline |
|--|--|---------|-------------------------|
| Total Emission (kTCO ₂ e) | 44.104 | 38.469 | -12.8 |
| Total Energy (GJ) | 705,118 | 890,135 | +26.2 |

Table B.5 highlights the changes in corporate emissions by sector as compared to the Science Based Climate Target Baseline of 2005 CCAP baseline.

Table B.5: Corporate Emissions by Sector vs. Science Based Climate Baseline 2005

| CORPORATE EMISSIONS (kTCO₂e) | Science Based Climate Baseline 2005 | 2022 | % Change to Baseline |
|---------------------------------|--|--------|-------------------------|
| Building | 15.932 | 15.500 | -2.7 |
| Vehicle | 13.557 | 12.406 | -8.5 |
| Streetlights | 4.593 | 0.199 | -95.7 |
| Water & Wastewater | 10.022 | 8.462 | -15.6 |

In 2022, Windsor's corporate emissions were 17.1% lower than 2005, but corporately Windsor missed its 2022 science-based climate target by 27.9%. Significant progress on GHG reductions through climate actions and programs are required for the City to reverse its upward trajectory and get back on track to meet its 2030 and 2050 targets. Further, as detailed in Table B.6 below, Windsor needs to cut its emissions by roughly 11.112 kTCO₂e to meet the City's 2025 target of a 42% emissions reduction below 2005 levels. To meet the 2025 science-based climate target corporately, Windsor will need to improve its results by 30.3% as compared to 2022. Alternatively, the corporation would need to idle approximately 89.5% of its vehicle fleet to offset emissions.

Table B.6: Corporate Science Based Climate Targets – GHG emissions targets and status

| Year | GHG reduction target from 2005 baseline | GHG emissions target (kTCO2e) ³⁹ | Progress as of 2022 |
|------|---|---|--|
| 2022 | 35% | 28.591 | The City did not meet its 2022 GHG reduction target. In 2022 ⁴⁰ , Windsor's corporate emissions were 36.569 kTCO₂e, which is 17.1% lower than in 2005. |
| 2025 | 42% | 25.457 | The City must reduce its corporate emissions by about 11.112 kTCO₂e to meet the 2025 target.⁴¹ |
| 2030 | 55% | 19.749 | Windsor must accelerate its efforts to reduce annual emissions by about 16.820 kTCO ₂ e to meet the 2030 target. ⁴² |
| 2035 | 65% | 15.567 | 21.002 tCO ₂ e must be eliminated to meet the 2035 target. The City must rapidly increase its current annual emissions reduction rate. ⁴³ |

³⁹ Emissions target calculated relative to a 2005 baseline emissions of 44,104 tCO₂e

 $^{^{40}}$ Although 2022 is an anomaly year due to the COVID-19 pandemic, it must be noted that the City's 2019 corporate GHG emissions were 8.9% lower than 2005 levels.

⁴¹ 11.112 kTCO₂e is the difference between the 2022 Corporate GHG Emissions and the 2025 Science Based Target.

⁴² 16.820 kTCO₂e is the difference between the 2022 Corporate GHG Emissions and the 2030 Science Based Target.

⁴³ 21.002 kTCO₂e is the difference between the 2022 Corporate GHG Emissions and the 2035 Science Based Target.

| Year | GHG reduction target from 2005 baseline | GHG emissions target (kTCO2e) | Progress as of 2022 |
|------|---|----------------------------------|--|
| 2040 | 75% | 10.907 | 25.662 kTO ₂ e must be eliminated to meet the 2040 target. The City must rapidly increase its current annual emissions reduction rate. ⁴⁴ |
| 2045 | 87% | 5.732 | 30.837 tCO ₂ e must be eliminated to meet the 2045 target. ⁴⁵ |
| 2050 | 100% | 0 | 36.569 tCO ₂ e must be eliminated to meet the 2050 target. ⁴⁶ |

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⁴⁴ 25.662 kTCO₂e is the difference between the 2022 Corporate GHG Emissions and the 2040 Science Based Target.

⁴⁵ 30.837 kTCO₂e is the difference between the 2022 Corporate GHG Emissions and the 2025 Science Based Target.

⁴⁶ 36.569 kTCO₂e is the difference between the 2022 Corporate GHG Emissions and the 2025 Science Based Target.

Appendix C: Heating and Cooling Degree Days

Natural Gas and Electricity consumption used for space heating and cooling are sensitive to weather conditions and can be weather normalized in terms of Heating Degree Days (HDD) or Cooling Degree Days (CDD). HDD is a quantitative index used to estimate the energy demand needed to heat a home or business. Cooling CDD, on the other hand, is a quantitative index used to estimate the energy demand needed to cool a home or business.

HDD is equal to the number of degrees Celsius (°C) a given day's mean temperature is below 18°C. For example, if the daily mean temperature is 12°C, the HDD value for that day is equal to 6 HDD. If the daily mean temperature is above 18°C, the HDD value for that day is set to zero. When this exercise is performed every day of the year, it provides a total value of HDD for a given year.

CDD follows a similar calculation process as HDD, except it refers to the number of degrees Celsius a given day's mean temperature is above (instead of below) 18°C. At this temperature, people inside a building no longer want the building heated, but instead begin to consider cooling the building.

A high number of degree days (HDD and/or CDD) generally results in higher levels of energy use for space heating or cooling.

Table C.1⁴⁷ shows that Windsor's winter and summer in 2022 were warmer as compared to 2019. Figure C.1 further shows that Windsor's 2022 HDD was lower than the city's 25-year HDD average, which means building heating needs were lower. Windsor's 2022 CDD was similar to the city's 25-year CDD average, which means air conditioning needs were slightly higher in 2022. This implies that Windsor experienced a normal summer in 2022, similar to the historical average.

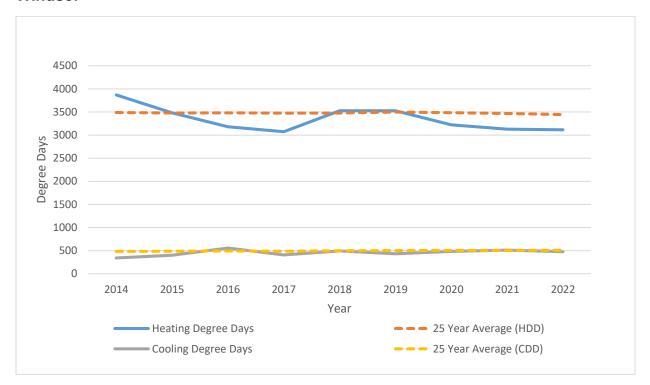
Table C.1: Windsor's HDD and CDD 2014 - 2022

| Year | Heating Degree Days (HDD) | Cooling Degree Days (CDD) | Heating Difference from previous year | Cooling difference from previous year |
|--------------------|------------------------------|------------------------------|---------------------------------------|---------------------------------------|
| 2014 | 3868.7 | 342.3 | | |
| 2015 | 3481.8 | 399.7 | -10.00% | 16.77% |
| 2016 | 3181.1 | 557.4 | -8.64% | 39.45% |
| 2017 | 3073.6 | 406.4 | -3.38% | -27.09% |
| 2018 | 3525.7 | 494.6 | 14.71% | 21.70% |
| 2019 | 3526.2 | 431.4 | 0.01% | -12.78% |
| 2020 | 3222.6 | 484.5 | 8.61% | 12.31% |
| 2021 | 3129.6 | 513.4 | -2.89% | 5.96% |
| 2022 ⁴⁸ | 3113.7 | 476.2 | -0.51% | -7.25% |

⁴⁷ Datasets were gathered from ECCC: <u>Daily Data Report for January 2024 - Climate - Environment and Climate Change Canada (weather.gc.ca)</u>

⁴⁸ Days with missing temperature recordings impact the accuracy of HDDs and CDDs

Figure C.2: Annual Heating Degree Days (HDD) and Cooling Degree Days (CDD) in Windsor



Appendix D: Community Progress Towards CEP Goals

The CEP projected GHG emissions increase of 20% under the baseline scenario. Without action, the community is on track to reach a per capita emissions of 9.5 Tonnes/year by 2041 (Figure 25). The CEP also predicts community-wide energy costs to grow from \$842 million in 2014 to \$1.8 to \$3.2 Billion by 2041 without action. These expected increases are being realized currently and highlights the need for a rigorous approach to the implementation of all CEP strategies.

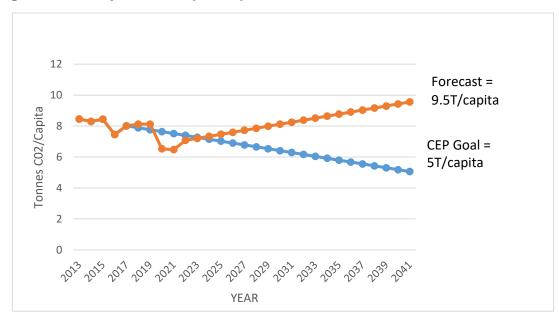


Figure D.1: Projection for per capita emissions based on 2014-2019 trend

Although the CEP was approved in 2017, implementation of the major strategies and programs outlined in the CEP began in the later half of 2018 upon the recruitment of the Community Energy Plan Project Administrator. At this time, a number of the Strategies are under program development. It is anticipated that emissions will continue to rise until the Strategies are at the implementation stage. The following section outlines the status of the emissions reduction strategies outlined in the CEP.

D1. CEP Community Strategy Update

Table D.1: CEP Community Strategy Summary

Status updates provided for strategies listed below are as of November 2023.

| Strategy # | Strategy Title | Lead Department | Status |
|------------|--|--|---|
| 1 | Create a Deep Energy Retrofit Program for Existing Homes | Environmental Sustainability and Climate Change (ESCC) | FCM Green Municipal Fund (GMF) Grant received for Program Design Study. Administration led initiative. Full report to be presented to Council Q4 2024. |
| 2 | Continue to Ensure Compliance with the Ontario Building Code for New Residential Development | Building | Plan Examiners ensure compliance with energy code requirements outlined in the Ontario Building Code (OBC) prior to issuance of a building permit. Building systems are reviewed by Building Inspectors at various phases of construction. |
| 3 | Integrate Energy Performance Labelling for Homes and Buildings | ESCC | Select City facilities have been assessed using an online tool provided by Natural Resources Canada. The results are being used as tools for public engagement and education. |
| 4 | Create a Net Zero Neighbourhood as an Opportunity for Transformative Change at the Neighbourhood Scale | ESCC | FCM Green Municipal Fund (GMF) Grant received in 2022 to conduct a plan study. The SNAP is expected to be presented to City Council in Q4/2024. |
| 5 | Create a Deep Retrofit Program for Existing Businesses and Public Buildings | ESCC | The study being completed under Strategy 1 (residential) will form the basis for discussion for other buildings. Starting with Strategy 1 provides a context for this Strategy where the procedure is more complex as the building types vary more. |
| 6 | Continue to Ensure Compliance with the OBC for New Commercial and Institutional Development | Building | Plan Examiners ensure compliance with energy code requirements outlined in the OBC prior to issuance of a building permit. Building systems are reviewed by building inspectors at various phases of construction. |

| Strategy # | Strategy Title | Lead Department | Status |
|------------|---|----------------------------|--|
| 7 | Continually Increase Industrial Efficiency Energy | ESCC | ENWIN has fulfilled their requirement under their energy conservation mandate. Energy efficiency programs are continuing through IESO but managed through Toronto. There are no local representatives. A number of local industry leaders have committed to sustainability targets including net-zero emissions. These leaders will assist in reaching the Community targets. |
| 8 | Reinforce a Windsor Network and Mentorship Program for Transfer of Best Practices | ESCC | In collaboration with Enwin and Enbridge (Union Gas) a Sustainable Buildings workshop was held in May 2019. Looking to reinstate in 2023. |
| 9 | Encourage a Modal Shift towards Public Transit | Transit Windsor | More Than Transit Plan Approved in 2020 Implementation underway New routes underway with express route 518X implemented in 2021 and 418X implemented in 2023 Work to expand existing garage to start in 2024 Automatic Passenger Counters to be installed on fleet by end of 2024 Transit Windsor Route Infrastructure Planning and Design Guidelines were approved by Council in 2022. |
| 10 | Develop and Implement an Active Transportation Master Plan | Transportation Planning | The Active Transportation Master Plan was approved by City Council on July 22, 2019. The plan includes a target of 25% mode split by 2041 shifting from current 10%. 49 |
| 11 | Adoption of Electric Vehicles and Alternative Fuel Vehicles | ESCC / Asset Planning | Essex Powerlines received funding from NRCan to install EV chargers at sites across Windsor Essex. Program fully subscribed in 2022. 12 level 2 chargers and 1 fast charger installed in Windsor Additional 42 level 2 chargers and 14 fast chargers in Essex Powerline's queue for Windsor |

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⁴⁹ Mode Split is obtained using Census data and represents commuter transportation only.

| Strategy # | Strategy Title | Lead Department | Status |
|------------|---|--------------------------|---|
| 12 | Continue to Advance Smart Energy Systems through Effective Land Use Planning | Planning | ESCC staff completed an Energy Strategy Terms of Reference and incorporated into the development process. |
| 13 | Designate and Plan District Energy Areas | ESCC | Enwave Utilities purchased Windsor District Energy network in 2020. Through the CEP, the ESCC Office is collaborating with Enwave to address current challenges and identify how the City of Windsor can help to support the expansion of District Energy. |
| 14 | Create a Gordie Howe International Bridge Low-Energy Development Area | Planning | No progress to date, as bridge construction is ongoing. |
| 15 | Encourage the Installation of Solar Arrays | ESCC / Asset Planning | The Province of Ontario no longer permits virtual net metering for solar installations. However, solar PV can still be net metered at buildings. Solar PV and wind are now the cheapest available source of new electricity generation. The IESO will be launching the LT2 procurement later in 2024. This procurement will be focused on renewable energy generation (e.g., wind, solar). |
| 16 | Develop a Community Education and Communications Campaign | ESCC | Education and Engagement is ongoing. Public engagement was limited in 2020 and 2021 due to COVID restrictions. In 2023, engagement has returned with events at Devonshire and Tecumseh malls, the Windsor-Essex Home Show and Earth Day 2023. |
| 17 | Detailed Energy Mapping | ESCC | Completed as part of Strategy #1 in 2018. Detailed energy mapping allows Administration to review local energy needs and opportunities for generation. These maps should be recreated every 7 to 10 years to monitor the changing energy use patterns of the City. |
| 18 | Transition Community Energy Plan Administrator role from temporary full time to permanent full time | ESCC | Complete The Community Energy Plan Administrator position was approved as a permanent position in the 2024 budget. |

| Strategy # | Strategy Title | Lead Department | Status |
|------------|---|--------------------|--|
| 19 | Facilitate the Community Implementation Task Force | ESCC | Community Task Force has recommitted for the implementation of the CEP. Interest from the local business community to participate is continuing to increase. |
| 20 | Monitoring and Verification | ESCC | This report is the second full monitoring report completed for the CEP. A similar report is expected to City Council annually. |

D2. Core Strategies Underway

Strategy #1: Deep Energy Retrofit Program for Existing Homes

In order to have a significant impact on the emissions and energy utilization trends for the Windsor residential sector, existing buildings require extensive energy efficiency retrofits. Homes in Windsor are significantly older than the Ontario average and as such, result in higher energy consumption and emissions than comparable homes in other areas of the province. The average build year for the construction of a Windsor home is 1960. At that time the Ontario Building Code did not have energy efficiency requirements or considerations therefore these buildings were constructed without effective wall, attic, or basement insulation. This lack of insulation drastically increases the amount of natural gas consumed to heat the home using a furnace. The average Windsor home uses 20% more energy per square meter than the average Ontario home.

CEP Strategy 1 calls for the creation of a Deep Energy Retrofit Program for Existing Homes with the aim to improve energy efficiency by 30-50 percent depending on age and size of the home. This program would have the potential of reducing residential GHG emissions by 133,000 tonnes or 34 percent by 2041.

This is the primary action required within the residential sector to meet the CEP goals and targets. In 2019, the City of Windsor retained a consultant to develop a business case for such a program. The purpose of the business case was to investigate the feasibility of establishing an Entity to deliver high quality, standardized residential energy efficiency retrofit packages to Windsor homes. The business case explored the following program elements:

- 1. Goal of retrofitting 80% of Windsor homes by 2041
- 2. Creation of a local entity for program delivery
- 3. Encourage public/private partnership
- 4. Offer quality controlled standardized retrofits with standardized pricing
- 5. Retrofits realize efficiency gains of 30 to 50%
- 6. Financing options include repayments using Local Improvement Charges (LIC)

Recommendations were presented to City Council in February 2020. In October 2020 Administration applied to the Federation of Canadian Municipalities' Community Efficiency Financing (CEF) program. Details of the intended study and grant opportunity are available in S107/2020. In August 2021, the City of Windsor received a grant from FCM to undertake a Program Design Study. The business plan is expected to be presented to City Council in Q4/2024. Figure 13 illustrates an example of eligible home energy retrofits.

Figure D.2: Example of exterior upgrades to existing home



Strategy #4: Sustainable Neighbourhood Action Plan – Sandwich South

CEP Strategy 4 calls for the creation of a Net-Zero neighbourhood as an opportunity for transformative change at the neighbourhood scale. In Q1 2021 administration submitted an application to FCM for grant funding to complete a sustainable neighbourhood action plan for Sandwich South. The Sandwich South lands represents the largest greenfield development area in the City. With a relatively blank slate, there is high potential and opportunity for development of Net-Zero (or near-zero) neighbourhoods. If the City of Windsor wishes to achieve its environmental and sustainability goals, it is important to develop greenfield areas in a manner consistent with those goals.

Goals include emissions reduction, low-carbon economic development, and climate change resilience. The SSPD represents a unique opportunity for Windsor due to its central location, size and greenfield nature. In practice, the sustainable neighbourhood action plan will focus on:

- Minimizing energy consumption;
- 2. Maximizing efficiency of energy conversion; and
- 3. Maximizing use of low-carbon/renewable energy sources at both the building scale, as well as the block/district scale

This creates the policy framework necessary to create new, sustainable, mixed-use communities alongside the proposed Regional Hospital. Outlined in Council Report S 116/2020 are details of this study. Work is currently underway on the development of

the plan with a report due to Council in Q4, 2024. Figure D.3 illustrates an example of a sustainable neighbourhood development plan.

Figure D.3: Example of a Sustainable Neighbourhood Development Plan





Strategy #9: Encourage a Modal Shift towards Public Transportation and Active Transportation

Supporting the improved modal split towards low-carbon (public transit) and zero carbon transport are Strategies number 9 and 10 of the CEP.

The Active Transportation Master Plan was approved by City Council on July 22, 2019. This plan calls for a modal split of 25% by 2041. This means that 25% of all trips made in Windsor would be achieved through public transit or active transportation. According to the 2021 Census data, Windsor's current modal split is approximately 7.4%⁵⁰. Achieving a modal split of 25% could result in an emissions reduction of 38,000 tonnes a year in 2041. If interim targets are met over the lifetime of the plan, 378,000 tonnes of CO₂e can be reduced.

Strategy # 11: Foster the Adoption of Electric Vehicles

Supporting the adoption of electric vehicles (EV) is Strategy 11 of the CEP. The City of Windsor received funding from the federal government under a program to develop supportive EV infrastructure. The City of Windsor installed and commissioned eleven (11) level two (2) charging stations in municipal parking lots, libraries, and recreation complexes in 2021. Table 8 shows the monthly vehicle charging in kWh and the corresponding GHG offset attributed to "fueling" vehicles using electricity vs. gasoline in 2022. As part of the pilot, vehicles could charge at City charging stations at no charge.

⁵⁰ 2021 Census data provided modal split for primary mode of transportation for commuting to work only.

Table D.2: 2022 Electric Vehicle Charging at City operated EV Charging Stations

| Month | Charging (kWh) | GHG Offset (kgCO₂e) |
|-----------|-------------------|------------------------|
| April | 252 | 286 |
| May | 2,367 | 2,689 |
| June | 3,913 | 4,445 |
| July | 4,407 | 5,006 |
| August | 3,889 | 4,418 |
| September | 5,549 | 6,304 |
| October | 6,674 | 7,582 |
| November | 7,024 | 7,979 |
| December | 6,906 | 7,845 |
| Total | 40,981 | 46,554 |

Figure D.4: Windsor Essex Electric Vehicle Association Earth Day Display



D3. Community Performance Indicators

Table D.3 – Community Performance Indicators

| Community Performance Indicator | 2014 | 2022 |
|--|------------------------------|----------------------------------|
| Total energy use | 39,016,987 GJ/yr | 31,742,704 GJ/yr |
| Total energy use per capita | 184.91 GJ/yr | 138.04 GJ/yr |
| Percent change in energy per capita from baseline | N/A | -24.8% |
| Total energy use per job | 251.3 GJ/job | 187.6 GJ/job |
| Percent change in energy use per full time job from baseline | N/A | -25.3% |
| Total GHG Emissions | 1.869 MTCO₂e | 1.486 MTCO ₂ e |
| Emissions per capita | 8.86 tCO ₂ e | 6.47 tCO ₂ e |
| Percent change in GHG emissions from CEP baseline | N/A | -27.0% |
| Total Energy Residential | 9,029,158 GJ/yr | 8,121,375 GJ/yr |
| Total Emissions Residential | 0.366 MTCO₂e/yr | 0.305 MTCO ₂ e/yr |
| Emissions Residential as percent of total | 19.6% | 20.5% |
| Total Energy Commercial and Institutional | 9,583,784 GJ/yr | 7,825,092 GJ/yr |
| Total Emissions Commercial and Institutional | 0.316 MTCO ₂ e/yr | 0.219 MTCO₂e/yr |
| Emissions Commercial and Institutional as percent of total | 16.9% | 14.7% |
| Total Energy Industrial | 9,524,808 GJ/yr | 6,542,325 GJ/yr |
| Total Emissions Industrial | 0.385 MTCO₂e/yr | 0.2736 MTCO ₂ e/yr |
| Emissions Industrial as percent of total | 20.6% | 18.3% |
| Total Energy On-Road | 10,879,237 GJ/yr | 9,253,912 GJ/yr |
| Total Emissions On-Road | 0.733 MTCO ₂ e/yr | 0.626 MTCO₂e/yr |
| Emissions On-Road as percent of total | 39.2% | 42.1% |
| Total Emissions solid waste Total Installed distributed Solar PV | 0.068 MTCO ₂ e/yr | 0.065 MTCO ₂ e/yr |
| i otal ilistalieu uistlibuteu solal FV | NA | 73.4 MW |

D4. CEP Next Steps

Benchmarking Best Practices

Administration is tracking best practices from municipalities and government agencies provincially and federally.

- 1. Benchmarking Deep Retrofit Programs in the market or under development. across Ontario, Canada, North America, and Europe.
 - a. Developing comparisons of program features including program eligibility, financing options, and program steps;
 - b. Conducting interviews with a number of municipal program administrators regarding challenges and successes of program development and launch (focusing on lessons learned); and
 - c. Participating on working groups:
 - i. QUEST's Deep Retrofit working group;
 - ii. CAP webinars and stakeholder meetings highlighting programs from across Canada; and
 - iii. Community Efficiency Financing (CEF) learning opportunities.
- 2. Benchmarking of Sustainable Neighbourhood Action Plans
 - a. Clarington, Edmonton, Guelph, London, Ottawa, Victoria, West Vancouver, focusing on key elements:
 - i. Natural and Cultural;
 - ii. Energy Efficiency;
 - iii. Biodiversity; and
 - iv. Land Use Density, etc.
- 3. Benchmarking Community Energy Plans, Climate Action Plans, or Net-Zero Plans of Municipalities.
- 4. Benchmarking Net-Zero or Pathways to Net-Zero plans form government and utilities.
 - a. Government of Canada 2030 Emissions Reduction Plan;
 - b. Enbridge Gas Inc.'s Ontario Pathways to Net Zero; and
 - c. Independent Electricity System Operator's (IESO) Pathways to Decarbonization
- 5. Benchmarking government initiatives related to new technology and alternative fuels.
 - a. Ontario's Low-Carbon Hydrogen Strategy;
 - b. Hydrogen Strategy for Canada;
 - c. Government of Canada's Clean Electricity Standard Discussion Paper; and
 - d. Scenarios for a Net-Zero Electricity System in Ontario

Transition to Net-Zero Plan

In 2022, Administration reported to Council (S 42/2022 Science Based Targets for GHG Reduction) requesting approval in principle of an update to the Community and Corporate GHG Emissions Reduction Targets. As part of Council Decision (CR209/2022 ETPS 893):

- That the report of the Community Energy Plan Administrator dated April 8, 2022 entitled "Science Based Targets for GHG Reduction – City Wide" BE RECEIVED for information; and,
- That City Council APPROVE IN PRINCIPLE Windsor's Science Based Targets
 of a 68% reduction in city-wide emissions (scope 1 and 2) and a 55% reduction
 in corporate-wide emissions (scope 1 and 2) below 2005 baseline by 2030; and,
- That City Council APPROVE IN PRINCIPLE a NET ZERO Target for 2050; and.
- That Administration BE DIRECTED to report back with an updated strategy to reach these targets by November 2023 that considers implementation timelines, resourcing and financial impacts of meeting science-based targets; and further,
- That Administration BE DIRECTED to send a letter to the County of Essex and City of Detroit requesting their support of Windsor's Science Based Targets for GHG Reduction.

On May 31, 2022, administration sent letters to the County of Essex and City of Detroit, requesting their support of Windsor's Science Based Targets for GHG Reduction. In response, administration did not receive feedback from either the County of Essex or the City of Detroit.

The current Community Energy and Corporate Climate Action Plans will form the foundation of the Transition to Net-Zero Plan, with information gathered from benchmarking activities analysed and incorporated as applicable.

Reporting on the Transition to Net-Zero Plan is overdue to Council. Plan development is being completed utilizing existing resources and operational budget. Work completed to date include:

- Community and corporate Business as Usual (BAU) forecasting;
- Gap analysis between the CEP / CCAP strategies and Net-Zero target;
- Incorporating anticipated community-wide reductions from community partners with published GHG reduction targets into forecast;
- Municipal best practice strategies have been shortlisted and are under review for reduction potential against current emissions gap.

Administration continues to collaborate with municipal and community stakeholders through networks like Community Task Force, Regional Climate Collaboration Network, Clean Air Partnership (CAP), and QUEST Canada.

Government Advocacy

Administration is expanding its responsibilities as it relates to regional energy supply and energy security. Administration is working to:

1. Support City Council decisions

- 2. Liaise between Energy proponents and the IESO for procurement RFPs
- 3. Collaborate with IESO, the Ontario Ministry of Energy, Northern Development and Mines, Enbridge Gas Inc., and local stakeholders as appropriate to support initiatives and actions that align with Pathways to Net-Zero.

Intergovernmental Panel on Climate Change (IPCC)

In March 2023, the IPCC released its sixth assessment report (AR6) which summarized the state of knowledge of climate change, its widespread impacts and risks, and climate change mitigation and adaptation, based on the peer-reviewed scientific, technical and socio-economic literature since the publication of the IPCC's Fifth Assessment Report (AR5) in 2014. Administration has identified a number of key findings to focus on and mitigate in the years leading up to 2030.⁵¹

⁵¹ AR6 Synthesis Report: Summary for Policymakers Headline Statements (ipcc.ch)

Appendix E: Corporate Assets Impacts

The addition or removal of assets from the corporate inventory can have a significant impact on corporate GHG emissions. Table E.1 below highlights additions or removals of corporate assets that have had a significant⁵² impact on GHG emissions.

Table E.1: Corporate Asset Changes with Significant Impact to GHG Emissions

| Facility Name | Category | Addition / Removal | Year | Impact to GHG Emissions (kTCO₂e) ⁵³ |
|------------------------|------------|-----------------------|-------|--|
| Huron Lodge (CHP Unit) | Buildings | Add | 2018 | 1.177 |
| WFCU Centre (CHP Unit) | Buildings | Add | 2019 | 0.914 |
| Pelletizing Plant | Wastewater | Add | 2019 | 4.604 ⁵⁴ |
| WIATC (CHP Unit) | Building | Add | 2021 | N/A ⁵⁵ |
| | | | Total | 6.695 |

⁵² For the purpose of this Appendix, significant corresponds to net GHG emissions in excess of 0.400 kTCO₂e.

⁵³ Impact to GHG emissions is calculated for the year in which asset was added or removed from corporate inventory.

⁵⁴ Pelletizer Plant impact is calculated as of 2020, the first full year after acquisition.

⁵⁵ Impact of the addition of the CHP unit at WIATC is expected to be significant, but as it was added during COVID-19, it did not run at its expected capability due to reduced operating hours at the facility.

Appendix F: Corporate Strategy Update

<u>Table 15</u> – Corporate Climate Action Plan Strategy Summary

| Strategy | Strategy Title | Lead | Status |
|----------|---|----------------|---|
| # | | Department | |
| P1 | Create an Internal 'Energy First' Ethic | Asset Planning | The 2019-2023 Corporate Energy Management Plan (CEMP) was presented to Council in 2019. The Energy Initiatives Unit continuously promotes energy conservation and GHG reduction throughout the Corporation by implementing projects and providing assistance for the implementation of energy efficient technologies and processes. An updated edition of the CEMP will be prepared by the end of 2024. Administration is working to establish an internal framework to that will reset the roles and accountabilities of the Corporate Task Force as it relates to the implementation of strategies contained within the CEP and CCAP in support of City Council's climate change emergency declaration |
| P2 | Integrate Energy Solutions into Land Use Policies | Planning | Environmental Sustainability and Climate Change (ESCC) staff is working with Planning to incorporate an Energy Strategy component into the development process to fulfil PPS 2020, Section 1.8.1: Planning authorities shall support energy conservation and efficiency, improved air quality, reduced GHG emissions, and preparing for the impacts of a changing climate through land use and development patterns. |
| P3 | Ensure Sufficient Resources to Support Implementation | ESCC | The Community Energy Plan Administrator position was approved as a permanent position in the 2024 budget. |
| P4 | Increase Staff Training, Education, and Awareness | ESCC | The ESCC office is working to re-establish previous efforts for staff training and awareness that was limited during COVID. Examples of awareness training to date include: • Education sessions hosted with supervisors and managers • Creation of a Green Team, this involves staff across the corporation that has an interest in promoting environmental sustainability at their worksites. • Training sessions on writing the Climate Lens section of Council reports Engaged York University to present The Energy Conscious Community: An Energy Course for Planning Professionals to regional planners • Updated Sustainable Procurement Guide |

| Strategy | Strategy Title | Lead | Status |
|----------|---|--|---|
| # | | Department | |
| P5 | Continue to Pursue Funding and Incentive Opportunities | ESCC | The City of Windsor has been successful in obtaining numerous grants to support the strategies outlined in the CEP and CCAP including: FCM M Municipal Climate Innovation Program (3 grants) FCM Community Efficiency Financing FCM Green Municipal Fund (2) Infrastructure Canada, Zero Emission Transit Fund Natural Resources Canada Zero Emissions Vehicle Infrastructure Program Note FCM has recently announced that many of their funding streams will require multi-benefits solutions moving forward, for example, project will support a net-zero emissions pathway along with resilience or sustainable materials management, or biodiversity enhancements, or potable water conservation, or socio- |
| P6 | Create a Corporate | ESCC | economic benefits. The Corporate Task Force was established shortly after |
| | Energy Task Force | | plan approval and continues to meet as required. |
| B1 | Continue Existing Building Retrofits | Asset Planning | Underway. A new study (GHG Reduction Pathway) and the revised Corporate Energy Management Plan will assist the City on progressing toward a net-zero target. |
| B2 | Increase Efficiency through New Building | ROW & Development | Energy assessments completed for full building when additions or expansions are planned. |
| | Design | · | |
| В3 | Continue to Improve Operations, Maintenance, and Monitoring | Asset Planning | Asset Planning will be undertaking a pilot project for sub- metering our 10 highest users in 2024. The project will include the monitoring of live data. |
| B4 | Integrate Supportive Infrastructure for Existing and New Buildings | Asset Planning, Right of Way and Development | Asset Planning's Corporate Energy Team is available to support the project teams involved in building new or retrofitting Corporate facilities. |
| F1 | Continue to Implement the Actions Prescribed in the Greening the City Fleet Manual | Fleet | Continuing to implement the Greening the City Fleet Manual. Six new EVs have been added in 2019 with an additional six new PHEVs in 2020. 27 charging stations for fleet use have been installed as of 2023. |
| F2 | Review the Efficient Driver Training Program | Fleet | Need to identify further opportunities to educate drivers. |
| F3 | Advance Anti-Idling Initiatives and Technologies | Fleet | Continue to investigate the auto start-stop and timed idle shut-down options of vehicles. GPS is installed on most corporate units which allows tracking of vehicle idling time |
| F4 | Review Renewable Natural Gas Opportunities | Fleet | Outstanding. |
| F5 | Explore Benchmarking Opportunities | Fleet | MBN Canada benchmarking currently underway. CAMFM benchmarking currently underway. E3 fleet review looking to get rated in the future. |
| T1 | Advance Vehicle Replacement | Transit Windsor | Transit Windsor is working towards replacing buses to its fleet. Two grant proposals have been submitted to replace 18 and 24 buses with energy efficient buses. |

| Strategy # | Strategy Title | Lead Department | Status |
|---------------|--|---------------------------|--|
| T2 | Join the Canadian Urban Transit Research and Innovation Consortium (CUTRIC) | Transit Windsor | Completed |
| Т3 | Explore Alternative Propulsion Vehicles | Transit Windsor | Cutric is exploring opportunities on behalf of member municipalities. |
| T4 | Continue Efficient Driver Training | Transit Windsor | Ongoing |
| W1 | Develop Long-Term Water Conservation and Sanitary and Stormwater Master Plans | Engineering | The Sewer Coastal Flood Protection Master Plan approved in December 2020, which includes a number of strategies to reduce inflow and infiltration into the sewer system. Pilot studies underway include: • Mandatory Downspout Disconnection |
| W2 | Implement Water and Wastewater Treatment Plant Upgrades and Retrofits | Pollution Control | Mandatory Foundation Drain Disconnection The City of Windsor is undertaking a Schedule 'C' Municipal Class Environmental Assessment for the Little River Pollution Control Plant. Public Information Centre #2 will present the evaluation of alternative solutions. This session is planned for Spring 2024. |
| W3 | Develop an Integrated Site Energy Plan | Pollution Control | Report was completed in 2020. Implementation has not yet commenced. Class Environmental Assessment (EA) process is underway to develop a long-term Bio-solids Management Plan for the municipal wastewater treatment plants. Public engagement is ongoing until February 2024 |
| W4 | Review Renewable Natural Gas Generation | Pollution Control | Preliminary review will be conducted under Strategy W3. |
| S1 | Complete Street Light and Intersection Light Conversion to LED | Engineering / Traffic | Streetlights and traffic signals completed. Decorative and Parks lighting not completed. |
| R1 | Explore Net Metering | Asset Planning | The City is implementing net-metering PV projects in 12 facilities. |
| R2 | Continue to Invest in Rooftop Solar Photovoltaic | Asset Planning | See R1. Will continue to investigate possible PV projects in other facilities including Solar Thermal. |
| R3 | Explore Parking Lot Solar Photovoltaic | Asset Planning | Virtual net metering is no longer permitted in Ontario. Any parking lot solar project will need to be tied into a facility. |
| G1 | Conduct a Solid Waste Audit Program | Environmental Services | Small waste audits have been completed at a couple of arenas (WFCU, Capri Arena and Adie Knox). Placed on hold due to competing priorities. Goal to revisit in 2025. |
| G2 | Establish a Corporate Waste Diversion Target and Strategy | Environmental Services | Environmental Services is working towards developing a baseline from the results in Strategy G1. Placed on hold due to competing priorities. Goal to revisit in 2025. |
| G3 | Collaborate with Neighbouring Communities to Establish an Organics Program | Environmental Services | A curbside food and organic waste program will launch in 2025. |

B2: Continue Existing Building Retrofits

In May 2023, the City of Windsor engaged a consultant to complete a number of Net-Zero Pathway Feasibility Studies for arenas and community centres within the City's facilities.

The objective of these studies is to identify and analyze measures to reduce utility consumption and GHG emissions through GHG reduction pathways consisting of combinations of measures. Buildings include:

- Capri Pizza Recreation Sportsplex
- Forest Glade Arena, Community Centre and Library
- Gino A. Marcus Community Centre
- John Atkinson Community Centre
- Optimist Community Centre and Chisholm Library
- WFCU Centre

Recommendations from the above reports will be considered for implementation projects.

R2: Continue to Invest in Rooftop Solar Photovoltaic

In August 2022, the City of Windsor announced a renewable energy project, which would see the installation of new solar photovoltaic (PV) systems and net metering infrastructure to 12 city facilities. The new systems will add approximately 1.0MW of solar capacity. Facilities include:

- Optimist Community Centre and Library
- Forest Glade Community Centre and Library
- Constable John Atkinson Memorial Community Centre
- Fire Hall #2
- Fire Hall #5
- Fire Hall #6 and Emergency Operations Centre
- Fire Hall #7
- Fire Apparatus Building
- Parks & Recreation Facilities Storage
- Parks & Recreation Maintenance Yard
- South Windsor Library
- Fountainbleau Library

W1. Develop Long-Term Water Conservation and Sanitary and Stormwater Master Plans

The Sewer and Coastal Flood Protection Master Plan has already identified actions to reduce the impacts of high water levels on the City's east side. In addition, the City of Windsor recently completed the West Windsor Flood Risk Assessment that identified additional areas of concern under high water levels. A deeper analysis into the magnitude of backflow and infiltration as well as locations of where this may be occurring within the sewer network should be undertaken in the future.

W3. Integrated Site Energy Master Plan (ISEMP)

The City of Windsor retained a consultant to conduct an Integrated Site Energy Master Plan (ISEMP) for both City owned and operated waste water treatment plants in 2020.

An ISEMP is essentially a neighborhood community plan for each of these facilities. The plan not only looked at the individual equipment but also reviewed treatment plant processes to identify complimentary gains. The ISEP provided a list of actions for implementation that will move the plants towards a net zero energy (NZE) future and drastically reduce GHG emissions.

G3: Establishing an Organics Program

The Strategies for solid waste fall under the Corporate Climate Action Plan and include researching and developing an organics collection program.

The City of Windsor is on track for starting a curbside organics collection program in 2025. This organic collection and associated treatment of source-sorted organics has the potential to reduce emissions from solid waste if appropriate measures for capturing the methane from decomposing organics are put into place.

Until the region develops a municipal long-term solution for the treatment of organics, collected organics will be transported to Seacliff Energy Corporation in Leamington for organic waste processing (i.e. anaerobic digestion). Anaerobic digestion assists with the biodegradation of organic material (organic food waste, sewage sludge). Anaerobic digestion results in the production of methane gas, a known greenhouse gas, however, in a controlled system the methane gas can be purified and used as a renewable natural gas. This system is used globally and can offset non-renewable natural gas with a renewable, biogenic natural gas.

Environment, Transportation & Public Safety Standing Committee March 27, 2024

From: Philippa von Ziegenweidt Sent: March 21, 2024 2:02 PM To: clerks <clerks@citywindsor.ca>

Item 8.1 - Written Submission

Cc: Francis, Fred <ffrancis@citywindsor.ca>; Costante, Fabio <fcostante@citywindsor.ca>; Agostino, Renaldo <ragostino@citywindsor.ca>; McKenzie, Mark <mmckenzie@citywindsor.ca>; Sleiman, Ed <esleiman@citywindsor.ca>; Gignac, Jo-Anne (Councillor) <ioagignac@citywindsor.ca>; Marignani, Angelo <amarignani@citywindsor.ca>; Kaschak, Gary <gkaschak@citywindsor.ca>; McKenzie, Kieran <kmckenzie@citywindsor.ca>; Morrison, Jim <ioamarignani@citywindsor.ca>; Pearson, Craig <cpearson@windsorstar.com>; Richters, Karina <krichters@citywindsor.ca>

Subject: Subject: Community and Corporate Greenhouse Gas Emissions and Energy Monitoring Report

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

I was distressed to read in the <u>Community and Corporate Greenhouse Gas Emissions and Energy Monitoring Report</u> that neither the Windsor community nor the Corporation is progressing towards its environmental goals at the pace required to meet targets.

- In the March 27, 2024 Environment, Transportation & Public Safety Standing Committee Agenda, it is noted that Transportation sector emissions were the primary source of GHG emissions in Windsor, totaling 42% of community-wide emissions (42% in 2019).
- The Committee package notes that corporate fleet emissions have actually **increased by 33% since 2014 baseline**.

Windsor's Active Transportation Master Plan goal is to achieve a target of 25% mode split by 2041. This means 25% of all trips made in Windsor are to be achieved through public transit or active transportation, up from 7.4% in 2021.

Little if any headway has been made on this goal, which explains the city's failure to reduce its transportation emissions.

While 20 years seems like a long time, in reality it goes by in the blink of an eye. **The city needs** to prioritize active transportation, not at some point in the future, but today.

Yet, this is not evident from recent announcements and the most recent budget, which allocate vastly more money to car-based transportation and treat those who don't drive, whether by necessity or by choice, as a sidebar. An example is the recent announcement to shelve the long-anticipated road diet along Wyandotte, and to install pedestrian crossings only. Or the unexpected cancellation of the University Ave pilot, which was to have been the city's first full Complete Street. I would like to note that the city invested in significant public engagement on both of these initiatives, before opting for the less active transportation-friendly options.

I urge Windsor City Council to become serious about cycling, walking and taking the bus, not just for those who don't drive, but as a viable option for everyone. Our streets need to be safe for

everyone whether they are aged 8 or 80. When streets are designed for active transportation, people feel safe to use them as such.

This will mean incorporating active transportation in more decisions, not just treating it as a "nice to have" on paper. Only if Windsor becomes serious about this do we have any hopes of coming close to achieving our environmental goals.

Sincerely, Philippa von Ziegenweidt Ward 6



Committee Matters: SCM 88/2024

Subject: Windsor's 2023 Report On the State of the Environment

Moved by: Councillor Kieran McKenzie Seconded by: Councillor Gary Kaschak

Decision Number: ETPS 991

- THAT the report from the Environment Sustainability Coordinator dated March 7, 2024 entitled "Windsor's 2023 Report On the State of the Environment" BE RECEIVED for information; and,
- 2. THAT City Council **SUPPORT** efforts to monitor and track environmental metrics and continue advancing environmental initiatives; and,
- 3. THAT City Council **APPROVE** the updated version of the City of Windsor's Report on the State of our Environment attached as Appendix A; and,
- 4. THAT the report of the Environment Sustainability Coordinator dated March 7, 2024 entitled "Windsor's 2023 Report On the State of the Environment" BE FORWARDED to the Environment & Climate Change Advisory Committee for their review and comment.

Carried.

Report Number: S 33/2024 Clerk's File: SW/8523

Clerk's Note:

- 1. The recommendation of the Environment, Transportation & Public Safety Standing Committee and Administration are **NOT** the same.
- 2. Please refer to Item 8.2 from the Environment, Transportation & Public Safety Standing Committee held on March 27, 2024.
- 3. To view the stream of this Standing Committee meeting, please refer to: https://csg001-harmony.sliq.net/00310/Harmony/en/PowerBrowser/PowerBrowserV2/20240 327/-1/10474



Council Report: S 33/2024

Subject: Windsor's 2023 Report On the State of the Environment

Reference:

Date to Council: March 27, 2024

Author: Barbara Lamoure

Environmental Sustainability Coordinator

519-255-6100 ext. 6108 blamoure@citywindsor.ca

Economic Development & Innovation

Report Date: March 7, 2024 Clerk's File #: SW/8523

To: Mayor and Members of City Council

Recommendation:

- THAT the report from the Environment Sustainability Coordinator dated 3/7/2024 regarding Windsor's Report On the State of our Environment (ROSE) BE RECEIVED for information.
- 2. THAT City Council **SUPPORT** efforts to monitor and track environmental metrics and continue advancing environmental initiatives.
- 3. THAT City Council **APPROVE** the updated version of the City of Windsor's Report On the State of our Environment.

Executive Summary:

N/A

Background:

The ROSE report helps identify how the City is influencing the local environment by tracking certain metrics related to air and water quality, land use and resource efficiency. Monitoring these metrics and understanding the trends can inform policy or operational procedures, as well as contribute to future updates to the Environmental Master Plan.

The first Environmental Master Plan (EMP) was adopted by City Council on July 24, 2006 (CR374/2006). The EMP is a guiding document for the Corporation of the City of

Windsor's environmentally related activities and encourages sound environmental practice in daily operations and decision-making.

The EMP recommends monitoring and tracking environmental performance over time. This is done by completing a Report on the State of our Environment (ROSE) every 4 to 5 years.

The first ROSE report was endorsed by City Council on March 23, 2009 (CR86/2009) and provided a snapshot in time of environmental conditions in the City of Windsor. The 2013 ROSE was the first report to track trends over time, and summarises data collected from 2007 to 2012. This ROSE was adopted by City Council on January 6th, 2014 (M25-2014). The last ROSE was completed in 2017 (CR643/2017) and tracked trends through to 2016. The COVID Pandemic delayed the release of the latest ROSE report as many of the metrics for 2020, 2021 were determined to be impacted by COVID restrictions.

The 2023 ROSE report continues to track trends through to 2022, giving us continuous monitoring since 2006 for several metrics.

As the ROSE reports are produced less frequently, Administration routinely updates indicator data on the City of Windsor's website (www.windsorenvironmentalmasterplan.ca) to allow residents to monitor as per their interest.

Discussion:

As part of the City of Windsor's EMP Implementation, a number of environmental indicators are tracked over time in the ROSE report. These indicators are categorized into the 5 Goals, of the EMP:

Goal A: Improve Air Quality – To be proactive with community groups, industry and other levels of governments to improve Windsor's air quality.

Goal B: Improve Water Quality – To be proactive in managing wastewater, stormwater and potable water to improve Windsor's water quality.

Goal C: Responsible Land Use – To enhance our community through naturalization, reforestation, park and urban planning, densification and community initiatives.

Goal D: Increase Resource Efficiency – To increase resource efficiency, conserve water and energy and reduce waste.

Goal E: Promote Awareness – To foster an engaged community and staff that appreciates and protects its local environment through active communication.

In the ROSE report a trend analysis of each indicator has been completed, various City of Windsor projects benefitting the environment have been summarised, and areas to advance implementation of the EMP have been identified.

The findings of the 2023 ROSE report indicate that many trends are moving the right direction or are staying neutral. However, a few trends are moving in unintended ways.

These recent trends could be attributed primarily to the COVID Pandemic which impacted many City services including: community tree plantings, public transportation, and data collection. It will take time to see if these trends get back on track.

Also of note, there has also been a minor decrease in the amount of Maintained Natural Parkland and Natural Heritage.

As the 2021 Census indicated, Windsor is seeing increases in development and population growth. However, the data shows that trends in waste generation, energy and water consumption, and community greenhouse emission are continuing to improve or are staying stable, signaling that resources are being used more efficiently.

Included in the ROSE report are the results from the recent Environmental Attitudes Survey. This survey has helped the City better understand and assess residents' current attitudes and opinions about Windsor's environment. In the 2023 results, 80% rated Windsor's overall quality of the environment as fair or poor. Only 5 respondents answered that it was excellent.

Dozens of commendable plans, initiatives, studies and events are mentioned in this report such as the adoption of an electric bike and scooter sharing program, major active transportation upgrades, disaster and flood mitigation programs, and many renewable energy projects to name just a few. More needs to be done to convey these and other successes to Windsor residents.

Next Steps

The EMP's success is dependent on the activities of all City departments and agencies, the staff dedicated to its implementation and City Council support. There is still much work to be done to continue improving our environment. This includes monitoring these environmental indicators and reporting their results in future Reports on the State of our Environment.

New environmental indicators should be considered in the next ROSE report to continue providing an accurate snapshot of Windsor's environment and address new emerging environmental concerns, including: the amount of road salt applied and the number of public EV charging stations.

Risk Analysis:

There are no risks associated with producing the ROSE.

Reputational risks may occur if the City does not monitor and make publicly available corporate and community environmental trends.

Climate Change Risks

Climate Change Mitigation:

The EMP includes Goal D: increase resource efficiency. The report provides a high level overview of energy consumption (e.g. electricity, natural gas, gasoline, etc.), by corporate buildings, sewage treatment and the community at large. Each graph in the report is accompanied by goal and trend arrows, indicating which direction is desirable. Other data in the report focused on the City's climate change mitigation measures includes tracking commuting and length of multi-use trails, and brownfield conversion.

More detailed analysis of greenhouse gas emissions and climate change mitigation actions can be found in the annual greenhouse gas reports to Council.

Climate Change Adaptation:

The ROSE follows metrics that are sensitive to climate change impacts such as the number of smog and air quality health advisory days, the total amount of wastewater treated, and the status of Detroit River beneficial use impairments. Measuring these trends may improve our climate resiliency by indicating how often hazardous conditions occur and potentially improving our response to them.

The ROSE also shows trends in metrics that may help the City adapt to a more unstable climate, such as: water consumption, natural heritage land designation, number of community gardens and number of trees planet by the City.

Administration is currently developing a detailed monitoring and tracking report that will further outline the status of the City's 2020 Climate Change Adaptation Plan, The Degrees of Change.

Financial Matters:

There are no financial costs associated with producing the ROSE. Existing internal resources from the Environmental Sustainability and Climate Change Team will be sufficient to support the continued monitoring and tracking required to regularly update this report.

Consultations:

Asset Planning: Sokol Aliko – Manager Energy Initiatives, Cole Nadalin – Supervisor Energy Contracts

Planning: Frank Garardo – Planner III, Stefan Fediuk – Planner III, Derek Heinbuck – Planning Technician

Economic Development: Michelle Moxley-Peltier – Community Energy Plan Administrator

Engineering: lan Wilson - Engineer II, Marc DiDomenico - Project Administrator

Forestry: Yemi Adeyeye – Manager Forestry & Natural Areas, Karen Alexander – City Naturalist

Operations: Anne Marie Albidone – Manager Environmental Services, Eric Bailey – Manager Technical Support, Kathleen Quenneville – Active Transportation Coordinator

Parks and Facilities: Wadah Al-Yassiri – Manager Parks Development, Mike Murphy – Supervisor Parks

Pollution Control: Kevin Web - Manager Environmental Quality

Transit Windsor: Jason Scott – Manager Transit Planning

Other consultations include: Detroit River Canadian Clean Up, Essex Region Conservation Authority, Essex Windsor Solid Waste Authority

Conclusion:

The results from the ROSE Survey indicate that more needs to be done to highlight the City's environmental programs and initiatives to the public.

Since the release of the 2017 Report on the State of Our Environment, the City's Environment, Sustainability & Climate Change staff have also produced the Environmental Master Plan (2017), the Community Energy Plan/Corporate Climate Action Plan (2017) the Climate Change Adaptation Plan (2020), which they continue to implement and track progress. Administration is working cross-departmentally and with other municipalities more and more to collaborate and exchange knowledge about various environmental programs and initiatives. This demonstrates a commitment from administration to improve the environment in Windsor through changes and innovations in the way the City of Windsor operates.

Moving forward, the City of Windsor will continue to implement the Environmental Master Plan and track progress. There is still much work to be done to improve the environment for our Community and visitors.

Planning Act Matters:

N/A

Approvals:

| Name | Title | |
|-----------------|---|--|
| Karina Richters | Supervisor, Environmental Sustainability & Climate Change | |
| Josie Gualtieri | Financial Planning Administrator | |
| Matthew Johnson | Executive Director, Economic Development & Climate Change | |
| Jelena Payne | Commissioner of Economic Development and Innovation | |
| Janice Guthrie | Commissioner Finance & City Treasurer | |
| Joe Mancina | Chief Administrative Officer | |

Notifications:

| Name | Address | Email |
|------|---------|-------|
| | | |

Appendices:

Appendix A. The 2023 Report on the State of the Environment

City of Windsor's ROSE: Report On the State of our Environment



2023



As part of the City of Windsor's Environmental Master Plan (EMP) Implementation, a number of environmental indicators are tracked over time. These indicators are categorized according to the 5 Goals stated in the 2017 Environmental Master Plan:

| Goal A | Improve Our Air Quality |
|--------|------------------------------|
| Goal B | Improve Our Water Quality |
| Goal C | Responsible Land Use |
| Goal D | Increase Resource Efficiency |
| Goal E | Promote Awareness |

A Report on the State of our Environment (ROSE) was recommended to be completed every four to five years in the EMP to report on environmental indicators. In this report, a trend analysis of each indicator has been completed; along with a list of key City of Windsor projects that support improvement of environmental indicators; and recommendations of initiatives and next steps to further implementation of the EMP and achieve the City's five goals.

A summary of the trends for each indicator can be found in Table 1. To simplify the information, a green checkmark was used if the trend of the indicator aligned with the goal, a yellow triangle was used if the trend remained unchanged, and a red "X" was used if the trend of the indicator was counter to that of the goal (also see "How to Interpret the Graphs" section of this report).

Table 1 – Summary of the goal, trend and result for each environmental indicator monitored.

| | - Summary of the goal, trend and result for each environ | Goal | Trend | Result | Flagged |
|--------|--|----------|---------------|--------------|----------|
| Goal A | - Improve Our Air Quality | | | | |
| | Good Air Quality Days | | → | | P |
| | Smog Days | | | | ı |
| | Ground Level Ozone | | | -/ | |
| | Commuting | | | X | |
| | Community Fuel Sales | | — | | |
| | Trails | <u>,</u> | | 7 | |
| | Transit | | | | |
| Goal B | - Improve Our Water Quality | | | | |
| | Lou Romano Reclamation Plant | | \Rightarrow | | |
| | Little River Pollution Control Plant | | — | | |
| | Detroit River Quality | | | | |
| | Pesticide Use | | → | X | |
| | Tributary Surface Water (Phosphorous Concentration) | | — | | l |
| | Amount of Wastewater Treated | | | | |
| | Wastewater Treatment Plant Bypass | | | | |
| | | | | | |
| Goal C | Water Consumption - Responsible Land Use | | | | |
| Guarc | Natural Heritage | 7 | | | |
| | City Owned Trees Planted and Removed | | | | |
| | Amount of Maintained and Natural Parkland | | | | |
| | Brownfield Conversion | | | | |
| | Community Gardens | | | V / | |
| | • | | | Y / | |
| | Population Density Sustainable Construction | | | Y / | |
| | | | | V | |
| | Goal D - Increase Resource Efficiency | | | | |
| | Energy Consumption | | | | |
| | Buildings – Electricity | | | \sim | |
| | Buildings – Natural Gas | <u> </u> | | × | Γ |
| | District Energy | | | <u> </u> | |
| | Sewage Treatment – Electricity | | _ | | |
| | Sewage Treatment – Natural Gas | | | × | |
| | Streetlights & Traffic Signals | | | ✓ | |
| | Solid Waste Management | | | | |
| | Total Waste Sent to Landfill | | \rightarrow | _ | |
| | Diversion Rate | | | | |
| | Fuel Use | | | | |
| | Corporate Fuel Consumption | | | | |
| Greenh | nouse Gas Emissions | | | AA | |
| | Corporate | | | × | |
| | Community | | | \checkmark | |
| Goal E | - Promote Awareness | | | | |
| | Web-based Outreach | | | | |
| | Attitudes Toward the Environment | _ | Subjective | | |
| | Awareness of Environmentally Related Programs | | - | | |

The City of Windsor is moving forward on many plans, programs and initiatives that involve protecting and enhancing our environment. Many of the indicators tracked in the 2023 ROSE are moving in the right direction or staying neutral.

The COVID Pandemic was very disruptive for many City services including community tree plantings, public transportation, and data collection. However, recent data from 2022 and 2023 shows that some of these services have rebounded.

Only a few trends are moving away from the goal. These include corporate natural gas generated energy consumption and sewage treatment plant natural gas consumption and corporate emissions.

According to the 2021 Census, Windsor had a population of 229,660 and a population percent change of 5.7% from 2016 to 2021. The current population increase has not been seen for decades. With a growing population there are opportunities for sustainable development but also many challenges. The number of brownfield redevelopments have increased sharply, indicating that the City is in-filling and prioritising the development of these lands over greenspace, although there have been minor decreases in the amount of Maintained Natural Parkland and Natural Heritage. With intelligent development it is possible to accommodate a growing population while maintaining, and even improving the quality of our environment.

Increased development could show an increase in waste generation, energy and water consumption, and place strain on current services. However, the data shows that many trends are continuing to improve or are staying stable, signaling that resources are being used more efficiently. These include: water consumption, community greenhouse gas emissions, and total waste sent to landfill.

Included in the ROSE are the results from the Environmental Attitudes Survey. This survey has been conducted in 2005, 2011, 2017 and 2023 to help the City better understand and assess residents' current attitudes and opinions about Windsor's environment. In the 2023 results, 317 people responded to the survey, of which, 80% rated Windsor's overall quality of the environment as fair or poor. Only 5 respondents answered that it was excellent.

More needs to be done to convey our successes to Windsor residents and across the country. The City of Windsor is already being acknowledged for their leadership on climate change issues through the Carbon Disclosure Project reporting as part of the Global Covenant of Mayors for Climate and Energy. Health Canada and the Institute for Catastrophic Loss Reduction (ICLR) have published a number of case studies highlighting work on extreme heat and the urban heat island undertaken by the City of Windsor. The City of Windsor has also received accolades for the innovative Retention Treatment Basin that reduces combined sewer overflows into the Detroit River.

There are dozens of commendable plans, initiatives, studies and events mentioned in this report such as the adoption of an electric bike and scooter sharing program, major active transportation upgrades, disaster and flood mitigation programs, and many renewable energy projects.

Each section of the report also includes a list of areas to move forward.

Environment, Sustainability & Climate Change staff continue to work with various City of Windsor departments to implement our Environmental Master Plan as well as our Climate Change Adaptation Plan and Community Energy Plan/Corporate Climate Mitigation Plan.



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Introduction

Background

Windsor's first Report on the State of our Environment (ROSE) was completed in 2008 and approved by City Council in 2009. This report was identified in Windsor's Environmental Master Plan (EMP) as a way to monitor the Plan's ongoing implementation and progress. A second ROSE was developed and approved by Council in 2013, and a third in 2017. These documents provide data which can now be built upon. The ROSE is a way to track specific environmental indicators over time. It is our hope that these indicators will improve as a result of changes to corporate policy and operations, as well as community action.

As described in the original ROSE, the indicators chosen to be monitored over time were discussed with a group of City staff and community partners. In most cases, the indicators were chosen because they were relatively easy to track and provided insight into the state of the environment. This is not an exhaustive list of environmental indicators, and there may be various factors influencing them. For example, the weather plays a role in many of the water quality indicators.

This 2023 ROSE report reflects the realignment of goals set out in the 2017 Environmental Master Plan, which separated Air and Water Quality into two separate goals to allow a specific focus on each element. This report provides trends in data collected from 2007 through 2022 and will continue to be updated approximately every four years.

The indicators included in the ROSE have been grouped and presented in alignment with the updated five goals in the 2017 EMP:

| Goal A | Improve Our Air Quality |
|--------|------------------------------|
| Goal B | Improve Our Water Quality |
| Goal C | Responsible Land Use |
| Goal D | Increase Resource Efficiency |
| Goal E | Promote Awareness |

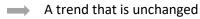
The indicators chosen focus on the priorities set by Council in the EMP, namely, to focus on the actions of the Corporation and items that the City can control, in the context of larger environmental change. The focus was also kept as "local" as possible: the Working Group focused on indicators that reflect the health of Windsor's environment. Therefore, there are linkages from local actions and conditions to national priorities and issues, such as climate change.

How to Interpret the Graphs

Legend



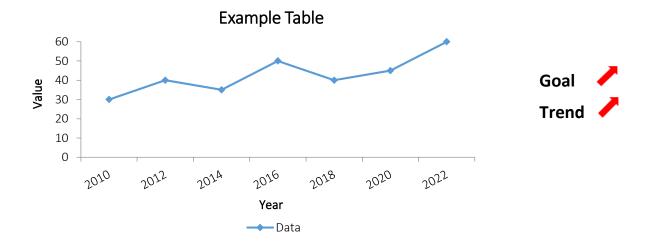
An upward goal or trend A downward goal or trend



To determine if the indicator, or the gauge of the situation, is improving or declining over time, two trend arrows will be included with most figures. The first arrow indicates the goal (either up or down), and the second arrow indicates the trend (either up, down, or flat line).

Some indicators are measured more qualitatively than quantitatively. These indicators will be rated as having an upward or downward trend on a case-by-case basis.

In the graph below the slope is measurably moving in an upward direction other the timeframe. In this case the goal and the trend arrows point in the same direction, therefore, it is a positive outcome.



Green and Orange Flags – several of the charts in this report have been marked with flags



Green flags are used to signify that recent data are trending strongly in the right direction.



Orange flags signify that recent data are trending away from the goal. They are a warning that without action, it is likely that the indicator will be performing worse in coming years.

Plans and Policies

A few of the most significant events to share in the 2023 ROSE Report include new plans, updated plans, and the declaration of a Climate Change emergency. These actions impact all goals set out in the Environmental Master plan and aim to address and tackle environmental sustainability and climate change, and help make progress toward a healthy, sustainable future for Windsor.

Community Energy Plan

The Community Energy Plan was approved by City Council in 2017. This plan will result in actions to improve energy efficiency; modify land use planning; reduce energy consumption and greenhouse gas emissions; and foster green energy solutions throughout Windsor while supporting local economic development. Following extensive analysis of energy use in the city, community consultation and engagement, the City of Windsor's CEP outlines strategies to reduce greenhouse gas emissions, reduce energy use and create economic advantage.

Environmental Master Plan Update

The 2017 Environmental Master Plan (EMP) reflects the City's commitment to enhancing environmental performance and facilitating social well-being and economic prosperity. The updated EMP further considers the impacts of climate change and the health of the Windsor community.

Climate Change Emergency Declaration

On Monday, November 18, 2019, City Council unanimously agreed to join over 400 communities across Canada in declaring a climate change emergency in Windsor. City administration was directed to prepare reports containing recommendations for priority action items, implementation measures and cost requirements to accelerate and urgently work toward the reduction of emissions and preparing for our climate future, this report titled "Acceleration of Climate Change Actions in response to the Climate Change Emergency Declaration" was presented and approved by City Council in 2020.



Plans and Policies

Active Transportation Master Plan

The Active Transportation Master Plan (Walk Wheel Windsor) was completed in 2019 and partially funded by FCM's Municipalities for Climate Innovation Program. The plan was informed through four discussion papers, three engagement summaries and the Windsor Bike Share Report, as well as thousands of comments and suggestions received from Windsor residents. The plan is committed to improving walking, biking, transit and other mobility options and developing well-connected, attractive active transportation networks that are safe, convenient and user-friendly for all modes of transportation, as well as help decrease GHG emissions and improve public health.

2020 Climate Change Adaptation Plan Update

The update to the Climate Change Adaptation Plan was completed to identify actions to reduce the impacts of climate change both for the Corporation as well as the Community. Vulnerabilities and risks were identified and adaptation actions were developed. The final actions presented in the plan were proposed by both City of Windsor administration and the community.

More Than Transit

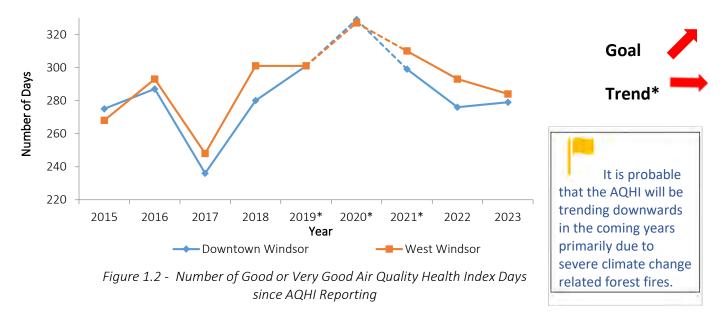
After a lengthy public consultation period Council approved the Transit Windsor Master Plan in 2020. The updated plan replaces the previous version published more than 10 years ago in 2006 and contains short-to-long-term actions and recommendations for Transit Windsor over the following decade. The Plan contains both the service's directions going forward and an implementation plan and schedule setting more ambitious targets which can be reached with today's technology and evidence-backed best practices.



Indicators

Air Quality Health Index

The Air Quality Health Index (AQHI) replaced the Air Quality Index (AQI) in 2015. The AQHI is a scale designed to help understand what the air quality around us means to our health. The AQHI differs from the traditional AQI as it reports on the health risk posed by a mixture of pollutants including ground-level ozone, particulate matter and nitrogen dioxide as opposed to the air quality of the single worst pollutant.



^{*}The COVID pandemic dramatically altered driving habits in the years 2019, 2020 and 2021. If the influence of the pandemic is taken out of consideration the trend would be flatline.



Figure 1.2 - Number of Good or Very Good Air Quality Index Days prior to AQHI Reporting

Smog Days

Replacing the AQI with the AQHI also impacted Smog Advisories. A new alert system was put in place in 2015 based on the Air Quality Health Index. If a high-risk AQHI value is forecast to last for 1 to 2 hours, a Special Air Quality Statement (SAQS) will be issued. If the high risk AQHI is forecast to be persistent, a duration of a least 3 hours, then a Smog and Air Health Advisory (SAHA) will be issued.

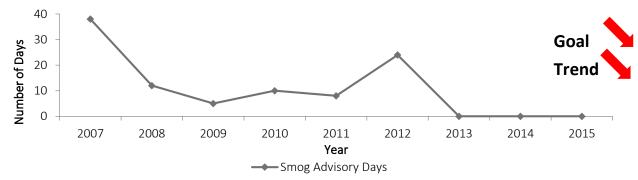


Figure 1.3 - Number of Smog Advisory Days prior to AQHI Reporting



Figure 1.4 - Number of Special Air Quality Statement Days and Smog and Air Health Advisory Days since AQHI

Ground Level Ozone

Ground level ozone is produced in emissions from burning fossil fuels, coal plants, factories, evaporated gas, paints, and solvent fumes. Ground level ozone is the primary air pollutant responsible for smog. Ozone irritates the lungs and can cause significant health problems for people at risk.

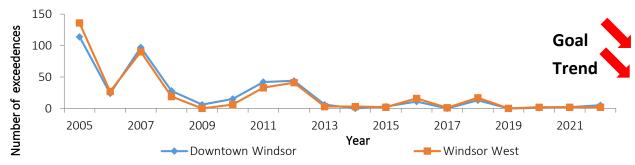


Figure 1.5 - Number of One-hour Exceedances of acceptable Ground Level Ozone Concentrations (as set by the MECP)

^{*} Peak years coincide with hotter summers and increased days above 30°C.

Commuting

Commuting rates are determined by the number of kilometres driven, in total, by Windsorites. The greater the number of kilometres driven, the higher the impact will be on air quality and congestion. This impacts the health of residents and the environment.

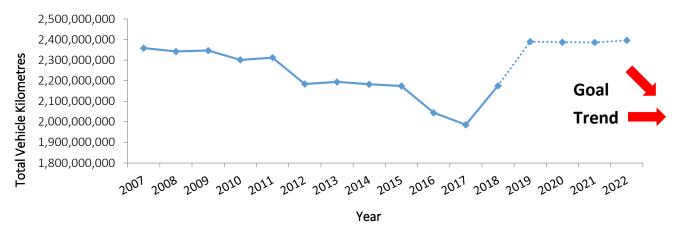


Figure 1.6 - Total Vehicle Kilometres Travelled*

Moving forward - measuring the impact of combustion engines on air pollution

As the number of electric vehicles on the road increases, the association with commuting and air pollution decreases. To better capture the impact of combustion engines on air pollution, a new indicator is being tracked – Community Fuel Sales.

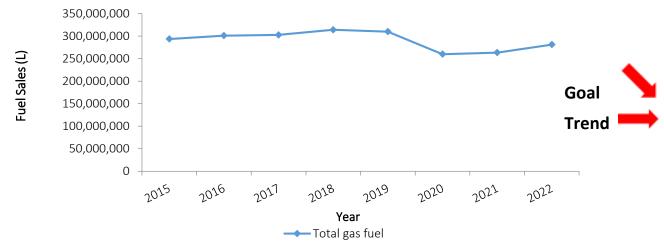


Figure 1.7 - Community Fuel Sales (E10, Pure Gas, Diesel)

^{*}NOTE: 2019-2022 data may not accurately reflect actual vehicle kilometers travelled. The Traffic Division did not complete the majority of Traffic counts during this time due to the pandemic and as a result the annual traffic count reports were not issued. Technical Support-IMS updates the Hansen database based on the annual report and only street segments that change from the annual report. With few counts being completed during this timeframe, previous counts remain in the database which could affect results.

Trails

Populations that walk, bike, and participate in outdoor sports have a more active lifestyle than those that do not. Cities with active, engaged citizens are healthier, more vibrant, and economically competitive places. Multi-use trails are dedicated trails located both off-road and within the public right of way that may be used for mixed uses, including mobility devices, walking, running, or bicycling. Bike facilities include sharrows (road markings indicating that cyclists and motorists share the lane), signed bicycle routes and bicycle lanes. Biking and walking are emissions free options for mobility.

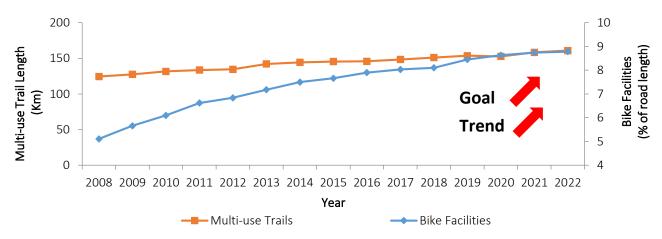


Figure 1.8 - Amount of Bicycling Facilities and Multi-Use Trails

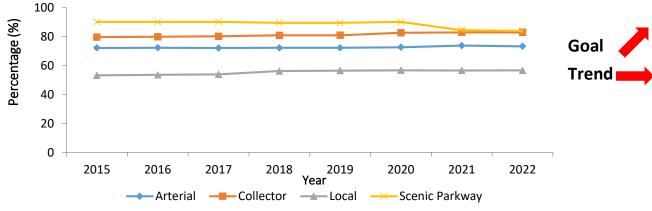


Figure 1.9 - Percentage of roads with one or more sidewalk

^{*17} completed sidewalk projects (2.7 km) in 2020 as per MappMyCity.

Transit Windsor Ridership

Ridership showed a steady incline before the COVID-19 pandemic impacted services. During the pandemic, Transit Windsor continuously reviewed and adapted service delivery in response to safety regulations and operational demands to continue to provide safe and reliable service to the community. Recent data shows that ridership is returning to levels seen before the pandemic.

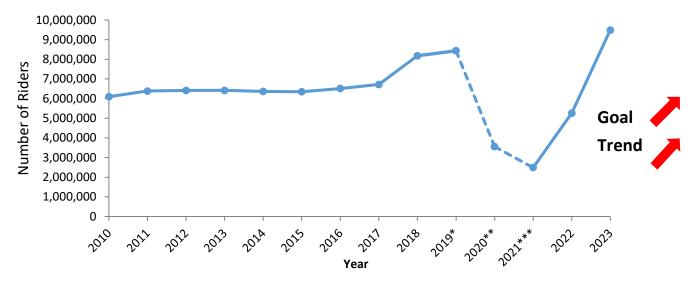
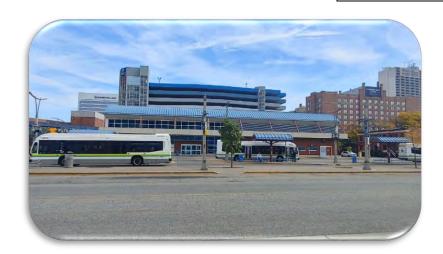


Figure 1.10 Transit Windsor Ridership

*** Enhanced Saturday schedule from September 2020 until September 7, 2021. Regular service resumed on September 7, 2021, until November 22 2021 when the enhanced Saturday schedule started again due to staffing shortages.

**** 2020/2021 data not reflective of ridership trends.

Although the COVID-19
Pandemic majorly impacted ridership,
2023 data shows that dependence on
public transit is increasing. Population
growth and densification are further
intensifying this trend.



^{*} NOTE: 2020 drop a direct result of reduced service, suspended service, and capacity limitations during the COVID-19 pandemic.

^{**} There was no transit service from March 30 to May 4, 2020. An enhanced Sunday schedule was implemented until September of 2020, with some routes not running.

City of Windsor Initiatives

Idle-Free Campaign

Following the 2016 update to the Anti-Idling by-law that limited idling time to 3 minutes, the City of Windsor with support from the Clean Air Partnership (CAP) conducted outreach to school boards, individual students, staff, and parents to develop and implement a targeted enforcement plan at idling hotspots. CAP's Idle-Free Campaign Kit included a sample letter to parents as well as the bus company, student observer's instructions for baseline data collection, a bus idling observation form, a general idling observation form, sample dialogues with drivers, and commitment to reduce vehicle idling.



The Greater Essex County District School Board in partnership with the City has installed no-idling signs at all public schools. Large vinyl no-idling banners can be borrowed by schools to further draw attention to limit idling.

Vision Zero

City Council approved the Vision Zero Policy, which endorses the goal of zero fatal and serious injury collisions. To achieve this goal, an action plan is currently being developed in collaboration with a Vision Zero Task Force, which is made up of staff across City departments and emergency services, and a Vision Zero Stakeholder Group consisting of community stakeholders and members of the public. Using a data-driven, equity-focused approach, the Vision Zero Action Plan will identify strategic priorities, recommended initiatives, and interim goals. Progress reports will be presented to the Environment, Transportation and Public Safety Standing Committee as the Vision Zero Action Plan is developed.

Streetscaping

The City of Windsor has initiated a study to review the existing roadway elements along the University Avenue and Victoria Street corridors and consider opportunities within the right-of-way to achieve safe, efficient, comfortable, and convenient travel for roadway users of all ages, abilities, and modes over a 20-year study horizon.

The City also initiated a Municipal Class Environmental Assessment to evaluate the extension of Wyandotte Street East to Jarvis Avenue to serve neighbourhood transportation and infrastructure needs over a 20-year period. The study will consider the Wyandotte Street East extension for vehicular, pedestrian, transit, and bikeway connections; traffic calming; drainage; and sanitary and storm water sewage.

Cycling Network

In 2023, a total of 192.49 kilometers of Bike facilities were reported, which includes Bike lanes, Buffered Lanes, Sharrows, and Signed Routes. Over 60 percent of roads have one or more sidewalks to accommodate accessible alternative transit modes, help reduce emissions, and promote healthy lifestyle options.

Over 1.213 km were designated as "Cycle Tracks" and are for cyclists only.

Traffic Calming Studies

Traffic calming is intended to improve safety, enjoyment, and pedestrian use by reducing traffic speed and volume on a group of streets within a specific geographical area and by implementing proven methods to reduce identified problems. Six Traffic Calming Studies are currently in progress, with 16 more studies upcoming.



Open Streets

Open Streets was designed to help reduce emissions by promoting alternative methods of transportation while connecting people and communities. Since 2016, thousands have attended this free event, which encompasses an eight-kilometre route spanning numerous neighbourhoods from the west end of the city to the east. During the event, streets are temporarily closed to cars, providing a unique opportunity to connect our diverse neighbourhoods, local businesses and people while encouraging healthy and active lifestyles. In light of the Covid-19 pandemic the event was canceled in 2020, but city staff and community partners worked hard to design a route and event that was safe, accessible and memorable for all who participated when Open Streets returned in 2021.

Dougall Avenue Pedestrian Underpass and Multi-Use Trail

2020 saw the opening of the Dougall Avenue pedestrian underpass. This 32-metre passage allows non-vehicle traffic to pass under the CN Railway tracks and connects the multi-use trails south of the CN Railway along South Cameron Boulevard and the multi-use trail to the north along Dougall Avenue, as part of the City's intersection, roadway, and multi-use trail improvement project. This project transformed a once dangerous section of roadway into a safe pathway for active transportation users.

Active Transportation

2021 saw the completion of a \$2-million project to rebuild a section of Matchett Road using a cost-effective and environmentally-friendly engineering process called full-depth reclamation, and adding a new multi-use trail and pedestrian crossover. The trail links with Transit Windsor's South Windsor 7 route and was funded in part by the Public Transit Infrastructure stream of the Investing in Canada infrastructure plan to stretch the multi-use trail on Matchet Road from the E.C. Row Expressway to Broadway Street. By 2024, this trail is expected to provide a vital link for cyclists and pedestrians connecting from the new Gordie Howe International Bridge to the Herb Gray Parkway. This latest addition of a multi-use trail on Matchett Road will provide a vital link to the Ojibway Prairie Complex from Malden and Mic Mac parks.

Bike and Scooter Sharing Pilot

In 2021, the micromobility share program was implemented to aligned with the goals of Windsor Works to improve urban mobility and Walk Wheel Windsor to investigate bike share and new technologies. The pilot program, stated in 2021 and extended into 2022, had more than 29,000 total rides by roughly 8,000 unique riders. After City Council reviewed the pilot results it was decided to extend the program for another three years, with the service area expanded to the City limits.

Active and Safe Routes to School Developments

The City supports the Windsor-Essex County Health Unit and local school boards to map out safe routes to school in order to promote and support the use of active transportation modes like walking or cycling. A grant from the Ontario Active School Travel Fund was secured to help support active school travel from January 2021 until June 2022. Six pilot schools across the region will receive a variety of supports to develop and promote school travel plans. Students are encouraged to take active transportation to school using the MappMySchoolNeighbourhood app.

EV Charging Stations

The Corporation has installed 11 electric vehicle charging stations for public use at municipal properties throughout the City. These dual-connector stations provide designated charging spaces for 22 vehicles at various parks, community centres, and business districts, making it more convenient for drivers of electric and hybrid vehicles to charge up. Charging was made available to the public free of charge during the first year of service, allowing administration to collect data and determine the future needs of Windsor's electric vehicle charging infrastructure.

Transit Improvements and Fare Restructuring

In addition to updating the fleet, service improvements include extra amenities and new technology which will provide better service to the community, as well as aid in reducing emissions and Transit Windsor's carbon footprint. Some of these enhancements include:

- In 2022, the initiative to install 180 new bus shelters at stops around the City was completed
- 147 new concrete pads for greater accessibility
- The Transit App to reduce the amount of rider guides and provide up to date information and directions
- Reloadable Smart Ride cards to eliminate the need for paper tickets
- Real time data with Intelligent Transportation Systems (ITS) and the Prediction Portal
- New wayfinding signs at the west end terminal
- 418X route offers expedited service along the Tecumseh-College-Sandwich corridor
- The LTW route between St. Clair College and the Leamington Kinsmen Recreation Complex
- The new 518X route to St. Clair College via Devonshire Mall to reduce travel times by over an hour
- A partnership with the University and St. Clair College to implement U-Pass to promote ridership among students
- A re-alignment of Route 1C on Tecumseh Road East to improve service and eliminate duplication
- Children 12 years of age and under are free with a full paying passenger.



Transit Replacement Schedule

In 2021 Council approved a resolution to procure 24 new buses as part of addressing the ongoing need to reduce the overall age of city buses, help improve efficiency and air quality, and reduce emissions. According to a report by Transit Windsor, the accepted public transportation industry standard for heavy-duty buses is a useful lifespan of 12 years. Currently 43 Transit Windsor buses, more than a third of the fleet, are older than 12 years, with many approaching 20 years of use. Transit Windsor expects the latest round of bus funding will cover fleet replacement needs until 2024.



Green the Fleet Update

The City continues to electrify our fleet and now owns 7 full EVs and 7 plug in hybrids.

Facilitating the Transition to Electric Vehicles

A City Council report *Facilitating the Transition to Electric Vehicles* was accepted in January, 2021. Windsor's efforts along with stakeholders and partners will strengthen the local automotive industry and help transition toward becoming Canada's Automotive Capital while working to meet Greenhouse Gas Reduction targets.

First Large-Scale Electric Vehicle Battery Plant in Canada

Windsor was proud to welcome dignitaries from the federal and provincial governments along with industry leaders from Stellantis and LG Energy Solution (LGES) to share news that the first large-scale electric vehicle (EV) battery manufacturing facility in Canada will be built right here in Windsor.

Further to this announcement, automaker Stellantis announced in early 2022 that it will spend \$3.6 billion to update its Brampton and Windsor plants with the aid of provincial and federal funding. These improvements will help expand and build new research and development centres with a focus on electric vehicles and battery technology, and create a new, flexible, vehicle assembly line at the Windsor plant.

Goal A: Improve Our Air Quality

Areas to Move Forward

- Update the City's Greening the City Fleet Manual;
- Research opportunities to electrify City fuel-burning equipment including fleet, off-road vehicles, small equipment;
- Develop an electrification strategy for municipal fleet vehicles;
- Continue to participate in Open Streets Windsor to promote alternative methods of transportation;
- Develop a Complete Streets Policy;
- Identify priority areas for connectivity among the City's walking facilities;
- Develop an electrification strategy for Transit Windsor Fleet;
- Design commercial and residential land use to maximize access to public transit;
- Develop a bike parking policy;
- Public engagement to encourage the transition to electric vehicles and small equipment (e.g. lawnmowers);
- Work towards achieving a modal split of 25% by 2041

Indicators

Quality of Wastewater

Treating wastewater is vital for maintaining water quality. Wastewater treatment removes particulate matter/sediments, and both organic and inorganic pollutants before the water is discharged into the Detroit River. Treatment plants strive for a high percentage of removal for biological oxygen demand, suspended solids and total phosphorous to protect the health of the river ecosystem. Total ammonia removed has been tracked since 2008 and was newly added in this report.

Note that while amount of contaminant removal fluctuates, the effluent objectives set by the province have been achieved in every year and for every pollutant.

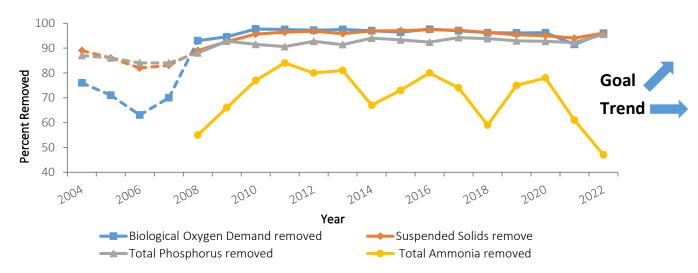


Figure 2.1.a - Contaminant removal at Lou Romano Water Reclamation Plant

^{*} In 2007 the Lou Romano plant began measuring Carbonaceous Biological Oxygen Demand (BOD) in its effluent in place of Total BOD. This does not allow for a completely direct comparison.

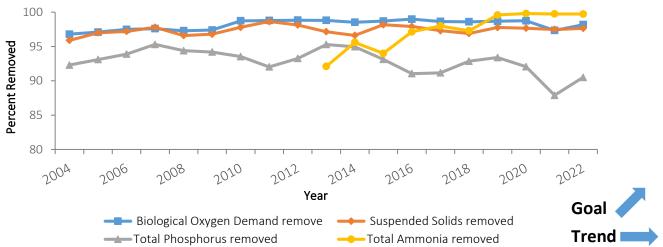


Figure 2.1.b - Contaminant removal at Little River Pollution Control Plant

Detroit River Quality

The Detroit River was listed as a Great Lakes' Area of Concern in the 1980s. The Detroit River Canadian Cleanup (DRCC) is a community-based partnership between industry, government (including the City of Windsor), academics, environmental organizations and citizens that work together to improve the health of the Detroit River ecosystem. The DRCC initiative, implemented as part of the Canada-U.S. Great Lakes Water Quality Agreement, tracks the status of 14 potential beneficial use impairments (BUIs) that indicate the health of different parts of the ecosystem. Progress is being made through restoration and monitoring.

In 2013 there were eight impaired BUIs, in 2022 there are four remaining.

Table 2.2 – The Status of Detroit River Beneficial Use Impairments.

| | Z.Z THE Status C | - | | | | | | |
|----|---|-----------------------------|--------------------|--------------------|-----------------------------|--------------------|--------------------|--------------------|
| | Beneficial Use Impairment | 2013 ROSE | 2016 Status | 2018 Status | 2019 Status | 2020 Status | 2021 Status | 2022 Status |
| 1 | Restrictions on fish and wildlife consumption | Impaired (fish) | Impaired (fish) | Impaired (fish) | Impaired (fish) | Impaired (fish) | Impaired (fish) | Impaired (fish) |
| 2 | Tainting of fish and wildlife flavour | Proposed Not Impaired | Not Impaired | Not Impaired | Not impaired | Not impaired | Not Impaired | Not Impaired |
| 3 | Degradation of fish and wildlife populations | Impaired | Impaired | Impaired | Impaired | Impaired | Impaired | Impaired |
| 4 | Fish tumours or other deformities | Impaired | Impaired | Impaired | Proposed not impaired | Not impaired | Not Impaired | Not Impaired |
| 5 | Bird or animal deformities or reproductive problems | Impaired | Impaired | Impaired | Impaired | Impaired | Impaired | Impaired |
| 6 | Degradation of benthos | Impaired | Impaired | Impaired | Proposed not impaired | Not impaired | Not Impaired | Not Impaired |
| 7 | Restrictions on dredging activities | Impaired | Impaired | Impaired | Not impaired | Not impaired | Not Impaired | Not Impaired |
| 8 | Eutrophication or undesirable algae | Not impaired | Not impaired | Not impaired | Not impaired | Not impaired | Not Impaired | Not Impaired |
| 9 | Restrictions on drinking water consumption, or taste and odour problems | Not impaired | Not impaired | Not impaired | Not impaired | Not impaired | Not Impaired | Not Impaired |
| 10 | Beach closings | Proposed Not Impaired | Not Impaired | Not Impaired | Not impaired | Not impaired | Not Impaired | Not Impaired |
| 11 | Degradation of aesthetics | Impaired | Not Impaired | Not Impaired | Not impaired | Not impaired | Not Impaired | Not Impaired |

| 12 | Added costs to agriculture or industry | Not impaired | Not impaired | Not impaired | Not impaired | Not impaired | Not Impaired | Not Impaired |
|----|--|-----------------------------|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|-----------------|-----------------|
| 13 | Degradation of phytoplankton and zooplankton populations | Proposed Not Impaired | Requires further assessment | Requires further assessment | Requires further assessment | Requires further assessment | Not Impaired | Not Impaired |
| 14 | Loss of fish and wildlife habitat | Impaired | Impaired | Impaired | Impaired | Impaired | Impaired | Impaired |

Pesticide Use

Pesticides can be harmful to the environment and to human health if not used in a responsible manner. The City continues to maintain Integrated Pest Management (IPM) Certified applicators and follow best practices to mitigate pesticide use. In 2009 the Province of Ontario imposed a cosmetic pesticide ban limiting the list of allowable pesticide use. The City of Windsor uses pesticides to maintain infrastructure such as Roadways, sidewalks, and golf courses etc., that follow all regulations of the Ontario Pesticide Act and are approved by the Ministry of Environment. Where possible, the City uses less toxic pesticides (similar to Horticulture Vinegar) to maintain garden and landscape areas.

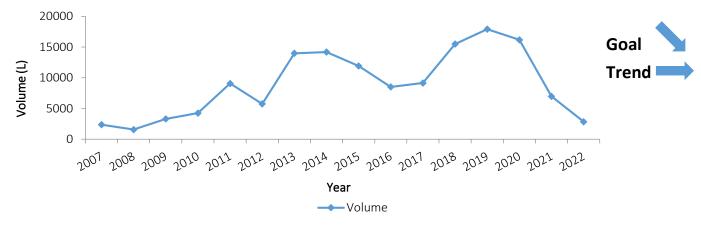


Figure 2.3 - Amount of Pesticide Used

Pesticides are used as a means of chemical control for certain invasive plant species. As the number and variety of invasive species increases in the region, pesticide use may increase.

^{*} Pesticide volumes increasing because Parks are also spraying with their own trucks and sprayers, and forestry is now utilizing pesticides within their nursery operation.

^{*} Significant decrease in pesticide use after switching products to AXXE Broad Spectrum Herbicide as a replacement for Horticulture Vinegar in 2020.

^{*} Reporting uses total Liters of pesticide used (active ingredient only usually as a concentrate) as different seasons, applications types, and targeted pests make use of different mixture rates.

Tributary Surface Water

Turkey Creek (Grand Marais Drain) and Little River are two major tributaries of the Detroit River. Phosphorus is a nutrient that can become elevated due to urban and rural land uses associated with fertilizer use, pet and wildlife droppings and faulty septic systems. Excess phosphorus in freshwater promotes the growth of algae. When the algae dies, dissolved oxygen in the water is consumed to biodegrade the algae. This process is called eutrophication. When the level of oxygen is reduced due to eutrophication the fragile ecosystem becomes strained and can lead to fish and wildlife deaths and poor water quality.

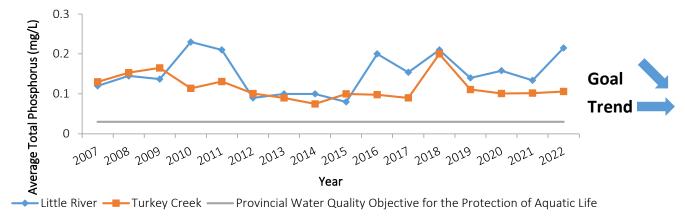


Figure 2.4 - Total Phosphorus in Windsor Tributaries

Water Quantity Control

Limiting the amount of stormwater runoff entering the City's sewer system can significantly decrease the risk of basement and surface flooding, especially in areas prone to flooding. Implementing innovative stormwater management strategies to store, infiltrate, and/or reuse storm runoff directly at the source can be effective in reducing stormwater from entering sanitary and combined sewer systems in areas prone to inflow and infiltration. This, in turn, will lessen the burden on the City's wastewater treatment plants during wet weather conditions and reduce wastewater treatment plant bypass and sewer overflows to the Detroit River.

Amount of Wastewater Treated

The amount of wastewater being treated indicates the amount of water each household is using, in addition to the amount of stormwater that is sent to the treatment plants. A lower amount can indicate better water conservation on the part of the community. Additionally, this number is impacted by the stormwater collected by combined sewers that is sent to the wastewater treatment plants.

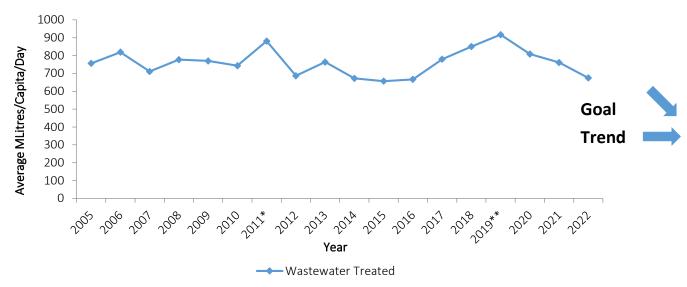


Figure 2.5 - Total Amount of Wastewater Treated

^{** 2019} rise in total amount of wastewater treated coincides with historically high water levels causing inflow into the system.



^{*} In 2011, total rainfall in Windsor measured 1,568.2mm compared to the average total rainfall of 805mm. This well-above-average rainfall contributed significantly to the large amount of wastewater treated at each plant in 2011.

Wastewater Treatment Plant Bypass

A wastewater treatment plant bypass occurs when wastewater reaching a wastewater treatment plant exceeds the plant's design capacity, often due to a rain event. This data is tracked at both of Windsor's wastewater treatment plants. All bypass events at Windsor's treatment plants receive some level of treatment before discharge.

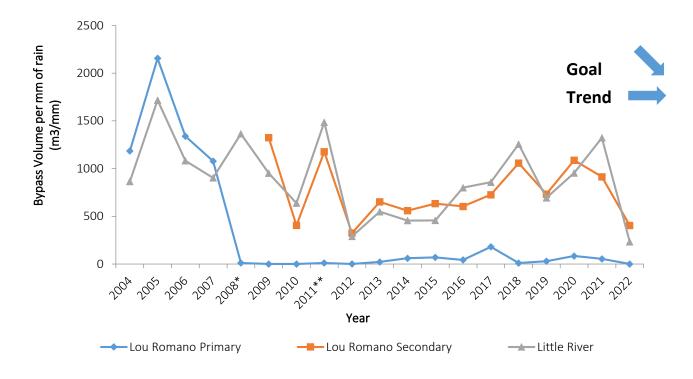


Figure 2.6 - Wastewater Treatment Plant Bypass Volumes Normalised for Amount of Rainfall

^{*} The number previously reported for 2008 Lou Romano Secondary Bypass has been removed as it was deemed to be an outlier. In 2008, the Lou Romano Water Reclamation Plant was undergoing an expansion of its primary treatment processes from 165 Megalitres to 275 Megalitres and upgrading the facility to include 220 Megalitres of secondary treatment. The secondary treatment process experienced some difficulties during the initial operation phase resulting in a greater amount of secondary treatment bypass.

^{**} In 2011, total rainfall in Windsor measured 1,568.2mm compared to the average total rainfall of 805mm. This is well-above-average rainfall contributed significantly to the bypass amounts at each plant in 2011.

^{***} Rise in total amount of wastewater treatment plant bypass volumes post-2017 coincides with historically high great lakes and ground water levels which may have contributed to inflow into system.

Water Consumption

A lower amount of water consumption may indicate better water conservation on the part of the community as a whole.

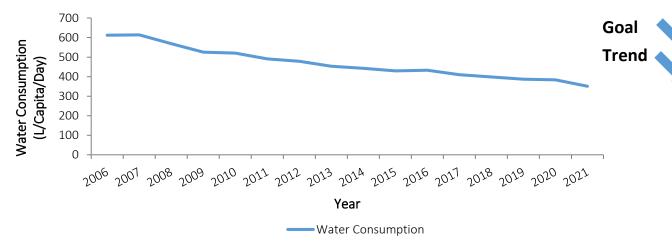


Figure 2.7 - Water Consumption in Litres per Capita per Day

City of Windsor Initiatives

Updated Intensity Duration Frequency Curves

On behalf of the City of Windsor and the municipalities of Essex County the Essex Region Conservation Authority worked with researchers to model and predict a range of future IDF curves under a variety of climate change scenarios. These updated curves were considered in the recently approved Windsor/Essex Region Stormwater Management Standards Manual and the Sewer and Coastal Flood Protection Master Plan.

Windsor/Essex Region Stormwater Management Standards Manual

In 2018, Windsor collaborated with ERCA and rural municipalities to create the Stormwater Management Standards Manual. It outlines standards for the Windsor/Essex Region and presents best practices based on current science. It is to be viewed as a living document, and reviewed, updated, as needed. An amendment to the Manual is currently underway and anticipated to be completed in 2024.

Partners for Action Flood Awareness Survey

In 2018, the City of Windsor collaborated with Partners for Action with support from the Canadian Red Cross to gain a better understanding of flood risk perception and preparation among Windsor residents. Understanding the risk of flooding in a community is the first step to being prepared for future flood events. The information from the survey and the follow-up focus group meetings were used to inform various City of Windsor initiatives, including the update to the Climate Change Adaptation Plan, completion of the Sewer Master Plan, and to support community engagement. In addition, the results

from the survey and the focus group meetings contributed to the development of a national FloodSmart Canada campaign to increase risk awareness and flood mitigation action for homeowners.

Windsor Riverfront West Combined Sewer Overflow Control Environmental Study

The City of Windsor, with funding assistance from the Ministry of the Environment, Conservation and Parks and the federal Great Lakes Sustainability Fund, has carried out a Class Environmental Assessment (E.A.) as the next step in implementing the last remaining initiative recommended in the 1999 Pollution Control Planning Study. The PCP study identified combined sewer overflows to the Detroit River as being a significant source of pollution and presented alternative control strategies while establishing the preferred pollution control plan and recommended initiatives. The Environmental Study Report documents the planning and decision-making process through to selection of the preferred design concept.

Rain Barrel Water Collection Program

The City continues to encourage the use of rainbarrels and currently sells rainbarrels at the Ojibway Nature Centre. In 2022 rainbarrels were installed at 2 new Community Gardens.

Stormwater Management

Hydraulic modelling, flow monitoring and video inspection programs using Zoom Camera and CCTV technology continue to improve the inventory of the mainline sewer ratings and help gather more information about the state of the City's sewer system.



Disaster Mitigation & Adaption Fund Projects

The City of Windsor has been hit hard by flooding in recent years, and in 2019 obtained funding from the Disaster Mitigation and Adaptation Fund (DMAF) to implement flood mitigation measures involving building and expanding roadways, sewers, pump stations and other storm water infrastructure to reduce the impacts of flooding on Windsor residents and the local economy. Some of the innovative DMAF projects are detailed below.

Tranby Park LID Innovation

The Tranby Park project marked the first low-impact development (LID) implemented by the City of Windsor in a City Park. Tranby Park has reopened after a renovation to add a number of features intended to mitigate flooding. This \$4.75 million project was partially funded by the federal government, and is among the first of many that will incrementally reduce the risk of basement flooding across the city. LID projects store rainwater by allowing it to percolate into the ground rather than rush into the stormwater system. Drainage Improvements to Tranby Park include new stormwater detention features such as a dry pond, permeable parking lot, and bioswales. LID practices such as this one, build

community resiliency in order to reduce the economic impacts from increased precipitation trends, as well as help prepare for a changing climate.

Eastlawn Flood Mitigation

Another Low Impact Development project was included in the \$4-million reconstruction of Eastlawn Avenue, which is part of the \$1.6 billion the City will spend over 10 years to upgrade vital infrastructure like roads and sewers. The Eastlawn reconstruction will be one of a number of test sites for innovative flood mitigation strategies.

Collaborative Low-impact Development (LID) Research Study

In collaboration with the University of Windsor, the City will be initiating an LID research study to investigate areas in which future implementation of LID flood solutions may be feasible to reduce inflow into the existing sewer system. The outcome of this study is to include the following:

- Identify a range of permeability rates through the region's underlying clay soils.
- Assess the effectiveness of implementing LID measures within clay soil along roadways in older developed areas.
- Identify feasible LID measures for future development areas that can be used as a source of water quantity and quality control.
- Distinguish the restrictions of implementing LID's related to clay soil's capacity to absorb rainfall.
- Pinpoint potential advantages and localized hindrances associated with employing LID measures as a mean of stormwater management control.

This research study is anticipated to begin in 2024.

Climate Resilient Home

The City of Windsor retrofitted a City-owned home built in the City's core in the 1920s with the goal of reducing the risk of basement flooding. A series of changes were implemented to the inside and outside of the home to make it more climate resilient. This home was used to demonstrate the Basement Flooding Subsidy Program along with residential scale Low Impact Development opportunities. Videos documenting the implementation of the flood protection measures are up on the City's Youtube channel for educational purposes.

Public Education to Preserve Water Quality

To remind residents of individual impacts to the sanitary and storm sewers, various tools have been developed including:

- Activity Guide advertisements for proper disposal of "flushables"
- Door Hangers to acknowledge how homeowners can protect the City's Low Impact Development Features
- Door Hangers that can be dispatched into areas that have been identified as having issues with either "flushables" or Fats, Oils and Greases (FOG).

FOG cups are available to residents at community centres and libraries.



Peche Island Fish Habitat and Erosion Mitigation Project





In 2020 the City of Windsor began work on the Peche Island Fish Habitat and Erosion Mitigation Project in partnership with the Essex Region Conservation Authority; Detroit River Canadian Cleanup; Swim Drink Fish; Environment and Climate Change Canada, the Ontario Ministry of Natural Resources and the City's Forestry department to create a series of offshore breakwaters in the Detroit River along the island's north shore. By 2022, 9 sheltering islands had been constructed at the north end of the island. These long narrow islands protrude above the water and protect Peche Island from further erosion. The islands also act as a fish refuge and allow for an aquatic vegetation community to establish. Along the northeast shore, a 600-metre-long revetment wall was constructed to further provide erosion control.

Stormwater Financing Study

The City of Windsor possesses nearly \$2 billion worth of stormwater sewer system assets, where funding for the management of these assets is currently done through a sewer surcharge which is based on user water consumption rates and does not differentiate between sanitary or stormwater sewer systems. In 2020, The City undertook a Stormwater Financing Study to assess the current stormwater management program and explore alternative funding models that more appropriately charges property

owners based on the amount of impervious surface area, which does not allow water to infiltrate into the ground, on their property and will be shown as a separate charge to the sanitary sewer charge on their water bill.

An Implementation Plan was developed in 2021 to identify the tasks, resources, timeline, and duration necessary to develop and implement a new stormwater financing model. The City is currently underway with executing this Implementation Plan, which allows for the transition to a user-fee based funding model that more appropriately and fairly charges property owners based on the amount of impervious surfaces they have on their property.

East Riverside Flood Risk Study

This study was funded through the Federation of Canadian Municipalities' (FCM)Municipalities for Climate Innovation Program (MCIP) and covered the area from St. Rose Beach to the municipal boundary with the Town of Tecumseh. The project was designed to look at current and future vulnerability with rising water levels and the existing barrier land form system. Future climate change projections for increasing Great Lakes levels (i.e. Lake St. Clair) were completed as part of the project. The findings of this study have been incorporated into the Sewer and Coastal Flood Protection Master Plan.

Sewer and Coastal Flood Protection Master Plan

Windsor has completed the Sewer and Coastal Flood Protection Master Plan to better understand flooding issues in the City. The plan sets standards for successful operation and maintenance of the city's storm and sanitary sewer systems, as well as identifies and prioritizes future upgrades and expansion requirements for long-term maintenance using a system-wide approach to identifying specific improvement projects that can be undertaken to improve efficiency and reduce the risk of flooding caused by wet weather. The development of the Master Plan included modeling of the sewer network and overland flow routes. A climate change stress test design storm events was used in the model to help understand the potential impacts of increased rain events. The final plan was approved in 2020 and includes a high level list of recommendations including:

- Mandatory Use of Sewage Ejector Pumps for New Residential Development
- Mandatory Downspout Disconnection for New Development
- Stormwater Surcharges and Green Infrastructure Credits
- Sanitary Rain Catchers and Manhole Sealing
- Enhanced Infrastructure Maintenance and Assessment
- Updated Sewer and Stormwater Management Standards
- Sewer Backflow Prevention Devices for High Water Levels and Select Sewer System Interconnections
- Mandatory Downspout Disconnection Pilot Study
- Mandatory Foundation Drain Disconnection Plot Study
- Improved Lot Grading
- Green Infrastructure/Low Impact Development (LID) Measures
- Subsidies to support Basement Flooding Protection, Downspout and Foundation Drain Disconnection

• Resident Education Programs for Flood Risk Awareness and Mitigation

West Windsor Flood Risk Assessment

The City of Windsor undertook a flood risk assessment study to develop a flood risk profile for the West Windsor area under extreme Detroit River water levels and to identify recommended flood protection solutions. The Final Report was completed in January 2023. The study area is generally bounded by the Detroit River to the west, Huron Church Road and Ambassador Bridge to the north, the Essex Terminal Railway and College Street to the east, and the Town of LaSalle municipal boundary to the south.

Areas to Move Forward

- Continue downspout disconnection monitoring, assessment and reporting;
- Create and implement education and outreach initiatives related to Sewer and Coastal Flooding Master Plan in order to encourage awareness and participation in flood risk reduction and stormwater quality improvement initiatives;
- Continue to advance Lauzon Parkway Sewer and Road Rehabilitation project;
- Advance St. Rose Stormwater Pumping Station project;
- Construction of a retention treatment basin (RTB) on the west side of Windsor;
- Further delisting of Detroit River Beneficial Use Impairments including BUI #1 Restrictions on Fish and Wildlife Consumption, and BUI #5 Bird or Animal Deformities or Other Reproductive Problems;
- Continue with shoreline protection and erosion mitigation projects on Peche Island;
- Continue to research economical ways to introduce LID's throughout the municipality as a source of water quality and quantity control, and further develop pilot projects for future monitoring;
- Continue with executing the Stormwater Financing Implementation Plan;
- Development of a sanitary sewer inflow and infiltration work plan to improve water quality and reduce basement flooding risks;
- Promote green infrastructure for private property.

Indicators

Urban Tree Canopy Cover

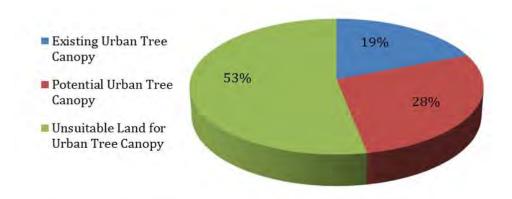


Figure 3.1b - Windsor's 2019 Urban Tree Canopy Assessment

Data collected during the City's first comprehensive canopy cover study, which used Lidar laser-scanning technology and aerial photography to determine definitively the percentage of tree canopy in the City. Results showed Windsor's canopy cover to be about 19 percent, which is the same as Mississauga's (2014) but less than Toronto's 28 percent (2018). Windsor's Urban Canopy has increased by 7 percent since 2002. For more information review the Urban Tree Canopy Study at https://www.citywindsor.ca/residents/parksandforestry/Urban-Forest/Documents/Windsor-ON-Tree-

https://www.citywindsor.ca/residents/parksandforestry/Urban-Forest/Documents/Windsor-ON-Tree Canopy-Assessment-Report-2020.pdf



Natural Heritage

Natural Heritage lands provide for the protection and conservation of Windsor's most environmentally significant and sensitive natural areas, including provincially designated areas of natural and scientific interest (ANSI) and wetlands. Natural Heritage Lands are designated as such in the City of Windsor's Official Plan.

In 2022, Natural Heritage represents just over 4.88% of the total land area of Windsor, which is 14691 hectares.

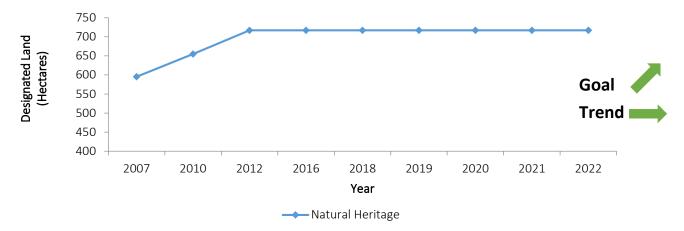


Figure 3.2 - Amount of Land Designated as Natural Heritage in Windsor's Official Plan

City Owned Trees Planted and Removed

Trees play an important role in the health of our city. Trees filter air and water pollution and help prevent severe flooding. The more trees there are, the healthier the social and natural environment will be for us and future generations.

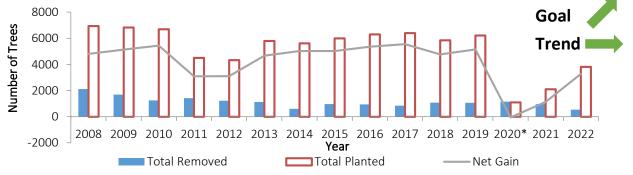


Figure 3.3 - Number of City-owned Street Trees Planted and Removed (by City and Community)

Note that the City's current strategy is to plant larger size trees that have a higher survival rate. Community plantings typically install smaller trees.

^{*}Due to COVID there was no spring 2020 planting season. These City plantings or community planting events would have accounted for another 5,000 trees planted.

Amount of Maintained and Naturalized Parkland

The higher the amount of natural parkland available to the public, the greater the opportunity for exposure and interaction between the public and nature. Other benefits include opportunities for people to enjoy outdoor activities and recreation.

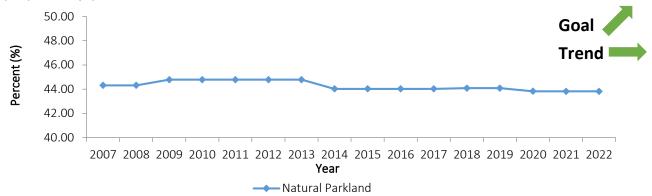


Figure 3.4 - Amount of Natural Parkland as a Percentage of Total Parkland

Brownfield Conversion

Brownfields are abandoned, idled, or underused properties where expansion or redevelopment is complicated by a real or perceived environmental contamination as a result of historical industrial or commercial land use practices. Records of site condition (RSC) are filed with the Ministry of the Environment any time a property moves to a more sensitive land use. The number of RSC's filed annually is a general indication of how many brownfields are being repurposed.

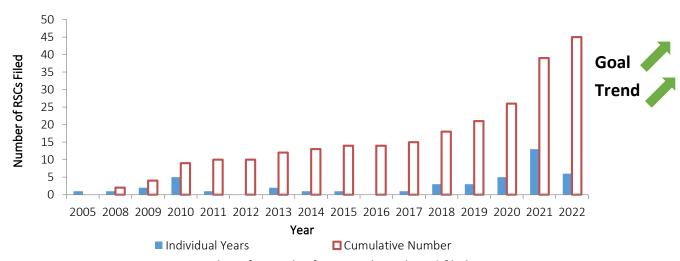


Figure 3.5 - Number of Records of Site Condition (RSCs) filed

^{*2019:} Decline due to high waters and subsequent erosion of Peche Island.

^{*} In 2009 the Planning Department identified 137 brownfield properties (226 hectares or 559 acres) that are candidates for redevelopment. Inventory does not include gas stations. To date Council has approved forty-two (42) grant applications under the Brownfield Redevelopment CIP.

Community Gardens

Community gardens growing vegetables and flowering plants promote biodiversity and limit the use of pesticides and manufactured fertilizer, thereby providing access to a source of healthy, fresh food for the community. They also foster community spirit and can turn a vacant piece of property or underutilized part of a City park into a thriving neighbourhood gathering place.

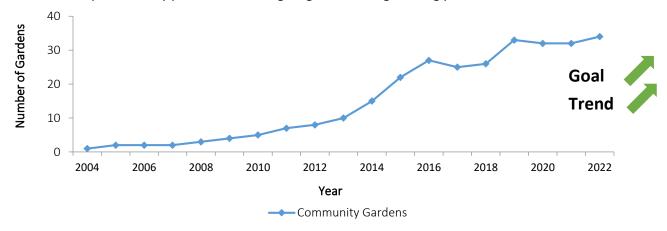


Figure 3.6 - Number of Community Gardens in Windsor

Population Density

Increasing population density creates opportunities to provide more sustainably funded services, as well as foster economic innovation, productivity, and growth as well as diverse cultural and artistic opportunities.

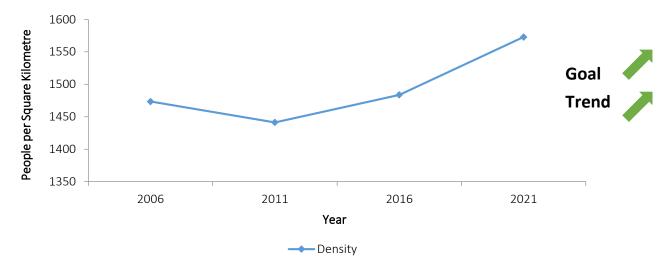


Figure 3.7 - Windsor's Population Density

^{*} In 2021, Windsor's population was 229,660, which represents a change of 5.7% from 2016.

Sustainable Construction

Green buildings and design, which includes LEED and other rating systems, are fundamental to energy efficient, environmentally sustainable development in Windsor. Sustainable construction practices help save water, reduce greenhouse gas (GHG) emissions, and contribute to the health and quality of life of communities. Projects registered since the last ROSE report are listed in red.

| Building | Registration Date | Certification Date | Certification | Level _ |
|--|-------------------|--------------------|------------------------|---------|
| Toldo Medical Education Building | 11/2/2006 | 2/18/2014 | Silver | |
| Ecole Secondaire de Windsor | 3/26/2007 | 5/2/2013 | Gold | |
| Dr. David Suzuki Public School | 6/4/2007 | 11/9/2011 | Platinum | |
| Union Gas Windsor District Office | 1/3/2008 | 4/7/2011 | Gold | |
| Confidential Project | 5/29/2009 | 8/25/2015 | Silver | Goal |
| Ojibway Nature Centre | 12/14/2009 | 10/11/2012 | Silver | |
| City of Windsor Fire Hall No. 7 | 1/4/2010 | 8/10/2013 | Silver | Trend |
| Confidential Project | 4/8/2010 | 7/27/2016 | Gold | |
| La Bella Strada | 9/5/2011 | | | |
| Confidential Project | 2/11/2013 | 5/13/2013 | Certified LE Retail | ED |
| University of Windsor (441 Univ Ave) | 9/16/2016 | 10/26/2021 | Gold | |
| Devonshire Mall Common Area | 10/27/2016 | 6/23/2022 | Gold | |
| Gordie Howe International Bridge - CAN POE | 8/23/2018 | | | |
| Rosewater Estates Building B | 3/9/2021 | | | |
| Rosewater Estates Building C | 3/10/2021 | | | |
| Rosewater Estates Building D | 3/10/2021 | | | |
| 477 Pelissier | 7/19/2021 | | | |

City of Windsor Initiatives

Community Food System Assessment

In the fall of 2018, the Windsor-Essex Food Policy Council and the Windsor-Essex County Health Unit, with support from the WindsorEssex Community Foundation, initiated a Comprehensive Food System Assessment for Windsor and Essex County. This project represents the culmination of many years of work and focus by a wide variety of individuals passionate about food in Windsor and Essex County. The purpose of the assessment was to build a foundation for sustained, ongoing, food system work to come over the next many years in this region. As a comprehensive assessment, it considered all aspects of the food system contained in the current food system framework – production, processing, distribution, access, consumption, and waste management. The time is right for food system work with recent Federal and Provincial food policy initiatives, as well as poverty reduction initiatives supporting food security.

Prescribed Burns

Prescribed burning is necessary to maintain healthy and diverse ecosystems within the Ojibway Prairie Complex, which contains one of the largest stands of original tallgrass prairie remaining in Ontario. Prescribed burns are part of a comprehensive restoration plan for this sensitive and endangered area.





Natural Areas

Natural areas such as the Ojibway Prairie Complex are managed to protect and preserve the incredible biodiversity found within these areas. Consideration for local Species at Risk, and projects to improve their status are undertaken on a citywide basis. Endangered habitats of tallgrass prairie and oak savannah are managed by controlling invasive species, woody species and undertaking prescribed burns. In 2020 Ojibway Nature Centre received a Champion for Education award from the Greater Essex County District School Board.

Invasive Species

Invasive Phragmites Control Centre was contracted to prepare a Phragmites Control Strategy for the City of Windsor. The Natural Areas program has ongoing efforts to control invasive species in natural areas including phragmites, garlic mustard, autumn olive, dog-strangling vine, Japanese knotweed, and others. The Invasive Species Centre was contracted to prepare the Invasive Species Strategy for the Ojibway Prairie Complex.

Ojibway Parkway Wildlife Crossing

In 2020, the City of Windsor has initiated a Municipal Class Environmental Assessment (Class EA) study for a Wildlife Crossing at Ojibway Parkway south of Broadway Boulevard. The purpose of this study is to identify opportunities to provide safe passage for area wildlife and species at risk and create landscape connectivity in the Ojibway Prairie Complex. After the public information session in 2021, a preferred design was identified that would cross Ojibway Parkway and Essex Terminal Railway (ETR) and would connect Ojibway Park with the natural areas associated with Black Oak Heritage Park. Public Information Centre #3 was conducted in early 2024.

Urban Tree Inventory

Council invested \$3.8 million toward efforts to expand, protect and manage the urban tree canopy, which contributed to the City reaching a number of positive milestones in 2020-2021, including:

- Doubling the number of trees planted annually in the public right-of-way to 2,000 per year.
- •Establishing a digital inventory of all 86,723 trees planted along streets and in public parks. This searchable database includes detailed information on each tree's GPS location, species, size, health, risk rating and management recommendations.
- •Launching a new, seven-year tree-trimming program to prune about 10,000 street trees annually to help maintain the health and safety of the trees and surrounding environment, including local homes and businesses.

Windsor's urban forest represents millions of dollars saved in avoided infrastructure costs, pollution reduction, and stored carbon. Trees produce oxygen, lower air temperatures, and improve public health by reducing air pollutants. Trees and forests mitigate stormwater runoff which minimizes flood risk, stabilizes soil, reduces sedimentation in streams and riparian land, and absorbs pollutants to help improve water quality and habitats.

Community Gardens

Community Gardens are an important tool for the development of healthy communities and improve quality of life for residents by encouraging people to grow healthy and nutritious food while having a positive impact on the environment. In 2019 Council approved the relocation of the Bruce Park Community Garden to Caron Avenue Park to accommodate expansion and permit more growers to use the site. In 2021 City Council revised the Community Gardens Policy to enhance access to gardens, as well as encourage the establishment of native plants at the garden sites to promote pollinator habitat. In addition to the six community gardens that Windsor supports, two more were added in 2022 at Ernest Atkinson and Bridgeview Parks and in 2023, another garden was added at Lens ave. A pollinator garden was installed at Stodgell Park in 2023.

Urban Heat Island

The urban heat island effect results from temperature differences between urban and surrounding rural areas. This variance occurs as a result of differing land use surfaces that reflect and absorb solar radiation at different rates.

This is demonstrated in an image generated using ERCA's Interactive mapping tool to explore surface temperatures in Windsor. Urban areas are often warmer due to increased impervious areas (e.g. roof tops, pavements, and loss of vegetation, etc), properties of urban materials, and anthropogenic causes (e.g. vehicles, heating, ventilation, etc.). Areas of high urban temperatures are reflected gradation of yellow to red, with red indicating the areas of highest temperatures. By contrast, less developed and natural areas are often cooler and are displayed in green and blue.



National Urban Park at Ojibway Prairie Complex

In 2021, the Government of Canada announced a new program to create a network of national urban parks across Canada, with Windsor being shortlisted as one of six candidate sites. Urban parks play an important role in providing citizens quick access to nature, protect biodiversity, contribute to conservation goals, support climate mitigation, promote diversity and inclusion, and support health and mental wellbeing. In the summer of 2021, the City and federal government through Parks Canada Agency announced a collaboration to work towards designating the Ojibway Prairie Complex as a National Urban Park. The City is working closely with Parks Canada to define the study area, review environmental and natural research studies, review natural area connectivity and accessibility and develop operational planning. Consultations with community members, conservationists, institutions, indigenous groups, and all levels of government were undertaken in 2022 and 2023 and will help inform future planning of the park and establish a pathway towards national urban park designation.

Thermal Comfort Features

The City of Windsor has implemented shade structures at various parks, most recently at Rotary Centennial Plaza Riverfront Park, Bruce Avenue Park, South Windsor Recreation Complex, George Avenue Park, Remington Booster Park, and Garry Dugal Park. New shaded seating was installed at Miracle Park, and Mic Mac Park, a new Splash pad and water bottle fill station at Forest Glade Optimist Park, and drinking fountain/water fill/dog bowl station at Jackson Park. Trees have also been strategically planted at all 27 new playgrounds to provide future shade. Two water bottle fill stations have been installed along the Riverfront.

New Splash Pads

New splash pads have been installed at Jackson Park, Realtor Park, Garry Dugal Park, and Fontainebleau Park. These provide means of cooling during periods of extreme heat.

Brownfields

Brownfield properties are vacant or underutilized locations where past industrial or commercial activities may have left contamination behind. A clean-up is planned for a property at 1370 Argyle Road which is listed on the Municipal Heritage Register. This redevelopment will reuse the facade of the former building. In 2021 Council approved 11 applications under the Brownfield Redevelopment CIP, which includes:

- Redevelopment of 7.18 hectares (17.7 acres) of land that is located within the built up area of the City where infrastructure already exists
- 657 new residential units (if all projects are constructed as proposed)
- \$640,178 in grant payments over the lifecycle of the grant programs
- Approximately \$22M in private sector investment

Tranby Park

The Tranby Park Project was designed to improve community acceptance of naturalization programs as well as use the park for short-term rainwater storage. Features include pathways, landscaping, tree planting native planting area, as well as a new wetland-themed play structure that reflects the goal of integrating nature, infrastructure, and human use.

Tree Planting Events

- Earth Day Community Tree Plantings in 2017, 2018, 2019, and 2023
- Tree Planting at Tranby Park with ERCA, Little River Enhancement Group and Forest Ontario
- Native garden planting at Queen's Dock Park with the Windsor Port Authority, ERCA and DRCC, 2017
- Bush Park Planting in celebration of Canada150 with ERCA, DRCC, Little River Enhancement Group and Ahmadiyya Muslim Group, 2017
- TD Tree Day with ERCA, DRCC and Little River Enhancement Group, 2018
- Maryvale tree planting with ERCA, DRCC and IKEA, 2019
- College Avenue Bikeway Park community tree planting with Windsor Detroit Bridge Authority and ERCA, 2021

Cleanup Efforts

Between 2017 and 2021 the City worked with the following partners on three cleanup efforts, removing at total of 8.2 tonnes of trash from our natural areas.

The City worked on Little River Cleanups with Caesars Windsor CodeGreen, ERCA, DRCC and the Little River Enhancement Group in 2018 and 2019.

Sandwich Litter Cleanup with DRCC, ERCA, Windsor Detroit Bridge Authority in 2021 (2 occasions)

Stewardship

Riparian Rangers Tree Health Citizen Scientists Program training session with ERCA and the DRCC, 2018 and 2019. The City's Natural Areas' Team is increasing presence in natural areas in the City to remove litter, conduct ecological monitoring, and identify stewardship actions that will benefit the ecological condition of natural areas.

Bird Friendly City

In June of 2022, Windsor was designated the 16th Bird Friendly City in Canada. This designation was developed by Nature Canada to ensure that urban environments are safe havens for birds rather than a source of threats. Windsor received the intermediate certification level, which reflects efforts to reduce threats, protect habitat, address climate change and attempt to reduce the population declines that have been happening in cities all over the world.

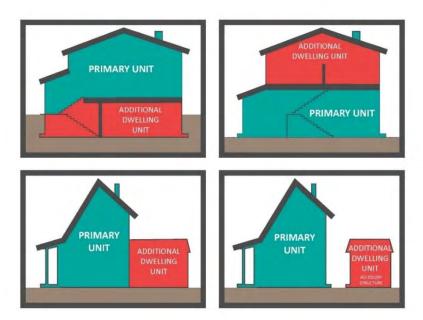


Sustainable Neighbourhood Action Plan (SNAP) Sandwich South

In 2022 the City received grant funding to develop a Sustainable Neighbourhood Action Plan for the Sandwich South area. The project is currently under development.

Alternative Housing Units

In 2023, the Planning Department updated the land use policies for Additional Dwelling Units (ADUs) with a goal to increase population density and provide affordable housing options for residents. These Additional Dwelling Units (ADUs), are defined as self-contained residential units with kitchen and bathroom facilities within dwellings or accessory structures. Alternative housing options have been gaining support in recent decades and may present a sustainable approach to help tackle some of the pressing housing issues facing municipalities such as affordable housing and environmental concerns.



Areas to Move Forward

- Develop stronger protections for trees and natural areas in locations that are part of new developments;
- Increase the number of community gardens and pollinator gardens on City property;
- Continue to work with the Windsor Essex County Health Unit on the Food Strategy;
- Support native plant/pollinator and community gardens through community partnerships;
- Complete a Natural Asset Management Plan including an inventory and valuation of the City's natural assets;
- Naturalize underutilized lands to the extent possible and continue to explore native plant/ pollinator gardens in city parks;
- Complete Phase 3 of the Ojibway Parkway Wildlife Crossing Municipal Class EA to develop and evaluate alternative concepts and identify preferred design;
- Complete the Urban Forest Management Plan;
- Continue to double the number of trees planted annually in the public right-of-way;
- Incorporate climate change and land use considerations into the City's Official Plan;
- Incorporate levels of service and infrastructure/asset cost land use implications into the City's Official Plan;
- Complete Landscape Manual;
- Update Brownfield Redevelopment Community Improvement Plan;
- Develop a coordinated approach to invasive species management, specifically phragmites;
- Conduct an assessment of the current state of Windsor's Greenway System Linkages by performing a Landscape Analysis;
- Set acquisition targets for the Greenway system;

- Prepare Management Plans for Greenway System components and individual sites;
- Complete Sustainable Neighbourhood Action Plan (SNAP) for Sandwich South area.



Indicators

In 2014, the Windsor community spent over \$842 million dollars on energy. Buildings use about half of the total energy in Windsor's energy use per household was 35% higher than the Ontario average, with home heating and cooling being one of the largest sources of energy consumption. Using energy efficient appliances and light bulbs, as well as practicing conservation helps to reduce energy use.

Energy Consumption - Corporate

Corporately, city buildings also use about half of the corporation's energy use, with heating and cooling requirements representing the largest sources of energy consumption. The figures below represent Corporate, City of Windsor energy consumption.

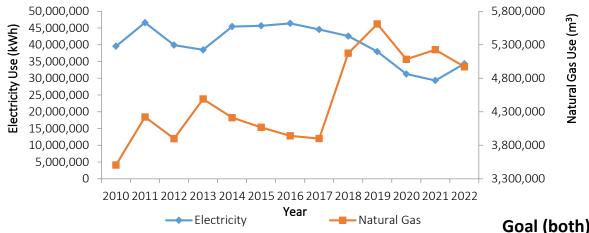


Figure 4.1a - Corporate Energy Consumed by Buildings - Electricity and Natural Gas

Note: Significant increase in natural gas consumption between 2017 and 2019 corelates to the Implementation of Combined Heat and Power (CHP) units at WFCU, Huron Lodge, and Aquatic Centre facilities, which resulted in decreases electricity consumption, while increasing natural gas consumption. When implemented, the provincial government provided incentives to support installation.

Note: 2020 Aquatic Centre and Chimczuk museum closed due to COVID-19 pandemic.

Chimczuk Museum, the Aquatic Centre, the Joint Justice Facility, 350 and 400 City Hall are connected to a District Energy System. Modern District Energy systems use a network of insulated pipes to deliver heating and cooling efficiently and reliably from the place where the heating or cooling is generated to homes, buildings and industrial facilities. District Energy systems are a pathway to weather resilient, low carbon cities. The goal is to expand the district energy system to additional buildings as applicable.

While corporate electricity use is declining, natural gas use is increasing, primarily due to the acquisition of new assets. This trend is strongly tied to corporate emissions.

Electricity Trend

Natural Gas Trend

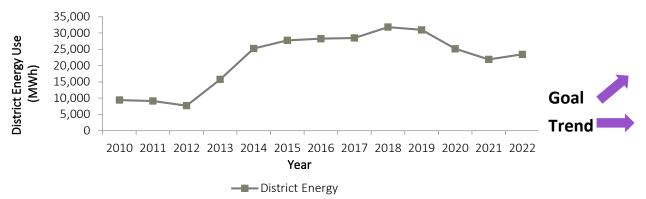


Figure 4.1b - Corporate Energy Consumed by Buildings - District Energy

Note: 2020 Aquatic Centre and Chimczuk museum closed due to COVID-19 pandemic.

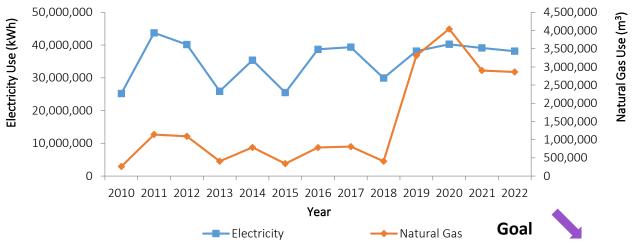


Figure 4.2 - Corporate Energy Consumed by Sewage Treatment

Note: In 2019 the City acquired a biosolids pelletizing facility, resulting in higher corporate natural gas consumption for drying processes. Also, in 2019 and 2020 high water levels in the great lakes resulted in higher amounts of wastewater due to high ground water levels and system infiltration.

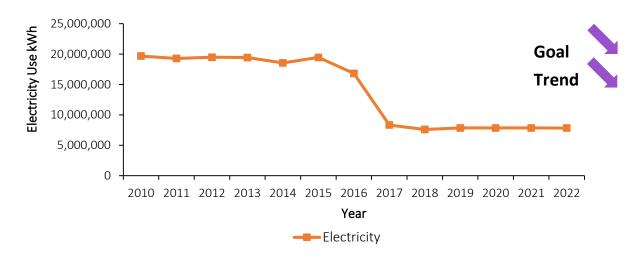


Figure 4.3 - Corporate Energy Consumed by Streetlights & Traffic Signals

Solid Waste Management

A decrease in the amount of total refuse sent to landfill may reflect an increase in backyard composting or product re-use, such as re-usable water bottles. The diversion rate considers the percentage of recyclable products (plastic, paper, paint, batteries etc.) and yard waste being collected. The higher the waste diversion rate, the more waste that is diverted from landfill. Preventing waste from reaching landfill through waste diversion benefits our health and the environment through reduction of greenhouse gas emissions, protection of water quality, and extends the life of the landfill.

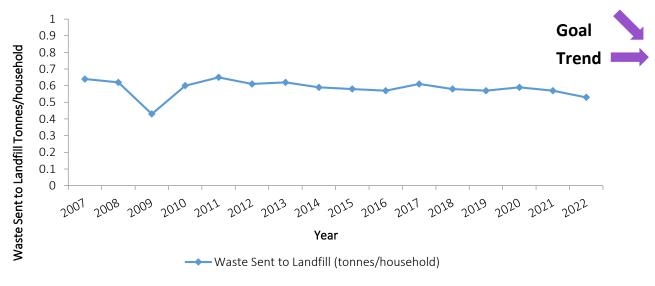


Figure 4.4 - Amount of Waste Sent to Landfill

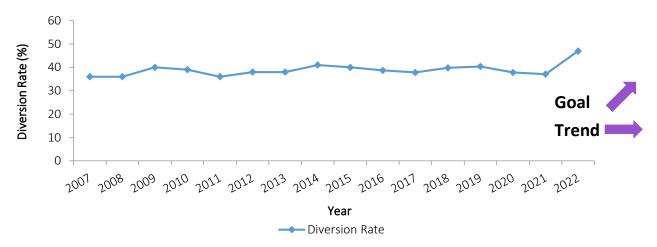


Figure 4.5 - Percentage of Solid Waste Diverted from Landfill

Corporate Fuel Use

Fuel use causes negative effects on air quality and human health. As vehicles are replaced by the City of Windsor, consideration is given to fuel-efficient vehicles and the right size of vehicles. Proper maintenance of vehicles and driving habits will also impact total fuel usage. This indicator includes fuel use from all City of Windsor vehicles, local vehicles used by staff for work purposes, parks equipment, Fire & Rescue Services and Transit Windsor.

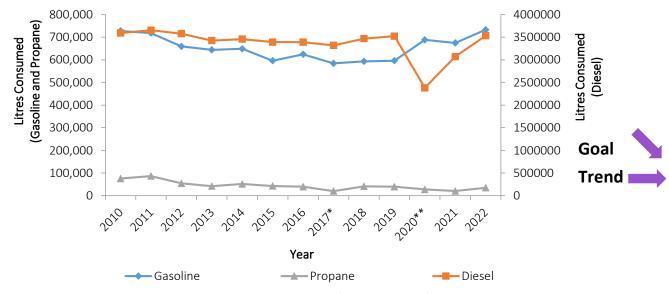


Figure 4.6 - Corporate Fuel Consumption by Type

No longer track long distance vehicle use.

^{*} In 2009 a unionized worker strike occurred and garbage pickup stopped for several months which had an impact on the amount of waste sent to landfill and subsequently the diversion rate.

^{** 2011} was the first year that the City of Windsor contracted out garbage to a private company.

^{* 2017:} The City reduced the number of garbage packers due to contracting of garbage operations.

^{** 2020:} buses at reduced service due to COVID-19 measures.

Corporate Greenhouse Gas Emissions

Greenhouse gas emissions (including carbon dioxide, nitrous oxide, and methane) are linked to increases in human influenced climate change. High levels of greenhouse gases also contribute to poor air quality. The greenhouse gas inventory includes electricity, district energy, natural gas consumption, fuels required for vehicles and waste disposal. Greenhouse gas emissions are inventoried for both the City of Windsor and the community at large. The City of Windsor does not measure corporate waste separately so this has been omitted from the corporate inventory.

Greenhouse gas emissions reporting for the ROSE is not as in depth as the reporting done for the Community Energy Plan so there are some minor discrepancies in the data reported.

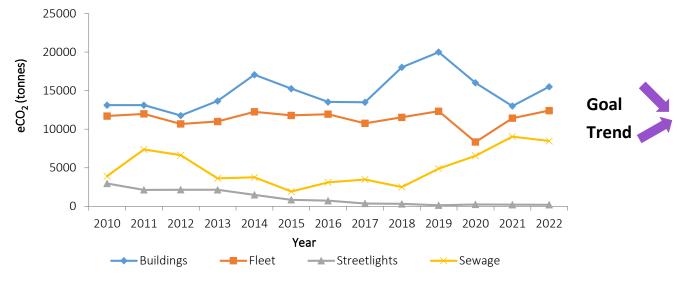


Figure 4.7a - Corporate Greenhouse Gas Emissions

^{* 2019-2020} values due to decreased activity during COVID-19 pandemic.

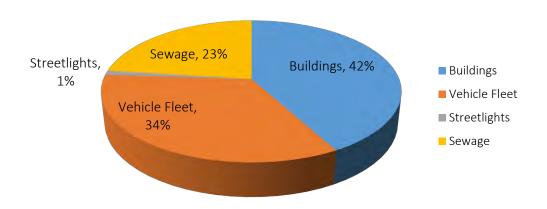


Figure 4.7b - 2022 Corporate Greenhouse Gas Emissions by Sector

Community Greenhouse Gas Emissions

The City of Windsor's Community Energy Plan will help guide further energy initiatives across the community. Greenhouse gas emissions reporting for the ROSE is not as in depth as the reporting done for the Community Energy Plan so there are some minor discrepancies in the data reported. In addition, it was realized that a substantial portion of the industrial natural gas use is for electricity-generating purposes which is then fed into the grid and is therefore included as a grid asset rather than a source of emissions.



Figure 4.8a - Community Greenhouse Gas Emissions

^{* 2020:} The industrial sector value was adjusted manually.

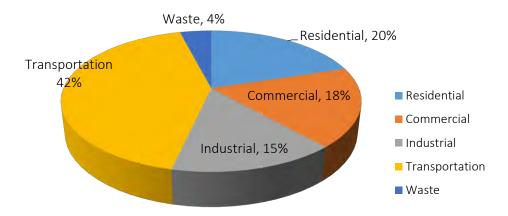


Figure 4.7b - 2022 Community Greenhouse Gas Emissions by Sector

City of Windsor Initiatives

LED Building Conversion

City of Windsor is implementing an LED conversion project in 32 of its largest buildings. The implementation started in 2018 and is scheduled to be completed by early 2025. The project will reduce energy (electricity) consumption by approximately 3.8 million kWh resulting in operational saving of approximately \$550,000/year, at an expected capital cost of \$3.6 million.

WFCU Center Upgrades

The WFCU Center implemented a number of significant upgrades between 2015 – 2018, including: automated ice plant controls, LED lighting conversions in the main spectator bowl and community arenas, a new dehumidification system, and the installation of an 800 kW combined heat-and-power system (CHP). These projects reduced electricity consumption by approximately 5.1 million kWh at a net capital cost of \$3.2 million, resulting in operational savings of over \$510,000 per year.

In addition, a 500 kW PV solar array was installed in 2016. Annual revenues from the generation of renewable electricity amounts to approximately \$240,000.

Asset Management

In 2017 the City of Windsor updated the City's Asset Management Policy and Framework to include climate change considerations. The 2019 Asset Management Plan notes that efforts are continually being made to include the information and recommendations of the Community Energy Plan, Corporate Climate Action Plan and Climate Change Adaptation Plan in the City's various asset management practices and strategies.

Integrated Site Energy Plan for Wastewater Facilities

The City received funding through the FCM Municipalities for Climate Innovation program to complete a feasibility study into carbon-neutral operation of Windsor's two wastewater treatment plants. Investigation focused on the use of wastewater sludge with an anaerobic digester for the generation of renewable natural gas.

Deep Energy Efficiency Retrofit Business Case

A detailed feasibility study has been completed to determine a strategy to proceed with a Deep Energy Retrofit Program for 80% of Windsor homes by 2041. This voluntary program was proposed to offer homeowners standardized home retrofit packages to address areas of high energy consumption in homes (water heaters, heating, insulation, windows, etc.) to achieve energy cost savings and fundamentally enhance building value. In 2021, the Deep Energy Retrofit Program (DEER) received Community Efficiency Financing funding to undertake a detailed program design, and progress is underway.

Recycling Building Materials

The demolition of City Hall in 2019 provided an opportunity to divert construction waste from landfill to be repurposed for other uses. The process was developed with an overall goal to divert no less than 85%

of the solid demolition materials from the landfill. Overall, approximately 97% of non-hazardous solid waste was diverted by means of reuse and recycling initiatives. This high diversion rate is directly related to the use of high weight concrete as fill material on site, as well as the recycling of brick, asphalt, steel and miscellaneous metals. The percentages and total weights of the nonhazardous solid waste reused, recycled, and landfilled for the project are as follows:

- 62.6% reused (5,100 tonnes)
- 34.5% recycled (2,814.19 tonnes)
- 2.9% landfill disposal (234.32 tonnes)

The shade structure at Jackson Park West provided another opportunity to reuse building materials. The City demolished the existing washroom but kept its steel structure, then hired a civil engineer to modify the footing to give the shelter more height before a design team created new facades and added paint. The roofing material was also reused from the old restroom.

Other smaller examples include the use of electrical panels or swipe card activators, which were removed and repurposed at other municipal locations. Some of the swipe card activators from the old City Hall are now are now installed at Willistead manor.

Using Solar PV to Power Windsor's Bus Stops

New Transit Windsor bus shelters have integrated solar PV panels for generation of energy required to provide lighting. The City currently has 196 shelters with solar power.

Climate Lens

In response to the Climate Change Emergency Declaration, administration was asked to identify actions to embed climate change into everyday decision making. One of the early wins was to add a climate lens section on City Council reports. This simple action allows administration to consider climate change risk and opportunity early in the project development process. City Council and the public are kept informed of climate risks and opportunities as projects are implemented.

Net Metering Photovoltaic Rooftop Project

In 2021 City Council approved the installation of net-metered Photovoltaic Rooftop Systems at 11 municipal facilities. Net-metered PV systems utilize electricity onsite and send surplus generation to the electrical grid to earn credit towards electricity costs at the same facility. The cost savings over the life of the project are estimated at \$4.44 million, while contributing to the reduction of GHG emissions and helping the City of Windsor reach its emission targets.

Large-scale Battery Storage

The City has recently completed a Battery Storage Feasibility Study to evaluate the potential for electricity savings and enhanced reliability at the Lou Romano Water Reclamation Plant and Little River Pollution Control Plant. 1 megawatt and 0.5 megawatt systems have been characterized to lower peak electricity demand, reduce electricity commodity charges, and participate in provincial programs for electricity demand response. Administration is currently evaluating technologies and vendors for these possible battery storage projects.

Updated Sustainable Procurement Guide

The updated Sustainable Procurement Guide will be made available on the City website in 2024. This guide can be used by employees of the City and by the general public. Corporate Purchasing Bylaw Training will touch upon sustainable purchasing and copies of the guidebook will be distributed during the program. The guide aims to increase awareness of the costs and environmental consequences of various products throughout their lifecycle.



Areas to Move Forward

- Implement the Community Energy Plan to reduce community energy and emissions;
- Implement the Corporate Energy Management Plan and Corporate Climate Action Plan to reduce corporate energy and emissions;
- Develop a municipal re-use policy to reuse existing buildings and materials in core areas;
- Develop green building standards for new development;
- Continue to develop the organics collection program for 2025 and advocate for a long-term organics management strategy such as anaerobic digestion, which can generate renewable natural gas;
- Continue to educate residents and business owners on best waste management practices (littering, recycling and composting);
- Investigate a corporate standard for recycling receptacles and education throughout the corporation as well as at public facilities;
- Update the Community Energy Plan to reflect new science-based targets and a net-zero 2050;
- Implement Economic Development opportunities to encourage Green Job creation and retention;
- Enhance Climate Lens guidance to better support departmental decisions;
- Include climate lens screening as part of the capital budget process;
- Further develop opportunities for Life-Cycle Costing analysis to include consideration of operational energy and carbon costs;
- Create opportunities to support the Low Carbon Economy transition;
- Institute a centralized recycling program for pens and batteries in City buildings.

Indicators

Web-Based Outreach

The number of people who visit the Environmental Master Plan section of the City of Windsor website is one indicator of the level of public interest in our programs and projects. It can also indicate how aware people are of the City's programs/initiatives.



Figure 5.1 - Number of Visits to the Environmental Master Plan Website (Environment (citywindsor.ca))

Attitudes toward the Environment

A key component of the Environmental Master Plan is the accompanying public survey. The responses gathered help gauge the public's opinion on environmental issues, City initiatives, and the popularity of certain strategies among other things. Since 2005, the Environmental Attitudes Survey has helped the City better understand and assess residents' current attitudes and opinions about Windsor's environment.

Since participation is optional, the residents who choose to take part in the survey do not represent a truly random sample. To help understand potential biases, some of the survey questions ask about respondents' educational backgrounds, household incomes, ethnic background, and number of people in the household. The demographics of the survey participants can be summarized as follows:

- Over 80% of respondents do not identify as a member of a visible minority group.
- 55% of respondents only have 1 or 2 people in their household.
- 67% do not have any children under the age of 18 living in their household.
- Over 46% of respondents were a college or university graduate and 29% had a graduate degree. Together that totaled over three quarters of respondents.

- Almost 60% of respondents that answered had a gross annual household income of at least \$75,000.
- Participation from each ward was achieved, with the lowest participation from Ward 8 (2.8% of respondents), while the highest participation was from Ward 4 (24.3%). 10.7% of the respondents were unsure as to which Ward they live in.

To encourage participation in the survey, Administration attended a number of venues and events, including: Earth Day, the Windsor Home Show, Devonshire and Tecumseh Malls, community centres and libraries.

A summary of the results can be found in the following table.

Table 5.2 – Top Three Environmental Concerns Voices by Windsor Residents

| | Top 3 concerns (2005) | Top 3 concerns (2011) | Top 3 concerns (2017) | Top 3 concerns (2023) |
|----|-----------------------|-------------------------|-----------------------|-----------------------|
| 1. | Air Quality | Air pollution/quality | Air Quality | Air Quality |
| 2. | Water Quality | Pollution | Pollution | Land Use Planning |
| 3. | Road Congestion | Water | Ojibway Nature | Natural Areas |
| | | pollution/quality/water | Complex | |
| | | supply | | |

How high of a priority should environmental protection be?

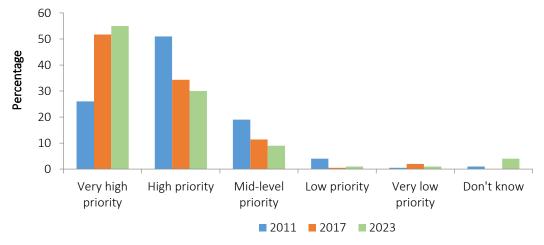


Figure 5.3 - Compared to all of the issues facing the City of Windsor today, how high a priority do you think local leaders should place on preserving and protecting the local environment?

85% of those surveyed answered that they think local leaders should place a high or very high priority on preserving and protecting the local environment.

Overall perception of environmental quality

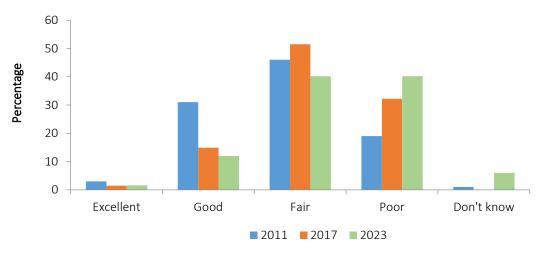
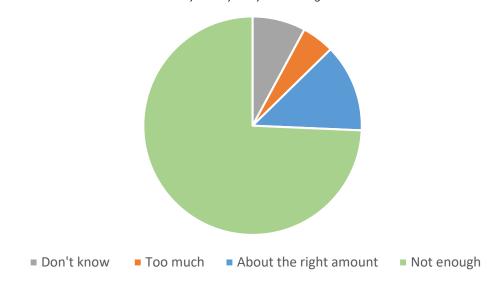


Figure 5.4 - How would you rate the overall quality of the environment in the City of Windsor today?

80% rated Windsor's overall quality of the environment as fair or poor. Only 5 respondents answered that was excellent.

Perception of the City of Windsor's allocation of resources for environmental preservation and protection

Figure 5.5 - How do you feel about the amount of time and resources the City of Windsor spends on activities related to preserving and protecting the local environment? Would you say they are doing:



Open-ended Question:

What environmental changes or improvements would you like to see the City of Windsor focus on in the future?

Many respondents answered that they would like to see improvements in the public transportation system, with extra bus routes, more multi-use trails, and an emphasis on car-pooling. Bike lane buffers and wider sidewalks were also suggested.

Another popular answer was for the creation of an organic waste management system that would include a comprehensive composting program.

Air Quality is a growing concern for residents. Many request stronger regulations on industrial emissions and increased monitoring of pollution.

In summary, the citizens of Windsor envision a future where commuting is sustainable and efficient, public transit is accessible and well-developed, organic waste is properly managed through composting, traffic flow is reduced, renewable energy is embraced, land use is optimized, and green spaces are expanded. These collective aspirations reflect the community's commitment to building a greener and more livable city for the future.

Awareness of Environmentally Related Programs

As part of the Environmental Attitudes Survey, questions were included to gauge participants' knowledge of existing environmental plans and programs. The success of any environmental initiative is dependent on the knowledge and understanding of it by the community.

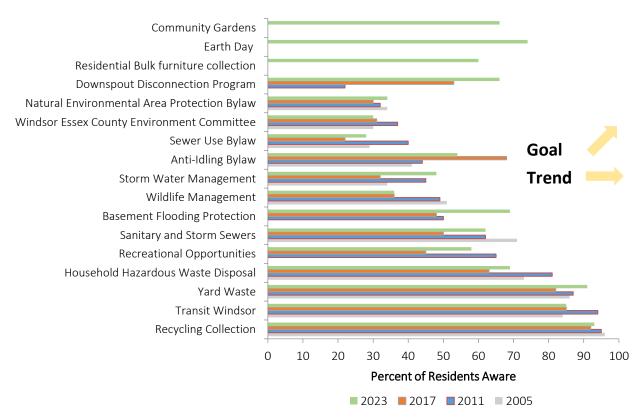


Figure 5.6 - Windsor Resident's Awareness of Environmental Programs

Most respondents were aware of the City's Recycling collection, Yard Waste collection and Transit Windsor. The lowest levels of awareness where for the Windsor Essex County Environment Committee, the Sewer use bylaw, and the Natural environment protection bylaws.

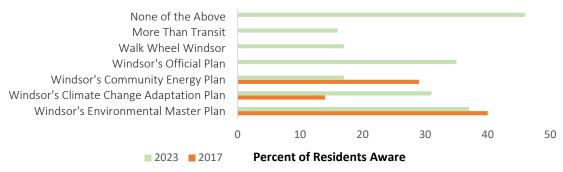
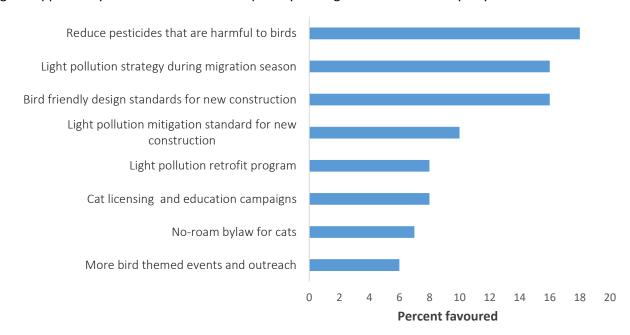


Figure 5.7 - Windsor Residents' Awareness of City's Plans

46% of respondents were not aware of any of the City Plans related to environmental protection.

Bird Friendly City Initiatives

In 2022, the City of Windsor became a Bird-Friendly City. The environmental attitude survey provided a good opportunity to determine resident's priority strategies as a Bird-Friendly City.



Firgure 5.8 Windsor Resident's Prioritization of Bird Friendly City Strategies

The most popular bird-friendly criteria that respondents would like to see the City focus on is bylaws that reduce or eliminate non-essential pesticide use that directly or indirectly harms birds.

Climate Change planning strategies

When asked if the City of Windsor should make climate change planning a priority 76% of respondents believed that it should. The following identifies the strategies that residents feel should be prioritized when addressing climate change mitigation.

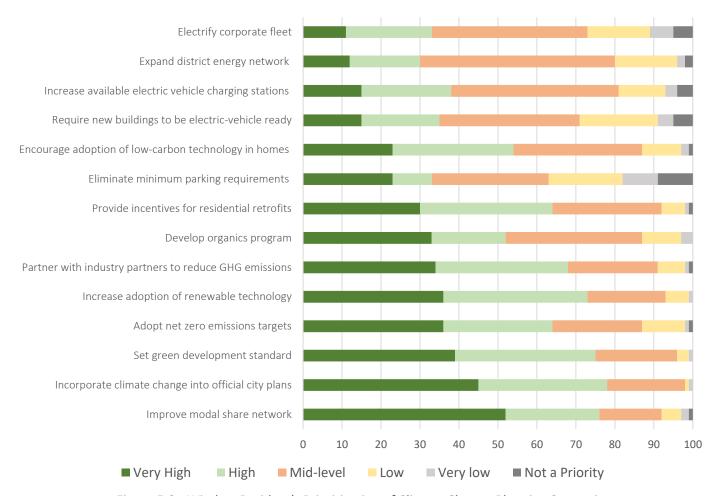


Figure 5.9 - Windsor Resident's Prioritization of Climate Change Planning Strategies

The most popular Climate Change Planning strategy was improving the model share network (i.e. transit, cycling, walking).

Open-ended Question:

Are there any other comments or concerns you would like to share?

Here Windsor residents shared their concerns regarding the City's environmental plans. The lack of awareness of the City's efforts to combat climate change has many residents feeling disconnected. This has fostered frustration about the contradiction of striving to reduce emissions while investing in automobile infrastructure. Many residents strongly support a shift to more sustainable modes of transportation.

Many concerns centered on the lack of greenery. Additionally, many residents vocalized their apprehension and discontent with construction on floodplain land. A push for decreasing urban sprawl by establishing high density areas surrounding critical infrastructure, such as hospitals were among other concerns. Windsorites have expressed their disillusionment in City leadership due to the lack of tangible progress despite the existence of plans and initiatives. Protecting the land and improving air and water quality are common sentiments residents feel are impossible without an increase in staff and resources that rival other Ontario municipalities. The public would like to see improved community involvement and engagement initiatives that prioritize interaction with nature and build an emotional connection to environmental preservation.

Additional suggested strategies include maximizing the use of pollution-remediating plant life, bird friendly initiatives, park maintenance, sidewalk refurbishment, biweekly garbage collection, weekly recycling and compost pickup and ticketing idling vehicles. The concerns raised by Windsor residents highlight the importance of educational public outreach in a city where locals are enthusiastic about the shift to sustainable living.

The following word cloud illustrates the themes expressed by the respondents. The larger the word, the more often it was included in the responses.



City of Windsor Initiatives

Global Covenant of Mayors Canada Showcase Cities

Windsor was one of Twenty-five Canadian municipalities selected to join the first Showcase Cities cohort led by the Global Covenant of Mayors for Climate and Energy Canada. Over the next year, these municipalities will receive intensive support to help reduce their greenhouse gas emissions and adapt to climate change. Municipalities are on the front lines of climate change, and through this pilot project which includes technical support, training, exclusive networking opportunities and access to tools and resources, each municipality will advance their ambitious climate action objectives.

Earth Day Events

First celebrated in the US in 1970. Earth Day now focuses on a different annual theme, and includes events in more than 193 countries. Since 1989, Windsor Essex has hosted an exciting Earth Day event full of activities for residents of all ages and interests. The following themes since 2018 include:

2018 End Plastic Pollution

In addition to on-site displays and activities, the City held a "this" instead of "that" contest that asked participants to send a photo and short paragraph describing how they reduce single-use plastic waste for a chance to win a prize bundle consisting of reusable produce bags, reusable straws and beeswax wrap.

30 Year Celebration

In 2019, the 30th anniversary of Windsor's Earth Day Event was celebrated. The theme was Species at Risk and our dependance on healthy ecosystems.

2020 Climate Action (cancelled due to COVID-19)

In 2020, the annual Earth Day celebration at Malden Park had to be cancelled due to Covid-19 safety restrictions.

2021 Restore Our Earth (Virtual)

This year, celebrations were hosted as a digital event due to current COVID-19 restrictions. A Virtual Earth Day Scavenger Hunt was offered in partnership with the Essex-Windsor Solid Waste Authority (EWSWA) and the Essex Region Conservation Authority (ERCA). The City teamed up with the GooseChase App to combine a scavenger hunt and the latest in smartphone technology to discover local actions that contribute to a healthy, sustainable Windsor-Essex all from the safety of your home, backyard, or neighbourhood. Participants learned through fun "missions" on environmental themes including waste diversion, biodiversity, climate change, active transportation, wastewater, and the Detroit River, to name a few.

2023 Protect Our Species

Earth Day 2023 was held at Malden Park with over 1000 attendees able to visit and learn from more than 40 environmental exhibits on display. To celebrate the theme this year, Sciensational SSSnakes was on site to help bring attention to local at risk species, such as the Butler's Gartersnake, the Eastern Foxsnake, and the Massasauga Rattlesnake. This provided a wonderful opportunity for kids and adults

alike to dispel myths, learn about the important role that these animals play in our ecosystem, and what Windsor is doing to protect them. This event was Zero Waste, and volunteers sorted and diverted waste from the landfill.

A Residential Guide to Flood Prevention and Recovery

In conjunction with Emergency Management Windsor, a guide outlining flood prevention and recovery strategies for Windsor residents was produced and distributed. The guide lists common sources of basement flooding, how to reduce your risk of basement and overland flooding, provides awareness of city programs as well as what to do during and after a flooding event. The guide is available for download on the City's website.

Little River Pollution Control Plant Open House

In 2019 visitors were invited to take part in a guided tour to see how the water treatment facility serves the community, with City staff on hand to provide updates on the Sewer Master Plan and Climate Change Adaptation Planning. This free event offered the City of Windsor Hydration Station on site, along with a CUPE barbeque to raise funds for a local charity.

Lou Romano Pollution Control Plant Open House

Plant tours are offered at both pollution control plants. Though tours were unavailable due to COVID-19 safety regulations, they will continue to be offered for educational purposes and to the public.

Environmental Champion Award

This new award was created to recognize an individual in the Corporation that shows environmental leadership outside of their normal duties. This could be an individual that undertakes initiatives to make their area more environmentally sustainable, provides environmental education to team members, is conscious about resource use, or identifies opportunities to reduce environmental impacts in providing City services.

EMP Update Consultation

The 2017 Environmental Master Plan (EMP) aims to make the City of Windsor cleaner, greener, healthier, and more sustainable. The EMP reflects the City's commitment to enhancing environmental performance and facilitating social well-being and economic prosperity. The updated EMP further considers the impacts of climate change and the health of the Windsor community. The plan has an integrated approach to recognizing the connections between the environment, economy, and society. The EMP is implemented with other City of Windsor plans including our Climate Change Adaptation Plan and Community Energy Plan with the purpose of setting out a series of potential actions for the municipality to take, over the short and long term, to improve the city's environment. The EMP was developed to focus on the City's operations so that the City of Windsor may lead by example for residents, industry, and stakeholders.

Environmental Attitudes Surveys

The Environmental Master Plan was informed by the Environmental Attitudes Survey and other surveys completed by the public. The update to the EMP took feedback from the public before the draft of the plan was released in early 2017 to ensure that the concerns of residents were included. In the fall of 2017, the Draft EMP was released for an extended engagement period ending January 1, 2018. A total of 8 informational booths were set up throughout the City for the public to provide feedback, as well as the completion of a survey.

Essex Children's Water Festival

Prior to 2020 the City participated in the Children's Water Festival at the Canadian Transportation Museum and Heritage Village. This water festival invited grade 3 to 5 students from across Windsor-Essex to participate in a fun, day-long event to learn all about water. The City of Windsor ran an obstacle course that had students being treated by a perceived wastewater reclamation plant. ERCA and EWSWA ran numerous activities to help students understand the implications of water pollution. Other booths tackled climate change and plastic pollution in our lakes and rivers. The Festival was cancelled in 2020 and 2021 due to Covid-19 safety regulations and unfortunately, has not be reinstituted.

Climate Lens Training

In response to the Climate Change Emergency Declaration, the City of Windsor investigated opportunities to embed climate change considerations into everyday decisions, which led to the adoption of a climate lens on City Council reports. This step allows us to consider climate considerations early on and keep City Council and the public informed of climate risk and opportunities. A guidance document and training opportunities have been developed to support report authors.

Paired City: Vitoria-Gasteiz, Spain

Windsor participated in the International Urban and Cooperation (IUC) Program and was paired with the city of Vitoria-Gasteiz, Spain to collaborate on themes including sustainable urban mobility and low-carbon transportation, including active transportation and public transit.

The exchange visits between Windsor and Vitoria-Gasteiz allowed delegates to discuss urban planning matters, exchange ideas and useful advice based on local context knowledge and individual past experience. Apart from a focus on the main objectives, the visits promoted knowledge sharing on aspects of sustainable urban development such as nature conservation strategy of both cities. Attending high-level conferences such as Ecocities was also paramount for getting to know other cities' successful experiences and developing new contacts.

Windsor Showcases Environmental Commitment by Hosting Sister City Mannheim, Germany

Building off the success of Windsor first pairing with Vitoria-Gasteiz, Spain, Windsor was subsequently partnered with sister city Mannheim, Germany to participate in the second International Urban and Regional Cooperation (IURC) North American City-to-City Partnership. This program, funded by the European Union was designed to facilitate and promote cooperation on sustainable urban development. Representatives from Windsor took part in learning exchanges and capacity building activities with Mannheim to develop actions that can produce transferable results on topics such as energy efficiency in buildings, nature-based solutions and sustainable agriculture.

ICLEI Advancing Adaptation project

The Advancing Adaptation project was provided by ICLEI Canada with financial support from the Ontario Ministry of Environment, Conservation and Parks (MECP) and the Government of Canada through the Department of Environment and Climate Change Canada. This project saw the Environmental Sustainability and Climate Change team work closely with the City's Emergency Planning Officer to host an Emergency Preparedness Event called Ready, Set, Prepare. Through this funding, the City was able to put on a free event at the Children's Safety Village, including transportation costs for over 200 New Canadians. In addition, the funding supported the development of educational materials that highlight Emergency Preparedness in a Changing Climate that can be used for future events.

Outreach

- Education and outreach presented to local schools on climate change and wastewater
- City of Windsor Day Camp at Gino A. Marcus presentation on wastewater and the Detroit River (2017)
- EAU Canada National Anthem filmed at McKee Park, for Canada150 (2017)
- EAU Canada Paddling Event to Peche Island with ERCA, DRCC, Windsor Adventure Inc., as part of a national effort to recognize and celebrate Canada's Heritage River and celebrate Canada150 (2017)
- Peche Island Day in partnership with Citizens Environmental Alliance, ERCA and DRCC (2018)

Areas to Move Forward

Due to the COVID-19 pandemic, safety guidelines allowed for limited community engagement. As opportunities return, the City plans to connect and educate residents through communication, outreach and events.

- Continue to report Environmental Master Plan implementation to Council every 2 years and to the community every 4-5 years through the Report on the State of the Environment;
- Continue to build upon environmental education resources for internal staff and the community;
- Continue to participate in annual Earth Day celebrations and create outreach opportunities to promote environmental and climate change initiatives;
- Continue to maintain an Environmental Master Plan website with access to data, information and resources;
- Continue to participate in emergency planning community engagement;
- Offer data sharing tools for climate projections to help businesses understand risk factors;
- Work to further administration's confidence and ability to complete climate lens assessments as part of Council Reports;
- Develop opportunities to engage with youth on climate action;
- Advance the Environment and Climate Change Advisory Committee along with its working groups.

Conclusion

It is important to track and monitor indicators as a means to identify how we as a City are impacting the local environment. Results assessed can inform policy or operational procedures, as well as contribute to the update of the Environmental Master Plan.

Many of the environmental indicators are moving towards their desired goal. Of the indicators that received a negative result, many were not moving away from their goal but were unchanged.

However, three indicators are trending in the opposite direction of our goals – corporate natural gas consumption and sewage treatment plant natural gas consumption, and corporate emissions. In order to align these trends to the goals, energy efficiency measures should be considered along with further expansion of renewable energy sources.

The results from our Report on the State of the Environment Survey indicate that more needs to be done to highlight the City's environmental programs and initiative to the public.

In addition, since the release of the 2017 Report on the State of Our Environment, the City's Environmental Sustainability & Climate Change staff have also produced the Environmental Master Plan (2017), the Community Energy Plan/Corporate Climate Action Plan (2017) the Climate Change Adaptation Plan (2020), which they also must work to implement. Administration is working together to collaborate and exchange knowledge about various environmental programs and initiatives. This demonstrates a commitment from Administration to improve the environment in Windsor through changes and innovations in the way the City of Windsor operates.

Moving forward, the City of Windsor will continue to implement the Environmental Master Plan. There is still much work to be done to continue improving our environment. This includes monitoring these environmental indicators and reporting their results in further Reports On the State of our Environment. Tracking of indicators as well as other environmental information can be found on the City of Windsor website at

www.windsorenvironmentalmasterplan.ca.

Photo credits: Cultural Affairs Windsor, Jennifer Nantais, and Barbara Lamoure





Committee Matters: SCM 89/2024

Subject: Response to CQ 36-2023 - Repurposing Lot 16 - City Wide

Moved by: Councillor Renaldo Agostino Seconded by: Councillor Mark McKenzie

Decision Number: ETPS 992

THAT the report of the Coordinator, Parking Services dated March 11, 2024 entitled "CQ 36-2023 – Repurposing Lot 16" **BE RECEIVED** for information; and,

THAT Option 1, being the:

Installation of a barrier gate (with integrated pay station) to control access to the parking lot 16, possibly including restrictions such as no entry after 10:00 p.m. **BE APPROVED**; and,

THAT the initial cost of the barrier gate \$51,950 (plus HST), with associated infrastructure upgrade costs estimated to be approximately \$10,000 **BE FUNDED** from the On-Off Street Parking Reserve fund 138; and,

THAT administration **BE DIRECTED** to investigate different techniques and changes that can potentially assist the surrounding residents with issues related to this parking lot including but not limited to noise detection cameras, speed humps, and an increase to parking fees; and that the information **BE BROUGHT FORWARD** to Council for their consideration.

Carried.

Report Number: S 35/2024 Clerk's File: ST2024 & ACOQ2024

Clerk's Note:

- 1. The recommendation of the Environment, Transportation & Public Safety Standing Committee and Administration are **NOT** the same.
- 2. Please refer to Item 8.3 from the Environment, Transportation & Public Safety Standing Committee held on March 27, 2024.
- To view the stream of this Standing Committee meeting, please refer to: https://csg001-
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Council Report: S 35/2024

Subject: Response to CQ 36-2023 – Repurposing Lot 16 – City Wide

Reference:

Date to Council: March 27, 2024 Author: Author: Bill Kralovensky Coordinator, Parking Services (519) 255-6247 ext. 6103 bkralovensky@citywindsor.ca

Public Works - Operations Report Date: March 11, 2024

Clerk's File #: ST2024 & ACOQ2024

To: Mayor and Members of City Council

Recommendation:

THAT report S35/2024, "CQ 36-2023 – Repurposing Lot 16", **BE RECEIVED** for information.

Executive Summary:

N/A

Background:

On Monday, October 30, Councillor Agostino asked the following Council Question:

CQ 36-2023

Downtown residents are having a very tough time dealing with noise and loitering issues in lot 16. The problem is after hours partying and cars performing burnouts. It's my understanding that we have been losing this battle for at least a decade. Asks that Administration report back regarding options available for repurposing parking lot 16.

This report is provided in response to CQ 36-2023.

Discussion:

It is important to note that repurposing Lot 16 may not resolve the issues of noise and loitering. There's a likelihood that these challenges could simply shift to nearby parking lots to the east (Lot 34) and/or west (Lot 5), necessitating a broader approach to effectively address these concerns. Similar issues were noted near Festival Plaza previously and with the installation of fencing and gates to address that problem, the challenges shifted to Lot 16.

City Council adopted the Central Riverfront Implementation Plan (CRIP) on September 5, 2000. The CRIP included provisions for parking lots at strategic locations along the riverfront. Specifically, the plan envisaged that Lot 16 would continue to serve as a parking lot.

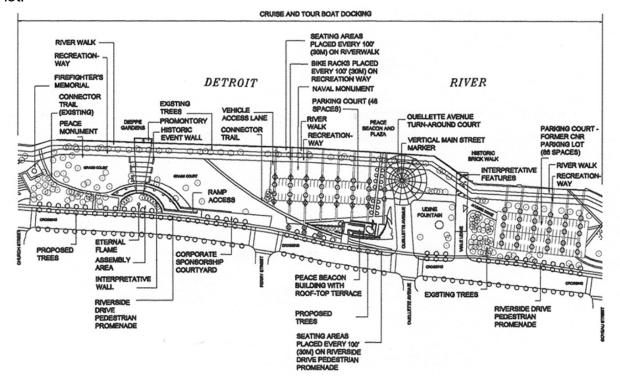


Figure 62. Central Riverfront Implementation Plan. September 2000, p. 75.

If Council wishes to change the functionality of Lot 16 from parking to some other use, they may wish to revisit the CRIP as this area was identified as a parking lot.

Lot 16 along with nearby Lot 5 is typically well utilised during our extended warm weather outdoor season and the Parks department does receive complaints about a lack of parking available. The elimination of Lot 16 and its 86 spaces will leave only the 48 spaces at Lot 5 to service the nearly 1.3 km stretch of riverfront parkland from Glengarry to Caron Ave. This stretch of parkland includes popular destinations such as Rotary Plaza, Festival Plaza and Dieppe Park. Dieppe Park is home to such amenities/attractions as The Great Canadian Flag, Bistro at the River, numerous memorials & monuments and over 30,000sqft of garden beds.

Should Council decide to maintain Lot 16 as a parking lot, there are a number of measures that could be considered to address the issues of noise and loitering. These include:

1. Installing a barrier gate (with integrated pay station) to control access to the parking lot, possibly including restrictions such as no entry after 10:00 p.m. The initial cost of the barrier gate is \$51,950 (plus HST), with associated infrastructure upgrade costs estimated to be approximately \$10,000. Below, Lot 16 is pictured.



Lot 16 - Central Riverfront Implementation Plan Review – Items to Consider, p. 5.

Pros:

- Provides a physical barrier to control access, reducing unauthorized parking and potential for loitering.
- May deter unwanted behavior by imposing a structured entry/exit system.
- Can be programmed to enforce specific access times (e.g., no entry after 10:00 p.m.).

Cons:

- Initial cost for installation and infrastructure upgrades.
- Ongoing maintenance and operational costs.
- May inconvenience legitimate users if access is restricted after certain hours.
- Potential for technical issues or malfunctions.
- Can be bypassed, vehicle(s) park in the lot before the gate restricts access. Even if it is just a single vehicle from the group, the vehicle will drive out to open the gate, and the other vehicles then drive in.
- 2. Enforcement of noise and loitering complaints by Windsor Police and continued parking enforcement though the current contractor.

Pros:

- Utilizes existing law enforcement and parking enforcement infrastructure.
- Can be effective in addressing specific complaints of noise and loitering.

Cons:

- Does not provide continuous monitoring or deterrence.
- Reliant on the availability and response times of enforcement.
- Enforcement actions will be reactive rather than proactive.
- 3. Contract security could be hired to monitor the parking lot between the hours of 8:00 p.m. and 4:00 a.m., Thursday through Sunday all year. The estimated 2024 hourly rate is \$30.00. Due to the nature and time of monitoring, two officers may be required. The approximate cost for two officers is \$99,840.

Pros:

- Provides dedicated monitoring during peak hours for noise and loitering issues.
- Visible security presence can deter unwanted behavior.
- Can respond quickly to incidents within the parking lot.

Cons:

- Ongoing cost for security personnel.
- Limited to specific hours and days, leaving gaps in coverage.
- Do not have authority to enforce laws / by-laws.
- 4. Installation of security cameras has been reviewed at various external locations around the City, i.e. parks, parking lots, etc., to address similar issues. Due to lack of infrastructure (conduits, fibre, connectivity, ability to continuously monitor these locations, etc.) it is not feasible at this time. However, Administration continues to look for potential solutions that could be feasible.

Regarding options for repurposing Lot 16 for alternative community use, ultimately, the determination of an alternate use for Lot 16 rests with Council. Since there are a multitude of options, Council could instruct Administration to explore specific options.

Risk Analysis:

It is important to note that repurposing Lot 16 for a different use may not resolve the issues of noise and loitering. There is a likelihood that these challenges could simply shift to nearby parking lots to the east (Lot 34) and/or west (Lot 5), necessitating a broader approach to effectively address these concerns. Similar issues were noted near Festival Plaza previously and with the installation of fencing and gates to address that problem, the challenges shifted to Lot 16.

The loss of these spaces will have a negative impact on park users. Residents and visitors alike will be challenged to find appropriate parking. This will likely lead to an increase in complaints, could lead to an overall reduction in the number of people visiting not only the parkland but also downtown overall which can lead to a negative impact on the city's image.

Further, if Lot 16 is repurposed, monthly permit holders in this lot would be displaced. At the moment, Garage 1 (Pitt & Goyeau) can accommodate the displace monthly parkers. The monthly rate for Garage 1 is \$12.43 more per month (or \$149.16 more per year).

Finally, the lot houses a transformer owned and operated by Enwin Utilities. Access to this transformer would need to be maintained even if the lot was repurposed.

| Climate Change Risks |
|----------------------------|
| Climate Change Mitigation: |
| N/A |
| Climate Change Adaptation: |
| N/A |
| |

The costs associated with the options noted above are detailed below. Council should be aware that any additional expenditures are considered to be new matters not previously approved within either the current operating or 10-year capital plan. As such, there is no funding current allocated to improving security of Lot 16. City Council would need to provide direction as to which option they would like to be further considered.

Option 1 Cost:

Financial Matters:

The cost of a gated exit with a pay station is approximately \$51,950 excluding HST, with site preparation and other related installation costs estimated to be around \$10,000 excluding HST. The risk of the gates being damaged is low / medium, other similar gates in the City require repair a few times each year. Replacement costs for a gate that is damaged could be minimal, i.e. replacement of the gate only, however there is a potential that the concrete base can be damaged which would require funding similar to the initial installation cost. This option would be funded by the capital program for parking equipment, which is funded from the On-Off Street Parking Reserve Fund 138. At this time, gates are not part of the upcoming project works. To complete this project, funding would be required from the On-Off Street Parking Reserve. Parking fees could be increased to replenish funding used from the On-Off Street Parking Reserve.

Option 2 Cost:

There is no additional cost for option 2.

Option 3 Cost:

The additional cost to hire contract security to monitor the parking lot between the hours of 8:00 p.m. and 4:00 a.m., Thursday through Sunday all year is estimated at \$99,840 excluding HST based on the estimated 2024 contractual hourly rates. The additional security cost would require an operating budget increase. This increased operating budget would result in an offsetting reduction in the annual transfer to the On-Off Street Parking Reserve fund 138. At this time, the additional security is not part of the ongoing operating budget. To complete this project would require additional funds from the reserve. Alternatively, parking fees could be increased to offset this increased cost annually.

Lot 16 Revenue:

The parking revenue associated with Lot 16 was approximately \$80,000 for 2022 and \$120,000 for 2023 resulting in a 2-year average revenue of approximately \$100,000 per table 1 below.

Table 1:

| Year | Cash Deposits | Debit / Credit | Parking App Net Revenue | Monthly Permit Revenue | Total |
|-------------------|------------------|-------------------|-------------------------------|------------------------------|--------------|
| 2022 | \$38,964.16 | \$14,549.55 | \$5,269.72 | \$20,805.29 | \$79,588.72 |
| 2023 | \$32,779.12 | \$59,028.52 | \$8,912.79 | \$19,925.30 | \$120,645.73 |
| 2-Year Average | \$35,871.64 | \$36,789.04 | \$7,091.26 | \$20,365.30 | \$100,117.23 |

Should Lot 16 be repurposed, there would be a net loss of approximately \$80,000 in revenue. It is anticipated that the loss of revenue would be only the loss of hourly parking revenue as the monthly permit holders would be moved to the Goyeau Garage. Loss of revenue results in a decrease in the transfer of net results (revenue minus expense) annually to the On-Off Street Parking Reserve Fund 138. Parking fees could also be increased to offset this loss of revenue annually.

Capital Rehabilitation Required:

The pavement in Lot 16 is failing and requires rehabilitation. Lot 16 pre-engineering and soil testing was completed in April 2023. Preliminary results indicate contaminated soils to a depth of 750 mm will need to be removed and remediated. The final soil report provided by the consultant will be utilized by Public Works Engineering to inform the design and remediation processes, as well as to develop a final budget estimate for the construction project. The cost of the Lot 16 rehabilitation is currently estimated in the range of \$850,000 to \$1,250,000 excluding HST pending completion of final cost estimating. The cost of this pending rehabilitation is currently being considered in the 10-year On-Off Street Parking Reserve and capital expenditure forecasts.

Non-refundable HST costs are not applicable for any costs, operating or capital, as Parking Operations are deemed to be commercial in nature with 100% of HST costs refunded to the City.

Consultations:

lan Day, Senior Manager, Traffic Operations & Parking (A)

Craig Robertson, Manager, Licensing & Enforcement /Deputy License Commissioner

Cindy Becker, Financial Planning Administrator – Operations

Rob Slater, Executive Initiatives Coordinator

Alex Vucinic, Manager, Purchasing and Risk Management

Emilie Dunnigan, (A) Deputy Treasurer, Financial Planning

Conclusion:

While the repurposing of Lot 16 is possible, it would necessitate that the Central Riverfront Implementation Plan be revisited. The ultimate use of the space is up to Council.

If repurposed, the loss of Lot 16 would reduce the City's parking revenues by approximately \$80,000 per year and reduce the number of available parking spaces for visitors to the Riverfront.

Furthermore, it is important to note that repurposing Lot 16 does not tackle the noise and loitering problems. Consequently, without addressing these underlying issues, there is a high probability that these disturbances would merely shift to other nearby parking lots, either to the east (Lot 34) or west (Lot 5).

Rather than repurposing Lot 16, Council may wish to consider implementing the barrier gate noted in the report to address the issues of noise and loitering.

Planning Act Matters:

N/A

Approvals:

| Name | Title |
|----------------|---|
| Cindy Becker | Financial Planning Administrator – Operations |
| James Chacko | Executive Director, Parks & Facilities |
| Shawna Boakes | Deputy City Engineer / Executive Director of Operations |
| Ray Mensour | Commissioner, Community Services |
| Mark Winterton | (A) Commissioner, Infrastructure Services |
| Janice Guthrie | Commissioner, Finance & City Treasurer |
| Joe Mancina | Chief Administrative Officer |

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Appendices:

Environment, Transportation & Public Safety Standing Committee

March 27, 2024

Date: March 27, 2024 at 8:59:20 AM EDT ltem 8.3 – Written Submission

To: clerks < clerks@citywindsor.ca >, "Agostino, Renaldo" < ragostino@citywindsor.ca >

Subject: Parking lot 16

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Hello Everyone,

From: Marc L

I'm writing on behalf of the residents at 75 Riverside Drive east, we have been experiencing numerous noise related issues from the cars in Lot 16 and also fireworks at random times from that parking lot. This has been ongoing for the last 8 years and continues to get worse every year, we would like to have an electronic gate, cameras and signs in that parking lot warning of excessive vehicle noise. Our residents are all behind this and we're looking forward to having this situation addressed.

Thanks to everyone involved in regards to improving the quality of life for everyone living at 75 and 111 Riverside drive east.



Committee Matters: SCM 91/2024

Subject: Zoning By-law Amendment Application for 3842 Woodward Boulevard, Z-030/23 [ZNG-7151], Ward 9

Moved by: Councillor Kieran McKenzie Seconded by: Councillor Angelo Marignani

Decision Number: DHSC 600

I. THAT Zoning By-law 8600 **BE AMENDED** for the lands located on the east side of Woodward Boulevard, between Ledyard Avenue and Moxlay Avenue, described as Part of Lot 19 as in R1119645 and Closed Alley, Plan 1045 as in R1162410, by adding a site specific provision to permit a *Semi-Detached Dwelling* as an additional permitted *main use*, subject to additional regulations:

495. EAST SIDE OF WOODWARD BOULEVARD BETWEEN LEDYARD AVENUE AND MOXLAY AVENUE

For the lands comprising of Part of Lot 19 & Closed Alley, Plan 1045, PlN No. 01349-0395 LT, a *Semi-Detached Dwelling* shall be an additional permitted *main use* subject to the following additional provisions:

- The Semi-Detached Dwelling provisions of Section 10.1.5 shall apply; and
- Section 5.99.80.1.1.b) shall not apply. [ZDM 12; ZNG/7151]

Carried.

Member Daniel Grenier discloses an interest and abstains from voting on this matter.

Report Number: S 18/2024 Clerk's File: Z/14699

Clerk's Note:

- 1. The recommendation of the Development & Heritage Standing Committee and Administration are the same.
- 2. Please refer to Item 7.1 from the Development & Heritage Standing Committee held on April 2, 2024.
- 3. To view the stream of this Standing Committee meeting, please refer to: https://csg001-harmony.sliq.net/00310/Harmony/en/PowerBrowser/PowerBrowserV2/20240402/-1/10476



Council Report: S 18/2024

Subject: Zoning By-law Amendment Application for 3842 Woodward Boulevard, Z-030/23 [ZNG-7151], Ward 9

Reference:

Date to Council: April 2, 2024 Author: Brian Nagata, MCIP, RPP Planner II - Development Review (519) 255-6543 ext. 6181

Planning & Building Services Report Date: February 8, 2024

Clerk's File #: Z/14699

To: Mayor and Members of City Council

Recommendation:

I. THAT Zoning By-law 8600 **BE AMENDED** for the lands located on the east side of Woodward Boulevard, between Ledyard Avenue and Moxlay Avenue, described as Part of Lot 19 as in R1119645 and Closed Alley, Plan 1045 as in R1162410, by adding a site specific provision to permit a *Semi-Detached Dwelling* as an additional permitted *main use*, subject to additional regulations:

495. EAST SIDE OF WOODWARD BOULEVARD BETWEEN LEDYARD AVENUE AND MOXLAY AVENUE

For the lands comprising of Part of Lot 19 & Closed Alley, Plan 1045, PlN No. 01349-0395 LT, a *Semi-Detached Dwelling* shall be an additional permitted *main use* subject to the following additional provisions:

- The Semi-Detached Dwelling provisions of Section 10.1.5 shall apply; and
- 2. Section 5.99.80.1.1.b) shall not apply.

[ZDM 12; ZNG/7151]

Executive Summary:

N/A

Background:

Application Information:

Location: 3842 Woodward Boulevard

(Part of Lot 19 Plan 1045 as R1119645 & Closed Alley Plan 1045 as in R1162410; Roll No. 070-260-22900; PlN No.

01349-0395 LT)

Ward: 9

Planning District: Devonshire

Zoning District Map: 12

Owner: Klean Konzept Inc.

Applicant: Homes by Artisan (Mamum Chowdury)

Authorized Agent: Pillon Abbs Inc. (Tracey Pillon-Abbs)

Proposal:

The applicant is requesting an amendment to Zoning By-law 8600 to change the zoning for the lands located on the east side of Woodward Boulevard between Ledyard Avenue and Moxlay Avenue, known municipally as 3842 Woodward Boulevard (the subject property), from Residential District 1.1 (RD1.1) to Residential District 2.1 (RD2.1) to allow for the construction of two (2) semi-detached dwellings.

The applicant has acknowledged that a Consent must be obtained from the Committee of Adjustment to sever the subject property into two (2) lots for compliance with the RD2.1 zoning. The RD2.1 zoning only permits one (1) semi-detached dwelling per lot.

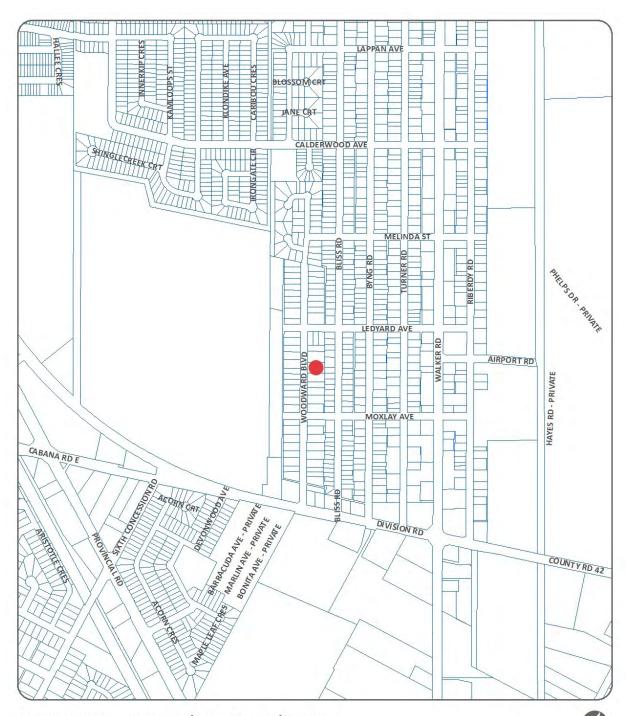
Submitted Information: Conceptual Site Plan (See Appendix A), Deed, Planning Rationale Report (See Appendix G), Topographic Survey, and Zoning By-law Amendment Application Form.

Site Information:

| Official Plan | Zoning | Current Use | Previous Use |
|---------------|--|-------------------------|--------------|
| Residential | Residential District 1.1 (RD1.1) | Single Unit Dwelling | Agricultural |
| Lot Width | Lot Depth | Lot Area | Lot Shape |
| 30.5 m | 47.8 m | 1,457.8 m ² | Rectangular |

All measurements are based on Verhaegen Land Surveyors' Topographic Survey, dated March 20, 2023.

The subject property contains a one (1) storey single unit dwelling, constructed in 1956. The remainder of the subject property is maintained as landscaped open space that includes a 2.3-metre-wide utility easement running along the rear lot line. The subject property was used for agricultural purposes prior to its residential use. The applicant has confirmed that the existing single unit dwelling is to be demolished.



KEY MAP - Z-030/23, ZNG/7151

SUBJECT LANDS



PART OF ZONING DISTRICT MAP 12

N.T.S.

REQUESTED ZONING AMENDMENT

Applicant: Homes By Artisan



PLANNING & BUILDING DEPARTMENT



DATE : NOVEMBER, 2023 FILE NO. : Z-030/23, ZNG/7151



NEIGHBOURHOOD MAP - Z-030/23, ZNG/7151





Neighbourhood Characteristics:

The subject property is located on the eastern side of the Devonshire neighbourhood. The Devonshire neighbourhood constitutes the area north of Division Road, east of the Canadian Pacific Railway rail corridor, south of E. C. Row Expressway and west of the Canadian National Railway rail corridor.

Surrounding Land Uses:

North:

- Calderwood Park
- Low density residential
- Shinglecreek Park
- Walker Homesite bike trail

East:

- Commercial (business office, retail and service oriented)
- Light industrial
- Low density residential
- Windsor International Airport

South:

- Low density residential
- Walker Commons commercial centre

West:

- Devonwood Conservation Area
- Low density residential

Municipal Infrastructure:

- Roadside ditch, sanitary sewer, and watermain are located within the Woodward Boulevard right-of-way.
- Woodward Boulevard is classified as a local road, which has a two-lane cross section with no curbs and gutters, sidewalks or streetlights.

Discussion:

The Provincial Policy Statement (PPS) provides direction on matters of provincial interest related to land use planning and development and sets the policy foundation for regulating the development and use of land in Ontario.

The following policies of PPS 2020 are considered relevant in discussing provincial interests related to this amendment:

1.0 Building Strong Healthy Communities

Policy 1.1.1 states:

- Healthy, liveable and safe communities are sustained by:
 - a) promoting efficient development and land use patterns which sustain the financial well-being of the Province and municipalities over the long term.
 - Refer to the response provided to PPS Policy 1.1.1 e) herein.
 - b) accommodating an appropriate affordable and market-based range and mix of residential types (including single-detached, additional residential units, multi-unit housing, affordable housing and housing for older persons), to meet long-term needs.
 - This amendment will allow a semi-detached dwelling use on the subject property, further diversifying the range and mix of residential types available in the Devonshire neighbourhood.
 - c) avoiding development and land use patterns which may cause environmental or public health and safety concerns.
 - This amendment will not cause any environmental or public health and safety concerns.
 - e) promoting the integration of land use planning, growth management, transit-supportive development, intensification and infrastructure planning to achieve cost-effective development patterns, optimization of transit investments, and standards to minimize land consumption and servicing costs.
 - This amendment will allow for the redevelopment of the subject property through intensification, optimizing existing municipal infrastructure and public service facilities, and avoiding unnecessary land consumption.
 - o f) improving accessibility for persons with disabilities and older persons by addressing land use barriers which restrict their full participation in society.
 - The interior layout and exterior site design for a semi-detached dwelling is exempt from having to comply with the Barrier-Free Design requirements of the *Ontario Building Code*.
 - The Accessibility for Ontarians with Disabilities Act does not apply to semi-detached dwellings.

- g) ensuring that necessary infrastructure and public service facilities are or will be available to meet current and projected needs.
 - The subject property is serviced by the 150-millimetre watermain, 250-millimetre asbestos concrete sanitary sewer, and roadside ditch within the Woodward Boulevard right-of-way.
 - EnWin Utilities Ltd., through their comments, has advised that the existing water service may need to be upgraded to accommodate the proposed development.
 - The water service will be reviewed and approved at the Building Permit stage of the development process.
 - The subject property is serviced by overhead hydro lines running parallel to the rear property line.
 - The subject property has direct access to a public highway in the form of Woodward Boulevard.
 - Roseland Public School and Vincent Massey Secondary School are located within 2.0 kilometres and 5.4 kilometres of the subject property, respectively.
 - St. Christopher Catholic Elementary School and Holy Names High School are located within 2.8 kilometres and 6.3 kilometres of the subject property, respectively.
 - Optimist Community Centre/W.F. Chisholm Public Library are located within 5.3 kilometres of the subject property.

Policy 1.1.3.1 states:

- Settlement areas shall be the focus of growth and development.
 - The subject property is located within a settlement area.

Policy 1.6.9.1 states:

- Planning for land uses in the vicinity of airports, rail facilities and marine facilities shall be undertaken so that:
 - o a) their long-term operation and economic role is protected; and
 - Refer to response to Official Plan policy 7.2.10.2 herein.
 - b) airports, rail facilities and marine facilities and sensitive land uses are appropriately designed, buffered and/or separated from each other, in accordance with policy 1.2.6.
 - Refer to response to Official Plan policy 7.2.10.2 herein.

One or more of the aforesaid responses to PPS Policy 1.1.1 also speak to the following relevant PPS Policies:

- 1.1.3.2 Land use patterns within settlement areas shall be based on densities and a mix of land uses which:
 - a) efficiently use land and resources;
 - b) are appropriate for, and efficiently use, the infrastructure and public service facilities which are planned or available, and avoid the need for their unjustified and/or uneconomical expansion;
- 1.4.3 Planning authorities shall provide for an appropriate range and mix of housing options and densities to meet projected market-based and affordable housing needs of current and future residents of the regional market area by:
 - o b) permitting and facilitating:
 - 2. all types of residential intensification, including additional residential units, and redevelopment in accordance with policy 1.1.3.3;
 - c) directing the development of new housing towards locations where appropriate levels of infrastructure and public service facilities are or will be available to support current and projected needs;
- 1.6.6.2 Municipal sewage services and municipal water services are the
 preferred form of servicing for settlement areas to support protection of the
 environment and minimize potential risks to human health and safety. Within
 settlement areas with existing municipal sewage services and municipal water
 services, intensification and redevelopment shall be promoted wherever feasible
 to optimize the use of the services;
- 1.7.1 Long-term economic prosperity should be supported by:
 - b) encouraging residential uses to respond to dynamic market-based needs and provide necessary housing supply and range of housing options for a diverse workforce;

The applicant's Planning Rationale Report (PRR), dated November 16, 2023, demonstrates that the requested amendment to Zoning By-law 8600 is consistent with the relevant policies of PPS 2020. The Planning Department agrees with the conclusions of the PRR regarding consistency with the PPS 2020.

Official Plan

Relevant excerpts from Volume I of the Official Plan are attached as Appendix C. The following policies from these excerpts are considered relevant in discussing this amendment's conformity with the Official Plan.

The subject property is located within the Devonshire Planning District on *Schedule A - Planning Districts & Policy Areas*, within an Airport Operating Area with a Noise Exposure Forecast above 25 on *Schedule C - Development Constraint Areas*, and within a Residential land use designation on *Schedule D - Land Use Plan* to the City of Windsor Official Plan.

Volume I

Chapter 3 - Development Strategy

This amendment complies with the following applicable key policy direction for managing growth consistent with the Vision of the City of Windsor Community Strategic Plan.

3.2 - Growth Concept

3.2.1 - Safe, Caring and Diverse Communities

Encouraging a range of housing types will ensure that people have an opportunity to live in their neighbourhoods as they pass through the various stages of their lives. Residents will have a voice in how this new housing fits within their neighbourhood. As the city grows, more housing opportunities will mean less sprawl onto agricultural and natural lands (Policy 3.2.1.2).

Refer to the response provided to PPS Policy 1.1.1 b) herein.

3.3 - Urban Structure Plan

This amendment complies with the following applicable key policy direction for managing the structural elements within the municipality.

3.3.3 - Neighbourhoods

..... The three dominant types of dwellings in Windsor's neighbourhoods are single detached, semi-detached and townhouses. The density range for Windsor's neighbourhoods is between 20 to 35 units per net hectare. This density range provides for low and some medium-density intensification to occur in existing neighbourhoods.

.

This amendment will achieve a density of 27.4 units per hectare. *

*This figure does not include Additional Dwelling Units (ADU), permitted as of right under any zoning district that permits a single unit dwelling, duplex dwelling, semi-detached dwelling or townhome dwelling.

Chapter 6 - Land Use:

6.1 Goals

This amendment complies with the following applicable land use goal:

Housing suited to the needs of Windsor residents (Goal 6.1.3).

6.3 Residential

6.3.1 Objectives

The amendment complies with the following applicable Residential land use objective:

• To support a complementary range of housing forms and tenures in all neighbourhoods (Objective 6.3.1.1).

6.3.2 Policies

Permitted Uses

Uses permitted in the Residential land use designation identified on Schedule D: Land Use include Low Profile, and Medium Profile dwelling units. (Policy 6.3.2.1)

• A semi-detached dwelling is classified as a Low Profile dwelling.

Locational Criteria

New residential development and intensification shall be located where: (Policy 6.3.2.4)

- (a) There is access to a collector or arterial road;
 - The subject property is located within approximately 500.0 metres of Walker Road, a Class II Arterial Road, and approximately 700.0 metres of Calderwood Avenue, a Class II Collector Road.
- (b) Full municipal physical services can be provided;
 - o Refer to the response provided to PPS Policy 1.1.1 g) herein.
- (c) Adequate community services and open spaces are available or are planned; and
 - Refer to the responses provided to PPS Policy 1.1.1 g) and the Surrounding Land Uses section herein.
- (d) Public transportation service can be provided.
 - The subject property is located within approximately 500.0 metres of transit stops for the Walkerville 8 Northbound and Southbound transit routes.

It should be noted that the subject property is outside of what is considered walking distance to the nearest transit stops. A distance of 400.0 metres is often used as an acceptable walking distance to a transit stop. This is reflected within Transit Windsor's 2019 Transit Master Plan and the City of Windsor's Active Transportation Master Plan.

Evaluation Criteria

Policy 6.3.2.5 states:

- At the time of submission, the proponent shall demonstrate to the satisfaction of the Municipality that a proposed residential development within an area having a Neighbourhood development pattern is:
 - (a) feasible having regard to the other provisions of this Plan, provincial legislation, policies and appropriate guidelines and support studies for uses:
 - (i) within or adjacent to any area identified on Schedule C:
 Development Constraint Areas and described in the Environment chapter of this Plan;
 - The subject property is located within an Airport Operating Area with a Noise Exposure Forecast above 25 and less than 30.
 - New residential developments located within an Airport Operating Area with a Noise Exposure Forecast below 30 are not required to complete a Noise Study.
 - (c) In existing neighbourhoods, compatible with the surrounding area in terms of scale, massing, height, siting, orientation, setbacks, parking and amenity areas.
 - This amendment will allow for a development that is compatible with the established built environment found within the block and surrounding neighbourhood.
 - The provisions for a semi-detached dwelling under the RD2.1 zoning are identical to the provisions for a semidetached and single unit dwelling under the RD1.1 zoning, save and except for the minimum side yard width for a single unit dwelling which is 1.50 metres.
 - It should be further noted that the Planning Department, through Housekeeping Amendment Application Z-002/21 [ZNG/6277] to Zoning By-law 8600, is recommending that the minimum side yard width provision for a single unit dwelling under all Residential District 1 and Residential District 2 zones be 1.20 metres [save and except the Residential District 1.5 (RD1.5) zone, which is specific to the Little River Acres (Villages of Riverside) subdivision].

- The supporting report states that "This will ensure consistency and fairness between the various zoning districts, allows more flexibility in the design of a dwelling, and allows for more efficient use of land."
- The Development & Heritage Standing Committee endorsed the Planning Department's recommendation at their February 5, 2024 meeting.
- Council approved the Housekeeping Amendment Application at its February 26, 2024 meeting.
- Council will hear the amending by-law at a future meeting.
- The applicant is not requesting any relief from the aforesaid provisions or any other provisions to Zoning By-law 8600.
- (d) provided with adequate off street parking;
 - The proposed development will accommodate the required number of parking spaces onsite.
 - Transportation Planning, through their comments, confirmed that a parking study is not required so long as the required number of parking spaces are being provided onsite.
- (e) capable of being provided with full municipal physical services and emergency services; and
 - Refer to the response provided to PPS Policy 1.1.1 g) herein for details on the municipal physical services available to the subject property.
 - The subject property is served by Essex-Windsor EMS, Windsor Fire & Rescue Services (Fire Hall No. 6) and Windsor Police Service.

Chapter 7 - Infrastructure:

7.2 Transportation System

7.2.10 Air Transportation Policies

Council shall protect the Windsor Airport from incompatible development. Accordingly, all proponents of development within the Airport Operating Area designated on Schedule 'C': Development Constraint Areas shall be subject to the following: (Policy 7.2.10.2)

 (d) Land uses which may cause a potential aviation safety hazard are discouraged; Windsor International Airport, through their comments, confirmed that they have no objections or concerns with the proposed amendment.

Chapter 11 - Tools:

Land use compatibility throughout Windsor is an implementation goal to be achieved when administering a planning tool under this Chapter. Compatibility between land uses is also an objective of the Zoning By-law Amendment planning tool (Policy 11.6.1.2).

Land use compatibility was considered as part of the evaluation of the applicable
 Official Plan and PPS policies referenced herein.

Policy 11.6.3.3 states:

- When considering applications for Zoning By-law amendments, Council shall consider the policies of this Plan and will, without limiting the generality of the foregoing, consider such matters as the following:
 - (a) The relevant evaluation criteria contained in the Land Use Chapter of this Plan, Volume II: Secondary Plans & Special Policy Areas and other relevant standards and guidelines;
 - o (b) Relevant support studies;
 - (c) The comments and recommendations from municipal staff and circularized agencies;
 - o (d) Relevant provincial legislation, policies and appropriate guidelines; and
 - (e) The ramifications of the decision on the use of adjacent or similar lands.
 - This amendment is not anticipated to have any ramifications on the use of adjacent or similar lands.

The aforesaid matters were considered as part of the evaluation of the applicable Official Plan and PPS policies referenced herein.

The applicant's PRR demonstrates that the requested amendment to Zoning By-law 8600 conforms with the policies of the Official Plan. The Planning Department agrees with the conclusions of the PRR regarding conformity with the Official Plan.

Zoning By-Law

Relevant excerpts from Zoning By-law 8600 are attached as Appendix D.

The subject property is within a RD1.1 zone of Zoning By-law 8600, which does not permit a semi-detached dwelling use.

The applicant is requesting an amendment to Zoning By-law 8600 to change the zoning to an RD2.1 zone to allow a semi-detached dwelling.

The applicant's request has been considered and is supported in part within this report. The Planning Department supports the amendment to allow a semi-detached dwelling use, however does not support changing the zoning district for the following reasons.

- The RD2.1 zoning permits a single unit dwelling on a significantly smaller lot than that permitted under the RD1.1 zoning.
 - o The minimum lot area (270.0 m²) and lot width (9.0 metres) provisions for a single unit dwelling under the RD2.1 zoning are not consistent with the existing lots within the 3800 block of Woodward Boulevard.
 - Lot widths within the block range from approximately 15.2 metres to 30.5 metres.
 - Lot areas within the block range from approximately 570.0 m² to 1,450.0 m².
 - This could potentially result in the subject property being developed with three (3) single unit dwellings with lot areas and lot widths that are not consistent to those existing within the block.
- The provisions for a semi-detached dwelling under the RD2.1 zoning are identical to those under the RD1.1 zoning.

Section 35.1 of the *Planning Act* (i.e. Restriction for residential units) does not allow a zoning bylaw to restrict the establishment of three (3) dwelling units on a parcel of urban residential land (lot) where a single unit dwelling, semidetached dwelling, or townhome dwelling is a permitted use.

Section 5.99.80.1.1.b) of Zoning By-law 8600 (i.e. ADU Provisions) states that: "For the purposes of this provision each semi-detached dwelling unit or townhome dwelling unit is considered to be located on its own parcel of urban residential land if it conforms with the provisions of the applicable zoning district and can be subdivided."

Generally, this means that a semi-detached dwelling unit or townhome dwelling unit is considered to be on its own parcel of urban Semi-Detached Lot that can be subdivided (maximum of 6 units)

Maximum of three (3) dwelling units units

Minimum 15

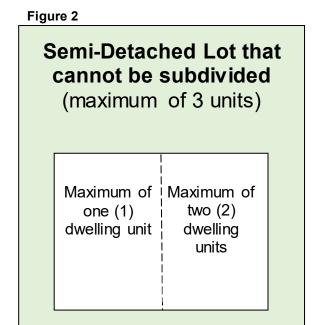
residential land if the lot <u>can be</u> subdivided without a minor variance. This is beneficial where all units within a dwelling are in common ownership. For a semi-detached dwelling this would permit two (2) ADU's within each dwelling unit resulting in a maximum of six (6) dwelling units on a single lot, as illustrated in Figure 1.

In the scenario where this criterion cannot be met, the ADU Provisions allow a semidetached dwelling to have a maximum of one (1) ADU. This equates to a maximum of three (3) dwelling units on a single lot, as illustrated in Figure 2. This is the same number of dwelling units allowed for a single unit dwelling under the ADU Provisions.

The difference in density between the two scenarios as it pertains to the proposed development is illustrated in Table 1 below.

Table 1 - Density Comparison

| Scenario | Max. No. Dwelling Units | Density |
|---|----------------------------|---------------------------|
| Semi-detached dwelling on a single lot that can be subdivided without a minor variance (maximum of 6 dwelling units per single lot) | 12 | 82.4 units per hectare |
| Semi-detached dwelling on a single lot that cannot be subdivided without a minor variance, or a single unit dwelling (maximum of 3 dwelling units per single lot) | 6 | 41.2 units per hectare |



Minimum 15 m

While the applicant is proposing a total of 4 units (i.e. 27.5 units per hectare), the Planning Department has concerns with the potential maximum density that can be achieved with this development as a result of the combination of:

- Section 35.1 of the Planning Act allowance of three (3) dwelling units on each parcel of urban residential land;
- Zoning Bylaw 8600 ADU Provisions recognizing each semi-detached dwelling unit as its own parcel of urban residential land (if can be subdivided without a minor variance); and
- Zoning Bylaw 8600 ADU Provisions allowing up to two (2) ADU's for each semi-detached dwelling unit on its own parcel of urban residential land.

Should Council adopt the Planning Department's recommendation to remove the applicability of Section 5.99.80.1.1.b) from the subject property, the result would limit each semi-detached dwelling to a maximum of three (3) dwelling units for an overall total maximum of six (6) dwelling units.

Should the current or future owner(s) wish to establish further ADUs a Consent granted by the Committee of Adjustment or a by-law passed by Council granting an Exemption from Part Lot Control must be approved, which would establish each semi-detached dwelling on a separate parcel.

No other zoning deficiencies have been identified or supported.

A draft amending by-law is attached as Appendix G. Subsection 24 (1) of the *Planning Act*, R.S.O. 1990, c. P.13., prohibits a by-law from being passed that does not conform with the Official Plan. As discussed through the Official Plan section herein, the proposed amendment conforms to the applicable policies of the Official Plan.

Risk Analysis:

N/A

Climate Change Risks

Climate Change Mitigation:

Residential intensification minimizes the impact on the community greenhouse gas emissions. Development within existing communities and neighbourhoods while using currently available infrastructure such as sewers, sidewalks, and public transit helps to mitigate development impact.

Climate Change Adaptation:

The proposed construction of a new dwelling provides an opportunity to increase resiliency for the development and surrounding area.

Financial Matters:

N/A

Consultations:

Comments received from City Departments, external agencies and members of the public on this application were taken into consideration when preparing this report. A record of the comments is included as Appendix E herein.

There are no objections to the proposed amendment.

The applicant hosted an electronic public open house on August 22, 2023, via Zoom. Notice of the open house was issued to owners of properties within 120.0 metres of the subject property. The open house was attended by eight (8) people. Comments from were also received by phone and email as well.

Section 3.2 of the PRR summarizes the comments and questions, and includes corresponding responses. Comments received were taken into consideration when preparing this report.

Public Notice: Statutory notice was advertised in the Windsor Star, a local daily newspaper. A courtesy notice was mailed to property owners and residents within 120 metres of the subject parcel.

Conclusion:

The *Planning Act* requires that a decision of Council in respect of the exercise of any authority that affects a planning matter, "shall be consistent with" *Provincial Policy Statement 2020*. The recommended zoning amendment has been evaluated for consistency with the Provincial Policy Statement 2020 and conformity with the policies of the City of Windsor Official Plan.

The recommended zoning by-law amendment is consistent with the PPS, conforms with the policy direction of the City of Windsor Official Plan, is compatible with existing and permitted uses in the surrounding neighbourhood and constitutes good planning.

Planning Act Matters:

I concur with the above comments and opinion of the Registered Professional Planner.

Greg Atkinson, MCIP, RPP Thom Hunt, MCIP, RPP

Manager of Development City Planner

I am not a registered Planner and have reviewed as a Corporate Team Leader JP JM

Approvals:

| Name | Title |
|----------------|--|
| Greg Atkinson | Manager of Development/Deputy City Planner |
| Thom Hunt | City Planner / Executive Director, Planning & Development Services |
| Aaron Farough | Senior Legal Counsel, Legal Services & Real Estate |
| Wira Vendrasco | Deputy City Solicitor, Legal Services & Real Estate |
| Jelena Payne | Commissioner, Economic Development & Innovation |
| Joe Mancina | Chief Administration Officer |

Notifications:

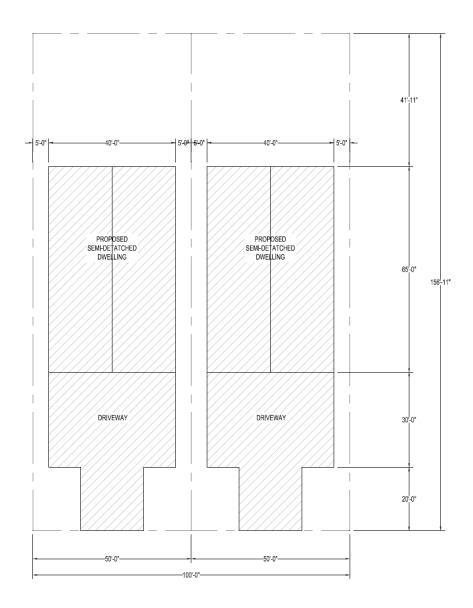
| Name | Address | Email |
|-------------------------------|-------------------------------|-------------------------------|
| Abutting property owners, ter | nants/occupants within 120-me | eter (400 feet) radius of the |
| subject property | | |

Appendices:

- 1 Appendix A Conceptual Plan
- 2 Appendix B Site Images
- 3 Appendix C Excerpts from Official Plan Volume I
- 4 Appendix D Excerpts from Zoning By-law 8600
- 5 Appendix E Consultations
- 6 Appendix F Draft Amending By-law (Site Specific Provision)

7 Appendix G - Planning Rationale Report

APPENDIX "A"Conceptual Plan



3842 WOODWARD AVE - PROPOSED SITE PLAN

SCALE: 1" = 20'-0"

APPENDIX "B" Site Photos



Figure 1 - Looking northeast towards 3842 Woodward Blvd (Google Street View - November 2023)



Figure 2 - Looking southeast towards 3842 Woodward Blvd (Google Street View - November 2023)

APPENDIX "C" Excerpts from Official Plan Volume I

3. Development Strategy

3.2 Growth Concept

3.2.1 Safe, Caring and Diverse Community

NEIGHBOURHOOD HOUSING VARIETY

3.2.1.2

Encouraging a range of housing types will ensure that people have an opportunity to live in their neighbourhoods as they pass through the various stages of their lives. Residents will have a voice in how this new housing fits within their neighbourhood. As the city grows, more housing opportunities will mean less sprawl onto agricultural and natural lands.

3.2 Urban Structure Plan

3.3.3 Neighbourhoods

NEIGHBOURHOOD HOUSING VARIETY Neighbourhoods are the most basic component of Windsor's urban structure and occupy the greatest proportion of the City. Neighbourhoods are stable, low-to-medium-density residential areas and are comprised of local streets, parks, open spaces, schools, minor institutions and neighbourhood and convenience scale retail services.

The three dominant types of dwellings in Windsor's neighbourhoods are single detached, semi-detached and townhouses. The density range for Windsor's neighbourhoods is between 20 to 35 units per net hectare. This density range provides for low and some medium-density intensification to occur in existing neighbourhoods. Multiple dwelling buildings with medium and high-densities are encouraged at nodes identified in the Urban Structure Plan.

6. Land Use

6.1 Goals

In keeping with the Strategic Directions, Council's land use goals are to achieve:

| NEIGHBOURHOODS | 6.1.1 | Safe, caring and diverse neighbourhoods. |
|----------------------------------|--------|--|
| | - | |
| ENVIRONMENTALLY SUSTAINABLE | 6.1.2 | Environmentally sustainable urban development. |
| RESIDENTIAL | 6.1.3 | Housing suited to the needs of Windsor's residents. |
| EMPLOYMENT | 6.1.4 | The retention and expansion of Windsor's employment base. |
| COMMERCIAL | 6.1.5 | Convenient and viable areas for the purchase and sale of goods and services. |
| INSTITUTIONAL | 6.1.6 | An integration of institutions within Windsor's |
| OPEN SPACE | 6.1.7 | A variety of open space areas. |
| WATERFRONT | 6.1.8 | An accessible Detroit River, Lake St. Clair and a healthy |
| NATURAL HERITAGE | 6.1.9 | The protection and conservation of environmentally significant and sensitive natural heritage features and |
| MIXED USE | 6.1.10 | Pedestrian oriented clusters of residential, commercial, employment and institutional uses. |
| CITY CENTRE PLANNING DISTRICT | 6.1.11 | The City Centre as the vibrant focal point and symbol of Windsor. |
| AIRPORT | 6.1.12 | Protection and enhancement of Windsor Airport's role in serving passenger and cargo needs. (added by OPA #60-05/07/07-B/L85-2007-OMB Decision/Order No.2667, 10/05/2007) |
| FUTURE GROWTH AREAS | 6.1.13 | The provision of sufficient land in appropriate locations to accommodate future population and employment growth in Windsor. (added by OPA #60-05/07/07-B/L85-2007-OMB Decision/Order |
| RESIDENTIAL INTENSIFICATION | 6.1.14 | To direct residential intensification to those areas of the City where transportation, municipal services, community and goods and services are readily available. (added by OPA #159 –AP PROVED July 11, 2022, B/L# 100-2022) |

| | 6.3 | Residential |
|---|---------|--|
| | 6.3.1 | Objectives |
| RANGE OF FORMS & TENURES | 6.3.1.1 | To support a complementary range of housing forms and tenures |
| NEIGHBOURHOODS | 6.3.1.2 | To promote compact neighbourhoods which encourage a balanced transportation system. |
| INTENSIFICATION, INFILL & REDEVELOPMENT | 6.3.1.3 | To promote residential redevelopment, infill and intensification initiatives in locations in accordance with this plan. (Added by OPA#159 - APPROVED July 11, 2022, B/L#100-2022) |
| MAINTENANCE & REHABILITATION | 6.3.1.4 | To ensure that the existing housing stock is maintained and rehabilitated. |
| SERVICE & AMENITIES | 6.3.1.5 | To provide for complementary services and amenities which enhance the quality of residential areas. |
| HOME BASED OCCUPATIONS | 6.3.1.6 | To accommodate home based occupations. |
| SUFFICIENT LAND SUPPLY | 6.3.1.7 | To ensure that a sufficient land supply for residential and ancillary land uses is available to accommodate market demands over the 20 year period of this Plan. |
| | 6.3.2 | Policies |
| PERMITTED USES | 6.3.2.1 | Uses permitted in the Residential land use designation identified on Schedule D: Land Use include Low Profile, and Medium Profile dwelling units. |
| | | High Profile Residential Buildings shall be directed to locate in the City Centre, Mixed Use Centres and Mixed Use Corridors. (Added by OPA #159 – APPROVED July 11, 2022, B/L# 100-2022) |
| LOCATIONAL CRITERIA | 6.3.2.4 | Residential intensification shall be directed to the Mixed Use Nodes and areas in proximity to those Nodes. Within these areas Medium Profile buildings, up to four (4) storeys in height shall be permitted. These taller buildings shall be designed to provide a transition in height and massing from low-profile areas. |
| | | New residential development and intensification shall be located where: |

- (a) There is access to a collector or arterial road;
- (b) Full municipal physical services can be
- (c) Adequate community services and open spaces are available or are planned; and
- (d) Public transportation service can be provided.

 (Added by OPA #159 APPROVED July 11, 2022, B/L# 100-2022)

EVALUATION CRITERIA FOR A NEIGHBOURHOOD DEVELOPMENT PATTERN 6.3.2.5

At the time of submission, the proponent shall demonstrate to the satisfaction of the Municipality that a proposed residential development within an area having a Neighbourhood development pattern is:

- (a) feasible having regard to the other provisions of this Plan, provincial legislation, policies and appropriate guidelines and support studies for uses:
 - (i) within or adjacent to any area identified on Schedule C: Development Constraint Areas and described in the Environment chapter of this Plan;
 - (ii) adjacent to sources of nuisance, such as noise,
 - (iii) within a site of potential or known contamination:
 - (iv) where traffic generation and distribution is a provincial or municipal concern; and
 - (v) adjacent to heritage resources.
- (b) in keeping with the goals, objectives and policies of any secondary plan or guideline plan affecting the surrounding area;

(c) In existing neighbourhoods, compatible with the surrounding area in terms of scale, massing, height, siting, orientation, setbacks, parking and amenity areas.

In Mature Neighbourhoods as shown on Schedule A-1, compatible with the surrounding area, as noted above, and consistent with the streetscape, architectural style and materials, landscape character and setback between the buildings and streets; (Added by OPA #159 – APPROVED July 11 2022, B/L# 100-2022)

- (d) provided with adequate off street parking;
- (e) capable of being provided with full municipal physical
- (f) Facilitation a gradual transition from Low Profile residential development to Medium and/or High Profile development and vice versa, where appropriate, in accordance with Design Guidelines approved by Council.

(Added by OPA #159 – APPROVED July 11, 2022, B/L# 100-2022)

7. Tools

7.2 Transportation Policies

7.2.10 Air Transportation Policies

DEVELOPMENT WITHIN THE AIRPORT OPERATING AREA 7.2.10.2

Council shall protect the Windsor Airport from incompatible development. Accordingly, all proponents of development within the Airport Operating Area designated on Schedule 'C': Development Constraint Areas shall be subject to the following:

(d) Land uses which may cause a potential aviation safety hazard are discouraged;

| | 11. | Tools | |
|------------------------|----------|---|---|
| | 11.6 | Zoning | |
| | 11.6.1 | Objective | s |
| COMPATIBLE USES | 11.6.1.2 | To ensure compatibility between land uses. | |
| | 11.6.3 | Zoning By | y-law Amendment Policies |
| EVALUATION CRITERIA | 11.6.3.3 | When considering applications for Zoning By-law amendments, Council shall consider the policies of this Pla and will, without limiting the generality of the foregoing, consider such matters as the following: | |
| | | (a) | The relevant evaluation criteria contained in the Land Use Chapter of this Plan, Volume II: Secondary Plans & Special Policy Areas and other relevant standards and guidelines; |
| | | (b) | Relevant support studies; |
| | | (c) | The comments and recommendations from municipal staff and circularized agencies; |
| | | (d) | Relevant provincial legislation, policies and appropriate guidelines; and |
| | | (e) | The ramifications of the decision on the use of adjacent or similar lands. |

APPENDIX "D" Excerpts from Zoning By-law 8600

SECTION 5 - GENERAL PROVISIONS

(AMENDED by B/L 274-1998, Oct. 2, 1998; B/L 31-2013, March 28/2013; DELETED By B/L 117-2016, Dec. 28, 2016; ADDED by B/L 177-2016, Dec. 28, 2016; AMENDED by B/L 95-2019, Sept. 27/2019)

5.99 ADDITIONAL USE PROVISIONS

5.99.80 SECOND UNITS / ADDITIONAL DWELLING UNITS

- .1 For any zoning district that permits a single unit dwelling, semidetached dwelling, duplex dwelling, or townhome dwelling, the following additional provisions shall apply:
 - .1 Additional Permitted Uses
 - a) Two additional dwelling units shall be permitted on a parcel of urban residential land. This may be either:
 - i. Two additional dwelling units within the primary dwelling unit located in the main building, or
 - ii. One additional dwelling unit in the primary dwelling unit located in the main building and one additional dwelling unit in a building accessory to said dwelling.

For clarity, this provision permits a maximum of three dwelling units in total on a parcel of urban residential land as shown in Tables 5.99.80.11 and 5.99.80.12.

| TABLE 5.99.80.11 | | | | |
|--------------------------------|--------------------------|-----------------------|-------|--|
| | Dwelling Units - Maximum | | | |
| Dwelling Type | Main Building | Accessory Building | Total | |
| Single Unit Dwelling | 3 | 0 | 3 | |
| Semi-detached Dwelling Unit | 3 | 0 | 3 | |
| Duplex Dwelling | 3 | 0 | 3 | |
| Townhome Dwelling Unit | 3 | 0 | 3 | |

| TA | BLE 5.99.80. | .12 | |
|--------------------------------|------------------|-----------------------|-------|
| Dwelling Units - Maxim | | | kimum |
| Dwelling Type | Main Building | Accessory Building | Total |
| Single Unit Dwelling | 2 | 1 | 3 |
| Semi-detached Dwelling Unit | 2 | 1 | 3 |
| Duplex Dwelling | 2 | 1 | 3 |
| Townhome Dwelling Unit | 2 | 1 | 3 |

b) For the purposes of this provision each semi-detached dwelling unit or townhome dwelling unit is considered to be located on its own parcel of urban residential land if it conforms with the provisions of the applicable zoning district and can be subdivided.

(AMENDED BY B/L 149/2018, NOV. 21, 2018; AMENDED BY B/L 95-2019, SEPT. 27/2019, AMENDED BY B/L 78-2020, JUNE 26, 2020, AMENDED BY B/L 98-2023, AUGUST 8, 2023) Z-030/23 ZNG/7151 Page D2 of D3

SECTION 10 - RESIDENTIAL DISTRICTS 1. (RD1.)

(B/L 10358 Jul 16/1990; B/L 11093 Jul 20/1992; B/L 33-2001 Oct 23/2001, OMB Decision/Order No. 1716 Case No. PL010233; B/L 370-2001 Nov 15/2001; B/L 363-2002 Dec 31/2002; B/L 220-2002, Feb 24/2003; B/L 10-2004 OMB Order PL040143, File No. R040023, Decision/Order No. 0055, Issued Jan 12/2005 B/L 114-2016 Sep 19/2016); B/L 164-2017, Dec. 7/2017 [ZNG/5270]; B/L 95-2019, Sept. 27/2019

10.1 RESIDENTIAL DISTRICT 1.1 (RD1.1)

10.1.1 PERMITTED USES

Existing Duplex Dwelling
Existing Semi-Detached Dwelling
One Single Unit Dwelling
Any use accessory to the preceding uses

10.1.5 Provisions

| | | Duplex Dwelling | Semi-Detached Dwelling | Single Unit Dwelling |
|----|--------------------------------|---------------------|------------------------|-------------------------|
| .1 | Lot Width – minimum | 9.0 m | 15.0 m | 15.0 m |
| .2 | Lot Area – minimum | 360.0 m^2 | 450.0 m^2 | 450.0 m^2 |
| .3 | Lot Coverage – maximum | 45.0% | 45.0% | 45.0% |
| .4 | Main Building Height – maximum | 9.0 m | 9.0 m | 9.0 m |
| .5 | Front Yard Depth – minimum | 6.0 m | 6.0 m | 6.0 m |
| .6 | Rear Yard Depth – minimum | 7.50 m | 7.50 m | 7.50 m |

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SECTION 11 - RESIDENTIAL DISTRICTS 2. (RD2.)

(B/L 10358 Jul 16/1990; B/L 11093 Jul 20/1992; B/L 12651 Approved by OMB Order R960323, Feb 25/1997 B/L 169-2001 Jun 1/2001; B/L 33-2001 Oct 23/2001, OMB Decision/Order No. 1716 Case No. PL010233 B/L 370-2001 Nov 15/2001; B/L 363-2002 Dec 31/2002; B/L 142-2006 Aug 24/2006; B/L 114-2016 Sep 19/2016) B/L 164-2017, Dec. 7/2017 [ZNG/5270]

11.1 RESIDENTIAL DISTRICT 2.1 (RD2.1)

11.1.1 PERMITTED USES

One Duplex Dwelling
One Semi-Detached Dwelling
One Single Unit Dwelling
Any use accessory to the preceding uses

11.1.5 Provisions

| | | Duplex Dwelling | Semi-Detached Dwelling | Single Unit Dwelling |
|----|--|---------------------|------------------------|----------------------|
| .1 | Lot Width – minimum | 12.0 m | 15.0 m | 9.0 m |
| .2 | Lot Area – minimum | 360.0 m^2 | 450.0 m^2 | 270.0 m^2 |
| .3 | Lot Coverage – maximum | 45.0% | 45.0% | 45.0% |
| .4 | Main Building Height – maximum | 9.0 m | 9.0 m | 9.0 m |
| .5 | Front Yard Depth – minimum | 6.0 m | 6.0 m | 6.0 m |
| .6 | Rear Yard Depth – minimum | 7.50 m | 7.50 m | 7.50 m |
| .7 | Side Yard Width – minimum | 1.20 m | 1.20 m | 1.20 m |
| .8 | Gross Floor Area – main building – maximum | 400 m^2 | 400 m^2 | 400 m^2 |

(AMENDED by B/L 101-2022, July 11, 2022)

APPENDIX "E" Consultations

CALDWELL FIRST NATION COMMUNITY

No comments provided

ENBRIDGE GAS

After reviewing the provided drawing at 3842 Woodward Blvd. and consulting our mapping system, please note that Enbridge Gas has active infrastructure in the proposed area. A PDF drawing has been attached for reference.

Please Note:

- 1. The shown piping locations are approximate and for information purposes only
- 2. The drawings are not to scale
- 3. This drawing does not replace field locates. Please contact Ontario One Call for onsite locates prior to excavating, digging, etc.

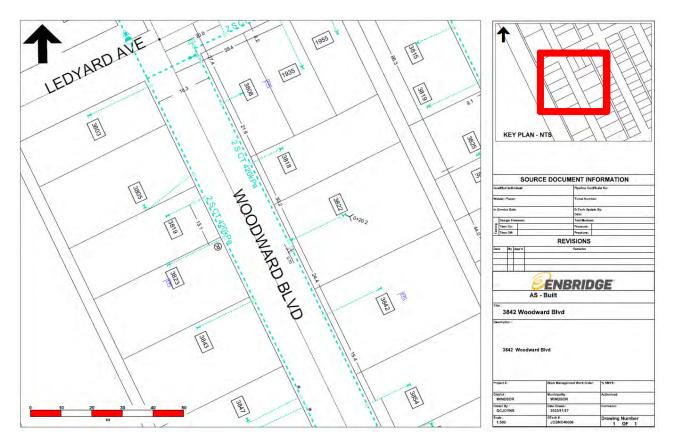
Enbridge Gas requires a minimum separation of 0.6 m horizontal and 0.3 m vertical from all of our plant less than NPS 16 and a minimum separation 1.0 m horizontal and 0.6 m vertical between any CER-regulated and vital pipelines. For all pipelines (including vital pipelines), when drilling parallel to the pipeline, a minimum horizontal clearance measured from the edge of the pipeline to the edge of the final bore hole of 1.0 m (3.3 ft.) is required. Please ensure that this minimum separation requirement is maintained, and that the contractor obtains locates prior to performing any work and utilizes safe excavation practices while performing any work in the vicinity.

Also, please note the following should you find any abandoned infrastructure in the area:

- Any pipe that is excavated, please assume that it is live
- If during the course of any job, any pipe is found that is not on the locate sheet and is in conflict with your work, please call our emergency number (1-877-969-0999), and one of our Union Gas representatives will respond to determine if that plant is in fact live or dead
- Please note that our Enbridge Gas representative will respond to the live or dead call within 1-4 hours, so please plan your work accordingly

[Gord Joynson, Drafter Estimator]

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ENWIN UTILITIES - HYDRO

No Objection, provided adequate clearances are achieved and maintained.

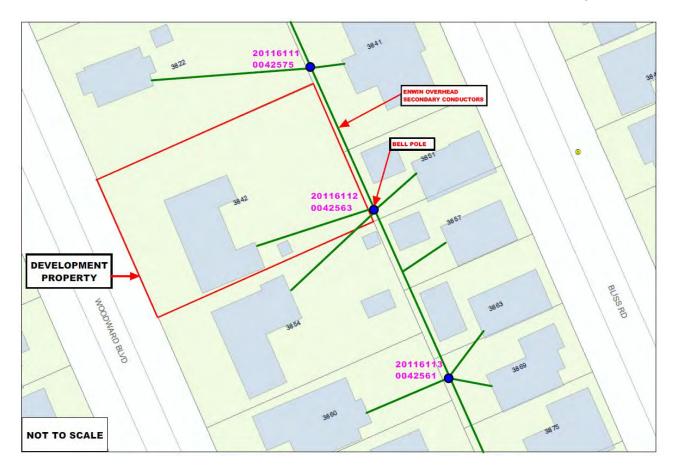
Please note the following.

- 1. ENWIN has 120/240V overhead secondary conductors going across the rear property (east of property).
- 2. The pole line behind the property is a Bell owned pole line.

Prior to working in these areas, we would suggest notifying your contractor and referring to the *Occupational Health and Safety Act* and Regulations for Construction Projects to confirm clearance requirements during construction.

[Keegan Morency-Kendall, Hydro Engineering Technologist]

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ENWIN UTILITIES - WATER

Water Engineering has no objections. The existing water service may need to be upgraded to accommodate the proposed development.

[Bruce Ogg, Water Project Review Officer]

PARKS DEPARTMENT

January 17, 2024

Under the City's Official Plan:

Section 5.3.6.7: Council may require proponents of development and infrastructure undertakings to submit an inventory of trees on site and prepare and implement a tree conservation and replacement plan.

Section 10.2.1.7: municipality may require the applicant to submit any of the following information at any time during an application under the *Planning Act*:

r) tree inventory and preservation study

Section 10.2.14 Tre Inventory & preservation study

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Purpose of this study to investigate existing tree vegetation, within and adjacent to development...

In the City's Development Manual, 2015.

Section 1.17

... the cost of these studies shall be borne by the Developer.

December 4, 2023

There are no city trees listed on our inventory at this address.

I would recommend requesting the contractor to conduct a private tree inventory by a certified consulting arborist. In the report we would be looking for species, size and condition of the trees. From this we can offer recommendations regarding tree health care if required.

[Marc Edwards, Supervisor Parks]

Due to proximity to Devonwood Conservation Area.

- No removal of trees or shrubs with active nests during breeding bird season.
 (Migratory Birds Act)
- Exercise caution during construction to protect Windsor's natural features and biological diversity (Windsor's Official Plan)
- Protection of Species at Risk (SAR) that may appear on site during construction is required. (Ontario ESA)
 - City SAR Hotline is available and can be used to contact City Staff for assistance with incidental SAR observations

[Karen Alexander, Naturalist and Outreach Coordinator]

PLANNING DEPARTMENT - LANDSCAPE

Pursuant to the application for a zoning amendment (Z 030/23) to permit the construction of two (2) Semi-Detached Dwellings on the subject property, please note the following comments:

Tree Preservation:

The topographic survey provided shows 10 trees on the subject property all having a 3.0 ft. diameter at breast height. The proposed site plan, demonstrates that all but one tree located in the rear easement will be removed for development. It is therefore recommended that the applicant be required to replace the trees at an equal diameter loss ratio of caliper-per-caliper to the satisfaction of the City Forester to compensate for the loss to the urban tree canopy.

Z-030/23 ZNG/7151 Page E5 of E6

Urban Design:

The neighbourhood of Woodward Boulevard within this block is characterized by single storey ranch style homes or newer 1.5 to 2-storey raised ranch homes. The development proposes four 3-storey (9.0 m) units on two parcels of land. Contrary to 6.1 of the Planning Rationale prepared by Pillon Abbs Inc., this built form is not characteristic of the building style or mass of the existing neighbourhood.

The Planning Rationale also suggests that professional landscaping will be provided. Landscape requirements may only be imposed through site plan review. While screening thorough a mix of larger deciduous and evergreen trees around the perimeter of the subject property would ensure that the impact to the neighbours is minimized. "More Homes Built Faster" Act, Bill 23 does not allow for Site Plan Control for developments under 10 units nor for exterior landscape recommendations for residential development.

Parkland Dedication:

There are no parkland implications beyond the usual requirement for cash-in-lieu of 5% parkland dedication for residential development.

[Stefan Fediuk, Landscape Architect]

PLANNING DEPARTMENT - SITE PLAN CONTROL

Site Plan is not applicable for this proposed development pursuant to the *Planning Act* and City of Windsor By-law 1-2004.

[Jacqueline Cabral, Clerk Steno]

PUBLIC WORKS DEPARTMENT

We have reviewed the subject Rezoning application and have the following comments:

Sewers

The site may be serviced by a 250 m asbestos cement sanitary sewer located +/- 1.5 m east of Woodward Boulevard centre line and an open ditch located +/- 1.8 m west of property Line. If possible existing connections should be utilized and shall follow best practices. Any redundant connections shall be abandoned in accordance with the City of Windsor Engineering Best Practice B.P 1.3.3.

Right-of-Way

Woodward Boulevard is classified as a local road according to the Official Plan requiring a right-of-way width of 20 m; the current right-of-way is 20 m therefore, no conveyance required along the frontage of this property.

Additional notes to the applicant

If the intent is to sever the property and individual connections to each unit are provided;

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- Each unit will be permitted a driveway as per engineering best practices.
- At the time of permit application, a site plan including the right of way to the road will be required showing the layout and dimensions of the driveway and any leadwalks.
- Permits from Public Works are required for driveways and sewers.

In summary we have no objection to the proposed development.

If you have any further questions or concerns, please contact Lea Marshall, of this department at lmarshall@citywindsor.ca

[Juan Paramo, Development Engineer]

TRANSPORTATION PLANNING

- All parking must comply with ZBL 8600 otherwise a parking study would be required.
- All accesses shall conform to the TAC Geometric Design Guide for Canadian Roads and the City of Windsor Standard Engineering Drawings, driveway must comply with AS-203 and AS-204, straight flares only.
- All exterior paths of travel must meet the requirements of the Accessibility for Ontarians with Disabilities Act (AODA).

[Siddharth Dhiman, Transportation Planner I]

WALPOLE ISLAND FIRST NATION

No comments provided

WINDSOR AIRPORT

The Airport has no objections or concerns with this development.

[Steve Tuffin, Director of Airport Operations]

APPENDIX "F" Draft Amending By-law

BY-LAW NUMBER -2024

A BY-LAW TO FURTHER AMEND BY-LAW NUMBER 8600 CITED AS THE "CITY OF WINDSOR ZONING BY-LAW"

Passed the day of , 2024.

WHEREAS it is deemed expedient to further amend By-law Number 8600 of the Council of The Corporation of the City of Windsor, cited as the "City of Windsor Zoning By-law" passed the 31st day of March, 1986, as heretofore amended:

THEREFORE the Council of The Corporation of the City of Windsor enacts as follows:

1. That subsection 1 of Section 20, of said by-law, is amended by adding the following clause:

495. EAST SIDE OF WOODWARD BOULEVARD BETWEEN LEDYARD AVENUE AND MOXLAY AVENUE

For the lands comprising of Part of Lot 19 & Closed Alley, Plan 1045, PIN No. 01349-0395 LT, a *Semi-Detached Dwelling* shall be an additional permitted *main use* subject to the following additional provisions:

- 1. The Semi-Detached Dwelling provisions of Section 10.1.5 shall apply; and
- 2. Section 5.99.80.1.1.b) shall not apply.

[ZDM 12; ZNG/7151]

2. The said by-law is further amended by changing the Zoning District Maps or parts thereof referred to in Section 1, of said by-law and made part thereof, so that the lands described in Column 3 are delineated by a broken line and further identified by the zoning symbol shown in Column 5:

| 1. | 2. | 3. | 4. | 5. |
|--------|----------|---------------------------|---------------|------------|
| Item | Zoning | Lands Affected | Official Plan | Zoning |
| Number | District | | Amendment | Symbol |
| | Map Part | | Number | |
| 1 | 12 | Part of Lot 19 & Closed | | S.20(1)495 |
| | | Alley, Plan 1045, PIN No. | | |
| | | 01349-0395 LT (located on | | |
| | | the east side of Woodward | | |
| | | Boulevard between Ledyard | | |
| | | Avenue and Moxlay Avenue) | | |

Z-030/23 ZNG/7151 Page F2 of F4

DREW DILKENS, MAYOR

CLERK

First Reading - , 2024

Second Reading - , 2024

Third Reading - , 2024

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SCHEDULE 2

1. By-law _____ has the following purpose and effect:

To amend the zoning of the lands located on the east side of Woodward Boulevard between Ledyard Avenue and Moxlay Avenue, legally described as Part of Lot 19 & Closed Alley, Plan 1045, PIN No. 01349-0395 LT, so as to permit the development of two (2) semi-detached dwellings on the subject lands.

The amending by-law maintains the RD1.1 zoning on the subject lands and adds a special zoning provision permitting a semi-detached dwelling as an additional permitted main use, and nullifying the Second Units / Additional Dwelling Units General Provision regulation that defines when a semi-detached dwelling unit is considered to be on its own parcel of urban residential land.

2. Key map showing the location of the lands to which By-law ____applies.

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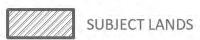


PART OF ZONING DISTRICT MAP 12

N.T.S.

SCHEDULE 2

Applicant: Homes By Artisan



PLANNING & BUILDING DEPARTMENT



DATE : NOVEMBER, 2023 FILE NO. : Z-030/23, ZNG/7151

PLANNING RATIONALE REPORT

ZONING BY-LAW AMENDMENT PROPOSED RESIDENTIAL DEVELOPMENT

3842 Woodward Boulevard Windsor, Ontario

August 27, 2023

Prepared by:



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1.0 INTRODUCTION

I have been retained by Homes By Artisan (herein the "Applicant"), to provide a land use Planning Rationale Report (PRR) in support of a proposed development located at 3842 Woodward Boulevard (herein the "Site") in the City of Windsor, Province of Ontario.

The Site is currently one parcel of land of land in Ward 9, in the Devonshire Planning District and is used for residential with an existing single detached dwelling.

It is proposed to construct two new semi-detached dwellings with associated parking.

Each semi-detached dwelling will be located in its own parcel of land.

The dwellings are proposed to be freehold.

The Site has access to full municipal services (storm, water and sewer).

An application for a Zoning By-law Amendment (ZBA) is required.

Once the ZBA has been approved, the Applicant will proceed with Consent (CON) approval in order to sever the lot.

A building permit will also be required prior to any construction or site alterations.

Once the common walls are located, the dwelling units will be severed.

Pre-consultation (Stage 1) was completed by the Applicant (City File #PS-19/23) in order to confirm the required applications and support studies. Comments dated July 20, 2023, were received and have been incorporated into this PRR.

The purpose of this report is to review the relevant land use documents, including the Provincial Policy Statement (PPS) 2020, the City of Windsor Official Plan (OP) and the City of Windsor Zoning By-law (ZBL).

This PRR will show that the proposed development is suitable for residential use, is consistent with the PPS, conforms to the intent and purpose of the City of Windsor OP and represents good planning.

2.0 SITE AND SURROUNDING LAND USES

2.1 Description of Site and Ownership

The Site has been owned by Adewale Dawud Aderinto since 2021 and is made up of one (1) rectangularly shaped parcel of land located on the east side of Woodward Boulevard north of Moxlay Avene and south of Riverside Drive West (see the area in blue on Figure 1a – Site Location).



Figure 1a – Site Location (Source: City of Windsor GIS)

The Site is locally known as 3842 Woodward Boulevard and is legally described as PT LT 19 PL 1045 SANDWICH EAST AS IN R1119645; PT ALLEY PL 1045 SANDWICH EAST CLOSED BY R1140409 AS IN R1162410; S/T R1162410E; WINDSOR (ARN 070-260-22900-0000).

2.2 Physical Features of the Site

2.2.1 Size and Site Dimension

The entire Site consists of a total area of 1,457.8 m2, with a lot width of 30.48 m along Woodward Boulevard and a lot depth of 47.83 m.

2.2.2 Existing Structures and Previous Use

The Site is currently used for residential with an existing single detached dwelling (see Figure 1b – Site Street View).



Figure 1b – Site Street View (Source: Pillon Abbs Inc.)

The previous use of the Site, prior to residential, is unknown.

2.2.3 Vegetation

The Site has an open grassed area and landscaping.

There are some mature trees located on the Site.

2.2.4 Topography, Drainage and Soil

The Site is flat and is outside the regulated area of the Essex Region Conservation Authority (ERCA).

The Site is part of the Turkey Creek Drainage area. There is an open drain along the east side of Woodward Blvd. and portion of the west side of Woodward Blvd.

The City of Windsor is currently working on drainage improvements for the area.

The Site is impacted by Source Water Protection and is part of a Significant Groundwater Rechard Area (SGRA).

The soil is made up of Burford Loan – Shallow Phase (Bg-s).

2.2.5 Other Physical Features

There are 2 existing driveway accesses and fencing along a portion of the Site.

2.2.6 Municipal Services

The property has access to municipal water, storm and sanitary services.

Woodward Blvd is a north / south local residential road. There is no on-site parking.

There are no streetlights or sidewalks along Woodward Blvd.

The closest fire hydrants are located at the corner of Ledyard Ave and Woodward Blvd and Molay Ave and Woodward Blvd.

The Site has access to transit with the closest bus stops located along Division Road at Woodward Blvd, Stop ID: 1980 (Bus #7) and Walker Road at Ledyard Ave, Stop ID: 1962 (Bus #8).

The Site is in close proximity to major transportation corridors, including Division Road, Cabana Road East, Walker Road, Hwy 401 and E.C. Row Expressway.

2.2.7 Nearby Amenities

There are several schools nearby, including the Talbot Trail Public School, First Lutheran Christan Academy, Roseland Public School, JA McWilliam Public School and St. Christopher Catholic Elementary School.

There are many parks and recreation opportunities in close proximity to the Site, including Devonwood Conservation Area, Captain J Wilson Park, Talbot Wilson Park, and Kenilworth Park.

The nearest library is Fontainebleau Public Library.

There is nearby shopping in the form of plazas and malls, as well as employment, places of worship and local amenities.

3842 Woodward Blvd., Windsor, Ontario

2.3 Surrounding Land Uses

Overall, the Site is located in an existing built up area in Ward 9 and within the Devonshire Planning District.

The surrounding area is primarily residential, consisting of single detached homes.

A site visit was undertaken on August 19, 2023. Photos were taken by Pillon Abbs Inc. Google Street View was also used.

North – The lands directly north of the Site are used for residential with access from Woodward Blvd. (see Photo 1 - North).



Photos 1 – North

South – The lands directly south of the Site are used for residential with access from Woodward Blvd. (see Photos 2 - South).





Photos 2 - South

East – The lands directly west of the Site are used for residential with access from Bliss Road (see Photo 3 - East).



Photos 3 - East

West – The lands directly west of the Site are used for residential with access from Woodward Blvd. Beyond these residential uses, is Devonwood Conservation Area (see Photo 4 - West).



Photo 4 - West

3.0 PROPOSAL AND CONSULTATION

3.1 Development Proposal

It is proposed to develop the Site for residential.

The existing single detached dwelling will be demolished.

The Site will be severed into 2 parcels of land. It is proposed to construct two new semi-detached dwellings.

A Concept Plan has been prepared to illustrate how the proposed dwellings can be located on the Site (see Figure 2 – Concept Plan).

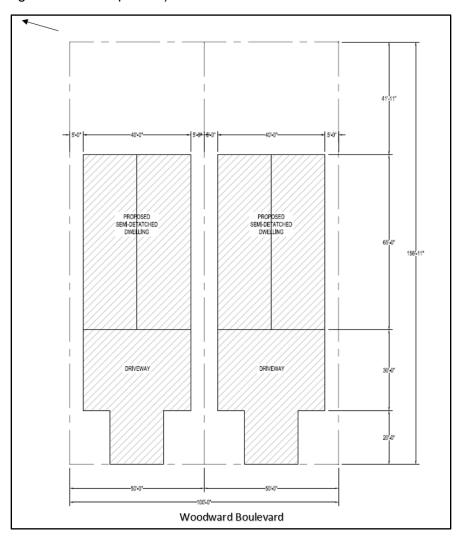


Figure 2 - Concept Plan

The concept plan is a preliminary proposal.

Each semi-detached dwelling unit will be located on its own parcel of land.

Each proposed lot will have an area of 744.17 m2, with 15.24 m frontage along Woodward Blvd. and a depth of 47.83 m.

Once the common wall is built, the semi-detached dwellings will be severed.

A total of 4 residential dwellings units will be created. The dwellings are proposed to be freehold and sold separately.

Each semi-detached dwelling will have associated parking located on the Site. One parking space is required per unit.

New private driveways are proposed. No garages are proposed.

The proposed semi-detached dwellings will be no taller than 9.0 m in height (3 storeys).

The total building area of each semi-detached dwelling is proposed to be 241.56 m2 in size.

The floor plans of the units are not yet finalized.

Based on the size of the Site (0.145 ha), and a total of 4 residential dwelling units proposed, the gross density will be 27.586 units per hectare (uph).

The buildings will face Woodward Blvd.

Amenity space is proposed. Professional landscaping will be provided. Garbage and recycling pick up will be curb-side.

Parking will be located in the front of the buildings. Electric Vehicle (EV) charging stations will be installed.

3.2 Public Consultation Strategy

In addition to the statutory public meeting, the *Planning Act* requires that the Applicant submit a proposed strategy for public consultation with respect to an application as part of the complete application requirements.

As part of a public consultation strategy, in addition to the statutory public meeting, an informal electronic public open house was held with area residents (120 m radius) and property owners on Tuesday, August 22, 2023, from 6:00 pm to 7:00 pm.

The open house provided members of the public with opportunities to review and comment on the proposed development.

In addition to City of Windsor Staff and the Applicants Team, a total of 8 people registered and attended.

Emails and phone calls were also received.

The following is a summary of the comments and responses from the public open houses:

| Topic Item | Comments and Questions | Response |
|------------------------------|--|---|
| Dwelling Type | Do not want semi-detached dwellings to be built on this property. | The proposed development offers a new housing choice in an existing neighbourhood. |
| | We do not want them across the street from us. | The proposed semi-detached dwellings will be no taller than 9.0 m in height (3 storeys), similar to the existing low profile buildings in the area. |
| Drainage | There are already drainage issues with the Dawson Drain and drains on the surrounding streets. The storm water is not flowing away from everyone's properties in this area properly and now more square footage of land will be covered by 4 structures taking away even more ability of natural drainage. | Drainage will be addressed at the time of a building permit. |
| Lot Size | Lot is too small. | The proposed development is subject |
| | None of the lot sizes in the area are this small. | to a land use change in order to permit the proposed semi-detached dwellings. |
| | We built our house last year and the City of Windsor said | No zoning relief is required for the lot area or lot frontage. |
| | that you are only allowed to build a single house dwelling on a 50 foot lot. | Smaller lots make the proposed developments more affordable. |
| Streetlights and Sidewalk | There are no street lights or sidewalks along Wooward Ave. | Noted. |
| Density | The density is too high. | The total density of the proposed |
| Garbage | People will store garbage outside. | development is considered appropriate. Curb side garbage pick is proposed. |
| Notice circulation | Confirm who was notified | 120 m radius, letters were mailed out. |

| Topic Item | Comments and Questions | Response |
|---------------|---|--|
| | | Labels provided by the City of Windsor Planning Dept. |
| Affordability | These units will not be affordable. | Affordability will be provided by buildings smaller units. |
| | | This will allow for aging in place and new home buyer opportunities. |
| Lot Coverage | What is the proposed lot coverage? | Lot = 744.17 m2 Building = 241.56 m2 |
| | | 32.46 % (each lot) |
| | | The maximum lot coverage is 45%. |
| Parking | The required parking for each unit is not enough. | Semi-detached dwellings: |
| | You should accommodate for | 1 parking space required for each dwelling unit |
| | 4-5 cars per dwelling unit. | 4 x 1 = 4 parking spaces total required, |
| | There is no on street parking available. | and 4 spaces are provided |
| Bedrooms | How many bedrooms will be in each dwelling unit? | The floor plans of the units are not yet finalized. |

4.0 APPLICATIONS AND STUDIES

Pre-consultation (Stage 1) was completed by the Applicant (City File #PS-19/23) in order to confirm the required applications and support studies. Comments dated July 20, 2023, were received and have been incorporated into this PRR.

The proposed development requires an application for Zoning By-law Amendment (ZBA).

The following explains the application and other required approvals as well as the required support studies.

4.1 Zoning By-Law Amendment

A site specific Zoning By-law Amendment (ZBA) is required to permit the proposed development.

The current zoning for the Site is Residential District 1.1 (RD1.1) category, as shown on Map 12 of the City of Windsor Zoning By-Law (ZBL).

It is proposed to change the zoning category to a Residential District 2.1 (RD2.1) in order to permit semi-detached dwelling units.

The proposed development will comply with all zone provisions set out in the RD2.1 Zone and no site specific relief will be required.

The ZBA is detailed, and the justification is set out in Section 5.1.3 of this PRR.

4.2 Other Application

Once the ZBA has been approved, the Applicant will proceed with Consent (CON) approval in order to sever the dwellings.

A building permit will also be required prior to any construction or site alterations.

Once the common walls are built, a further application to severe will be required in order to make each dwelling unit freehold.

4.3 Supporting Studies

No supporting studies have been required as part of the application submission.

5.0 PLANNING ANALYSIS

5.1 Policy and Regulatory Overview

5.1.1 Provincial Policy Statement

The Provincial Policy Statement, 2020 (PPS) provides policy direction on matters of provincial interest related to land use planning and development providing for appropriate development while protecting resources of provincial interest, public health and safety, and the quality of the natural and built environments.

The PPS is issued under Section 3 of the Planning Act and came into effect on May 1, 2020. It applies to all land use planning matters considered after this date.

The PPS supports improved land use planning and management, which contributes to a more effective and efficient land use planning system.

The following provides a summary of the key policy considerations of the PPS as it relates to the proposed development.

| PPS Policy # | Policy | Response |
|--------------|---|--|
| 1.0 | Ontario's long-term prosperity, environmental health and social well-being depend on wisely managing change and promoting efficient land use and development patterns | Windsor has directed growth where the Site is located which will contribute positively to promoting efficient land use and development patterns. Residential use on the Site represents an efficient use of land. |
| 1.1.1 | Healthy, liveable and safe communities are sustained by: a) promoting efficient development and land use patterns which sustain the financial well-being of the Province and municipalities over the long term; b) accommodating an appropriate affordable and market-based range and mix | provides for a development where people can live, work and play. The proposed development offers a new housing choice. There are no anticipated |

| PPS Policy # | Policy | Response |
|--------------|--|--|
| | of residential types, employment, institutional, recreation, park and open space, and other uses to meet long-term needs; c) avoiding development and land use patterns which may cause environmental or public health and safety concerns; d) avoiding development and land use patterns that would prevent the efficient expansion of settlement areas in those areas which are adjacent or close to settlement areas; e) promotingcost-effective development patterns and standards to minimize land consumption and servicing costs; f) improving accessibility for persons with disabilities and older persons by addressing land use barriers which restrict their full participation in society; h) promoting development and land use patterns that conserve biodiversity. | health and safety concerns as the area is established. The development pattern does not require expansion of the settlement area as it is considered infilling within an existing neighbourhood. The proposed development will not change lotting or street patterns in the area. The Site has access to full municipal services and is close to existing local parks, libraries, places of worship, and schools. Accessibility of units will be addressed at the time of the building permit. Public service facilities are available in the area. The proposed development is proposed to be an efficient use of the Site. |
| 1.1.2 | Sufficient land shall be made available to accommodate an appropriate range and mix of land uses to meet projected needs for a time horizon of up to 25 years. Within settlement areas, sufficient land shall be made | The proposed development will help the City meet the full range of current and future residential needs through intensification. |

| PPS Policy # | Policy | Response |
|--------------|---|--|
| | available through intensification and redevelopment and, if necessary, designated growth areas. | The Site will provide for residential infilling within an existing settlement area. |
| 1.1.3.1 | Settlement areas shall be the focus of growth and development. | The proposal enhances the vitality of the Municipality, as the proposal is within an existing settlement area. |
| 1.1.3.2 | Land use patterns within settlement areas shall be based on densities and a mix of land uses which: a) efficiently use land and resources; | The Site will provide for a new housing choice in an existing built-up area. The total density of the proposed development is considered appropriate. |
| | b) are appropriate for, and efficiently use, the infrastructure and public service facilities which are planned or available, and avoid the need for their unjustified and/or uneconomical expansion; | The Site provides for an infilling opportunity within the existing neighbourhood. The Site offers an opportunity for intensification by creating a new housing choice. The design and style of the |
| | c) minimize negative impacts to air quality and climate change, and promote energy efficiency; | building will blend well with the scale and massing of the existing surrounding neighbourhood. |
| | d) prepare for the impacts of a changing climate; | Residents will have immediate access to local amenities, shopping, |
| | e) support active transportation; | employment, recreational areas, and institutional uses. |
| | f) are transit-supportive, where transit is planned, exists or may be developed; and | Transit is available for the area. |

| PPS Policy # | Policy | Response |
|--------------|---|--|
| | g) are freight-supportive. | The Site is located close to major transportation corridors. |
| 1.1.3.3 | Planning authorities shall identify appropriate locations and promote opportunities for transit-supportive development, accommodating a significant supply and range of housing options through intensification and redevelopment where this can be accommodated taking into account existing building stock or areas, including brownfield sites, and the availability of suitable existing or planned infrastructure and public service facilities required to accommodate projected needs. | The proposed development is located on a Site that is physically suitable. The Site is generally level which is conducive to easy pedestrian access and vehicular movements. The intensification can be accommodated for the proposed development as it is an appropriate use of the Site. Parking will be provided onsite. |
| 1.1.3.4 | Appropriate development standards should be promoted which facilitate intensification, redevelopment and compact form, while avoiding or mitigating risks to public health and safety. | The proposed residential building will be built with a high standard of construction allowing a seamless integration with the existing neighbourhood. There will be no risks to the public as identified in the support studies. The Site is outside of the ERCA regulated area. |
| 1.1.3.5 | Planning authorities shall establish and implement minimum targets for intensification and redevelopment within built-up | The City has established targets for intensification and redevelopment. The proposed development will assist in meeting targets |

| PPS Policy # | Policy | Response |
|-----------------|--|--|
| | areas, based on local conditions. | as the Site is located in an existing built-up area. |
| 1.1.3.6 | New development taking place in designated growth areas should occur adjacent to the existing built-up area and should have a compact form, mix of uses and densities that allow for the efficient use of land, infrastructure and public service facilities. | The proposed development does have a compact built form. The proposed building size will allow for the efficient use of land and infrastructure. The proposed development can comply to the RD2.1 zone requirements and no relief is required. |
| 1.4.1 - Housing | To provide for an appropriate range and mix of housing options and densities required to meet projected requirements of current and future residents of the regional market area, planning authorities shall: a) maintain at all times the ability to accommodate residential growth for a minimum of 15 years through residential intensification and redevelopment and, if necessary, lands which are designated and available for residential development; and b) maintain at all times where new development is to occur, land with servicing capacity sufficient to provide at least a three-year supply of residential units available through lands suitably zoned to facilitate residential | The proposed development will provide for an infill opportunity in the existing built-up area. The Site offers an opportunity for intensification. Municipal services are available. |

| PPS Policy # | Policy | Response |
|--|--|--|
| | intensification and redevelopment, and land in draft approved and registered plans. | |
| 1.4.3 | Planning authorities shall provide for an appropriate range and mix of housing options and densities to meet projected market-based and | The proposed density is compatible with the surrounding area and will blend well between existing buildings. |
| | affordable housing needs of current and future residents of the regional market area. | The Site is close to local amenities. |
| | | There is suitable infrastructure. |
| | | The Site has access to transit. |
| 1.6.1 - Infrastructure | Infrastructure and public service facilities shall be provided in an efficient manner | The proposed development can proceed on full municipal services. |
| | that prepares for the impacts of a changing climate while accommodating projected needs. | Electrical distribution will be determined through detailed design. |
| | | Access to public transit is available. |
| 1.6.6.2 - Sewage, Water and Stormwater | Municipal sewage services and municipal water services are the preferred form of servicing for settlement areas to support protection of the environment and minimize potential risks to human health and safety. Within settlement areas with existing municipal sewage services and municipal water services, intensification and redevelopment shall be | will be serviced by municipal |

| PPS Policy # | Policy | Response |
|--------------------------|---|--|
| | promoted wherever feasible to optimize the use of the services. | |
| 1.6.6.7 - Stormwater | Planning for stormwater management shall: a) be integrated with planning for sewage and water services and ensure that systems are optimized, feasible and financially viable over the long term; b) minimize, or, where possible, prevent increases in contaminant loads; c) minimize erosion and changes in water balance, and prepare for the impacts of a changing climate through the effective management of stormwater, including the use of green infrastructure; d) mitigate risks to human health, safety, property and the environment; e) maximize the extent and function of vegetative and pervious surfaces; and f) promote stormwater management best practices, including stormwater | There are no anticipated impacts on the municipal system, and the proposed development will not add to the capacity in a significant way. There will be no risk to health and safety. The City is currently working on drainage improvements for the area. |
| | attenuation and re-use, water conservation and efficiency, and low impact development. | |
| 1.6.7.1 - Transportation | Transportation systems should be provided which are safe, energy efficient, facilitate | The Site is in close proximity to major transportation |

| PPS Policy # | Policy | Response |
|--------------------------|--|---|
| | the movement of people and goods, and are appropriate to address projected needs. | corridors and has access to nearby transit. |
| 1.6.7.2 | Efficient use should be made of existing and planned infrastructure, including through the use of transportation demand management strategies, where feasible. | The proposed development is supported by the City's requirements for development within an existing built-up area. |
| 1.6.7.4 | A land use pattern, density and mix of uses should be promoted that minimize the length and number of vehicle trips and support current and future use of transit and active transportation. | The proposed development contributes to the City's requirement for infilling and intensification within an existing settlement area. The proposed density, scale, and building height will blend with the existing land use pattern. |
| | | The height of the proposed development is keeping in context with the surrounding area. |
| 2.1.1 - Natural Heritage | Natural features and areas shall be protected for the long term. | There are no natural features that apply to this Site. |
| 3.0 - Health and Safety | Development shall be directed away from areas of natural or human-made hazards where there is an unacceptable risk to public health or safety or of property damage, and not create new or aggravate existing hazards. | There are no natural or human-made hazards. The Site is outside the regulated area of ERCA. |

Therefore, the proposed development is consistent with the PPS and the Province's vision for long-term prosperity and social well-being.

5.1.2 Official Plan

The City of Windsor Official Plan (OP) was adopted by Council on October 25, 1999, approved in part by the Ministry of Municipal Affairs and Housing (MMAH) on March 28, 2000 and the remainder approved by the Ontario Municipal Board (OMB) on November 1, 2002. Office consolidation version is dated September 7, 2012.

The OP implements the PPS and establishes a policy framework to guide land use planning decisions related to development and the provision of infrastructure and community services throughout the City.

The lands are designated "Residential" according to Schedule "D" Land Use attached to the OP for the City of Windsor (see Figure 3 –OP).

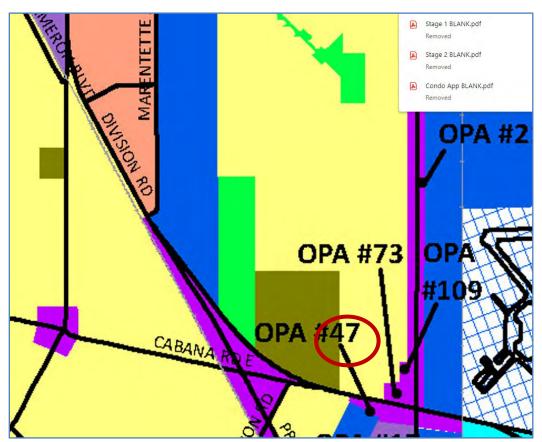


Figure 3 -OP

The proposed residential use is permitted in the existing land use designation.

The following provides a summary of the key policy considerations of the OP as it relates to the proposed development.

| OP Policy # | Policy | Response |
|---|--|---|
| 3.1 | The planning of Windsor's future is guided by the following vision taken from Dream Dare Do – The City of Windsor Community Strategic Plan. | The proposed development will support the City's vision by providing residential in an existing built-up area where citizens can live, work and play. |
| 3.2.1.2 – Growth Concept, Neighbourhood Housing Variety | Encouraging a range of housing types will ensure that people have an opportunity to live in their neighbourhoods as they pass through the various stages of their lives. | The proposed development supports one of the City's overall development strategies of providing for a range of housing types. The Site will provide for new housing in an existing built-up area. |
| 3.2.1.3 – Growth Concept, Distinctive Neighbourhood Character | Windsor will keep much of what gives its existing neighbourhoods their character – trees and greenery, heritage structures and spaces, distinctive area identities, parks, and generally low profile development outside the City Centre. Around the neighbourhood centres, the existing character of the neighbourhood will be retained and enhanced. | The Site will provide for a new housing choice in an existing built-up area. The proposed semi-detached dwellings will provide for an opportunity for residents to downsize or to start new in an existing neighbourhood. |
| 4.0 - Healthy Community | The implementing healthy community policies are interwoven throughout the remainder of the Plan, particularly within the Environment, Land Use, Infrastructure and Urban Design chapters, to ensure their consideration and application as a part of the planning process. | The proposed development will support the City's goal of promoting a healthy community. The proposed development is close to nearby transit, employment, institutional uses, shopping, local/regional amenities and parks. |
| 6.0 - Preamble | A healthy and livable city is one in which people can enjoy a vibrant economy and a | The proposed development supports the policy set out in |

| OP Policy # | Policy | Response |
|---|---|---|
| | sustainable healthy environment in safe, caring and diverse neighbourhoods. In order to ensure that Windsor is such a city, Council will manage development through an approach which balances environmental, social and economic considerations. | the OP as it is suited for the residential needs of the City. |
| 6.1 - Goals | In keeping with the Strategic Directions, Council's land use goals are to achieve: 6.1.1 Safe, caring and diverse neighbourhoods. 6.1.3 Housing suited to the needs of Windsor's residents. 6.1.10 Pedestrian oriented clusters of residential, commercial, employment and institutional uses. | The proposed development supports the goals set out in the OP as it provides for the intensification of residential offering a new housing choice. The Site provides for an infilling opportunity, allowing the proposed development to blend well between existing buildings. |
| 6.1.14 – Residential Intensification | To direct residential intensification to those areas of the City where transportation, municipal services, community facilities and goods and services are readily available. | The Site has access to transportation, full municipal services and local amenities. |
| 6.2.1.2 – General Policies, Type of Development Profile | For the purpose of this Plan, | considered a low profile development as it is proposed to have a maximum of 3 storeys constructed on the Site. The building is considered small in scale. |
| | (a) Low Profile developments are buildings or structures generally no | The proposed development is in keeping with the neighbouring heights. |

| OP Policy # | Policy | Response |
|---|--|--|
| • | greater than three (3) storeys in height; (b) Medium Profile developments are buildings or structures generally no greater than six (6) storeys in height; and | Many of the residential dwellings along Woodward Blvd. have similar setbacks and heights. |
| | (c) High Profile developments are buildings or structures generally no greater than fourteen (14) storeys in height. | |
| 6.3.1.1 – Range of Forms & Tenures | To support a complementary range of housing forms and tenures in all neighbourhoods. | The proposed development will offer a new housing choice which will complement the existing neighbourhood. Tenure will be freehold. |
| 6.3.1.2 - Neighbourhoods | To promote compact neighbourhoods which encourage a balanced transportation system. | The proposed development takes advantage of the entire Site. The Site will have paved sidewalk connections from the driveway to the main entrance. The Site has access to transit and is in close proximity to major transportation corridors. |
| 6.3.1.3 – Intensification, Infill & Redevelopment | To promote residential redevelopment, infill and intensification initiatives in locations in accordance with this plan. | The proposed development is considered infill and intensification. The parcel of land is appropriate for development. |
| 6.3.2.1 – Permitted Uses | Uses permitted in the Residential land use designation identified on Schedule D: Land Use include Low Profile, and Medium Profile dwelling units. High Profile Residential Buildings shall be directed to locate in the City Centre, Mixed Use | The proposed development is a permitted use in the OP as it is considered a low profile residential use. |

| OP Policy # | Policy | Response |
|--|---|---|
| | Centres and Mixed Use Corridors. | |
| 6.3.2.4 – Location Criteria | New residential development and intensification shall be | The Site is located near major transportation corridors. |
| | located where: a) there is access to a collector or arterial | Full services are available. |
| | road; b) full municipal physical services can be provided; c) | Local amenities are close by. |
| | adequate community services and open spaces are available or are planned; and d) public transportation service can be provided. | The proposed development is located close to transit. |
| 6.3.2.5 – Evaluation for a Neighbourhood | At the time of submission, the proponent shall demonstrate to the satisfaction of the Municipality that a proposed residential development within an area having a Neighbourhood development pattern is: (a) feasible having regard to | This PRR has undertaken the required evaluation of provincial legislation. There are no constraint areas that impact this Site. The Site will provide for a new housing choice in an existing |
| | the other provisions of this Plan, provincial legislation, policies and appropriate guidelines and support studies | built-up area. No anticipated traffic concerns. |
| | for uses: (i) within or adjacent to any area identified on Schedule C: Development Constraint Areas and described in the Environment chapter of | The proposed development will be strategically located to provide efficient ease of the proposed new driveways. |
| | this Plan; (ii) adjacent to sources of nuisance, such as noise, odour, vibration and dust; (iii) within a site of potential or | The Site is capable of accommodating the proposed development in terms of scale, massing, height and siting. |
| | known contamination; (iv) where traffic generation and distribution is a | Full municipal services can be provided. |
| | provincial or municipal concern; and (v) adjacent to heritage resources. | The setbacks and the design features incorporated into the proposed development provide for a blend between |

| OP Policy # | Policy | Response |
|------------------------------|------------------------------------|-----------------------------------|
| Or Tolloy # | (b) in keeping with the goals, | the existing buildings abutting |
| | objectives and policies of any | the Site. |
| | secondary plan or guideline | the oite. |
| | plan affecting the surrounding | The Site is not within a Mature |
| | area; | Neighborhood, as shown on |
| | (c) In existing | Schedule A-1. |
| | neighbourhoods, compatible | Scriedale A-1. |
| | with the surrounding area in | |
| | terms of scale, massing, | |
| | height, siting, orientation, | |
| | setbacks, parking and amenity | |
| | areas. | |
| 7.0 - Infrastructure | The provision of proper | The proposed development is |
| 7.0 - Illiastructure | infrastructure provides a safe, | close to nearby transit, off a |
| | healthy and efficient living | major transportation corridor |
| | environment. In order to | and has access to full |
| | accommodate transportation | municipal services. |
| | and physical service needs in | mamorpar corvioco. |
| | Windsor, Council is committed | The City is currently working |
| | to ensuring that infrastructure | on drainage improvements for |
| | is provided in a sustainable, | the area. |
| | orderly and coordinated | aroa. |
| | fashion. | |
| 8.7.2.3 – Built Form, Infill | Council will ensure that | The Site provides for an |
| Development | proposed development within | infilling opportunity, allowing a |
| 1 | an established neighbourhood | blend between buildings. |
| | is designed to function as an | G |
| | integral and complementary | Massing - The proposed |
| | part of that area's existing | development will be limited to |
| | development pattern by | a maximum of 9 m in height. |
| | having regard for: | _ |
| | | Building height - The height |
| | (a) massing; | of the proposed development |
| | (b) building height; | is in keeping with the context |
| | (c) architectural proportion; | of the surrounding area and |
| | (d) volumes of defined space; | with the adjacent properties. |
| | (e) lot size; | |
| | (f) position relative to the road; | The height is what is proposed |
| | (g) building area to site area | if the development were a |
| | ratios; | single detached dwelling. |
| | (h) the pattern, scale and | |
| | character of existing | Architectural proportion – |
| | development; and | The proposed development |
| | (i) exterior building | will embrace the local |
| | appearance, | |

| OP Policy # | Policy | Response |
|---|---|---|
| | (j) Council adopted Design Guidelines that will assist in the design and review of | architectural design of the surrounding area. |
| | applications for development in accordance with the policies noted above | Volume of defined space – The proposed semi-detached dwellings will maintain an active street frontage. |
| | | Lot size – This design approach strengthens the continuity and cohesive identity of the block. |
| | | Building area – The design considerations of the proposed development will balance between fitting into the existing context and adding a unique architectural contribution to the block. |
| | | Pattern, scale and character – The Site is capable of accommodating the proposed development in terms of scale, massing, height and siting. |
| | | Exterior building appearance – The proposed semi-detached dwellings will take inspiration from the surrounding neighbourhood for the design aesthetic. |
| 9.3.1.1 – Cultural Heritage Resources Definition | For the purpose of this Plan, heritage resources include built heritage resources and cultural heritage landscapes that Council has identified as being important to the community. | The Site does not contain cultural heritage resources. |

Therefore, the proposed development will conform to the City of Windsor OP.

5.1.3 Zoning By-law

The City of Windsor Zoning By-Law (ZBL) #8600 was passed by Council on July 8, 2002, and then a further Ontario Municipal Board (OMB) decision was issued on January 14, 2003.

A ZBL implements the PPS and the City OP by regulating the specific use of property and provide for its day-to-day administration.

According to Map 12 attached to the ZBL the Site is currently zoned Residential District 1.1 (RD1.1) category (see Figure 4 – ZBL).

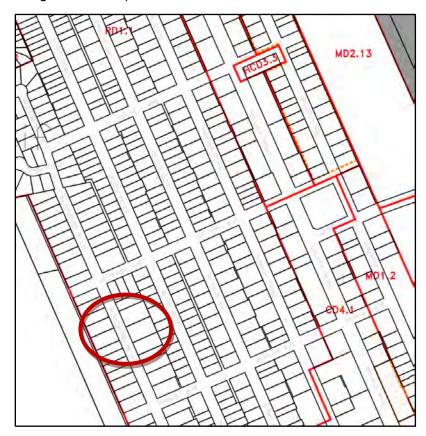


Figure 4 –ZBL

It is proposed to change the zoning category to Residential District 2.1 (RD2.1) in order to permit semi-detached dwelling units.

According to Section 3 of the ZBL, a semi-detached dwelling is defined as:

SEMI-DETACHED DWELLING means one dwelling divided vertically into two dwelling units by a common interior wall having a minimum area above grade of 10.0 sq. m. and may include, where permitted by Section 5.99.80, up to two additional dwelling units.

A review of the RD2.1 zone provisions, as set out in Section 11.1.5 of the ZBL is as follows:

| Zone Regulations | Required RD 2.1 Zone | Proposed | Compliance and/or Relief Requested with Justification |
|--|--|---|--|
| Permitted Uses | One Duplex Dwelling One Semi- Detached Dwelling One Single Unit Dwelling Any use accessory to the preceding uses | Semi-detached dwelling (1 on each lot) | A zoning amendment is required to permit the proposed development. |
| Min Lot Width | 15.0 m | 15.24 m (each lot) | Complies |
| Min Lot Area | 450.0 m2 | 744.107 m2 (each lot) | Complies |
| Max Lot Coverage | 45.0 % | Lot = 744.17 m2 Building = 241.56 m2 32.46 % (each lot) | Complies |
| Max Building Height | 9.0 m | 9.0 m (3 storeys max) | Complies |
| Min Front Yard Depth | 6.0 m | 6.096 m | Complies |
| Min Rear Yard Depth | 7.50 m | 12.776 m | Complies |
| Min Side Yard | 1.20 m | 1.524 m | Complies |
| Parking Spaces Required (Table 24.20.20.5.1) | Semi-detached dwellings: 1 parking space required for each dwelling unit 4 x 1 =4 parking space total | 4 total (2 on each proposed lot) | Complies |

Therefore, the proposed development will comply with all zone provisions set out in the RD2.1 Zone, and no site specific relief will be required.

6.0 SUMMARY AND CONCLUSION

6.1 Context and Site Suitability Summary

6.1.1 Site Suitability

The Site is ideally suited for residential development for the following reasons:

- The land area is sufficient to accommodate the proposed development with adequate transition and blending from abutting land uses,
- The Site is generally level, which is conducive to easy pedestrian access and vehicular movements,
- The Site will be able to accommodate municipal water, storm and sewer systems,
- There are no development constraints that impact the Site, and
- The location of the proposed development is appropriate.

6.1.2 Compatibility of Design

The proposed development has been designed to be compatible with the existing built-up area.

The proposed development is a low profile form of development which incorporates sufficient setbacks.

The building has been designed to address compatibility within an existing neighbourhood.

The Site is capable of accommodating the proposed development in terms of scale, massing, height and siting.

There are no heritage constraints that impact the Site.

6.1.3 Good Planning

The proposal represents good planning as it addresses the need for the City to provide infilling, which contributes to a new housing choice and intensification requirements.

Residential use on the Site represents an efficient development pattern that optimizes the use of land.

The proposed development will not change lotting or street patterns in the area.

6.1.4 Natural Environment Impacts

The proposal does not have any negative natural environmental impacts.

6.1.5 Municipal Services Impacts

Full municipal services are available, which is the preferred form for development.

6.1.6 Social and/or Economic Conditions

The proposed development does not negatively affect the social environment as the Site is in close proximity to major transportation corridors, transit, open space and community amenities.

Infilling in an existing built-up area of the City contributes toward the goal of 'live, work and play' where citizens share a strong sense of belonging and a collective pride of place.

The proposal does not cause any public health and safety concerns.

The proposal represents a cost effective development pattern that minimizes land consumption and servicing costs.

Based on the Site area, the proposed development will result in a total net density, which is appropriate for the area.

There will be no urban sprawl as the proposed development is within the existing settlement area and is an ideal infilling opportunity.

6.2 Conclusion

In summary, it would be appropriate for Council for the City of Windsor to approve the ZBA to permit the proposed residential development on the Site as it is appropriate for infilling and will offer a new housing choice in an existing neighbourhood.

This PRR has shown that the proposed development is consistent with the PPS, conforms with the intent and purpose of the City of Windsor OP and represents good planning.

The report components for this PRR have set out the following, as required under the City of Windsor OP:

10.2.13.2 Where a Planning Rationale Report is required, such a study should:

- (a) Include a description of the proposal and the approvals required;
- (b) Describe the site's previous development approval history;
- (c) Describe major physical features or attributes of the site including current land uses(s) and surrounding land uses, built form and contextual considerations:
- (d) Describe whether the proposal is consistent with the provincial policy statements issued under the Planning Act;

- (e) Describe the way in which relevant Official Plan policies will be addressed, including both general policies and site-specific land use designations and policies;
- (f) Describe whether the proposal addresses the Community Strategic Plan;
- (g) Describe the suitability of the site and indicate reasons why the proposal is appropriate for this site and will function well to meet the needs of the intended future users;
- (h) Provide an analysis of the compatibility of the design and massing of the proposed developments and land use designations;
- (i) Provide an analysis and opinion as to why the proposal represents good planning, including the details of any methods that are used to mitigate potential negative impacts;
- (j) Describe the impact on the natural environment;
- (k) Describe the impact on municipal services;
- (I) Describe how the proposal will affect the social and/or economic conditions using demographic information and current trends; and,
- (m) Describe areas of compliance and non-compliance with the Zoning By-law.

Planner's Certificate:

I hereby certify that this report was prepared by Tracey Pillon-Abbs, a Registered Professional Planner, within the meaning of the Ontario Professional Planners Institute Act, 1994.

Tracey Pillon-Abbs, RPP Principal Planner



Development & Heritage Standing Committee April 2, 2024

Item 7.1 – Written Submission

From: Maria Inglesi

Sent: February 22, 2024 7:59 AM

To: clerk@cityofwindsor.ca <clerk@cityofwindsor.ca>

Subject: File Number ZNG/7151 Z030/23

February 22, 2024

Dear Sir/Madam,

I am writing to express my strong opposition to the proposed zoning amendment and construction of two-semi-detached dwellings on the property described as 3842 Woodward Blvd., Windsor, Ontario. My husband, Giuseppe Inglesi and myself, Maria Inglesi are the registered owners of Windsor, Ontario. Our property borders the proposed development on the south side. I believe that this project would have a detrimental impact on our community and are opposed to the proposed development.

First and foremost, the proposed development is simply too large for our area. The increase in population density would put a strain on our infracture leading to increased traffic congestion, noise pollution and strain on our public services.

Furthermore, the type of housing being proposed is simply not in keeping with the character of our neighborhood. This development would bring in a large number of low-income residents, which would lead to increased crime rates and other negative effects. It would drastically alter the aesthetics of our area. The proposed development would replace the existing greenery and open spaces with the proposed development of two large, vertical structures resulting in a decrease in sunlight and loss of direct views and privacy.

In addition, as we are the bordering neighbors and are in close proximity to the proposed development, our property would suffer less privacy and direct sunlight would be blocked. Also, the noise pollution would quadruple and the impact on traffic congestion of the proposed development of two dwelling units on said property would disintigrate the character of our quiet and calm street.

Finally, I am deeply concerned about the impact that this proposed development would have on the property values of the surrounding area. The influx of low-income residents could result in a decline in property values, making it difficult for current residents to sell their home and move elsewhere.

In conclusion, I strongly urge you to reconsider this proposed housing development. While, I recognize the need for affordable housing, I believe that this project is simply not the right fit for our neighborhood. Thank you for your attention to this matter.

Maria Inglesi

From: Barry Nantis

Sent: Monday, April 1, 2024 6:37 PM

To: Nagata, Brian < bnagata@citywindsor.ca>

Subject: 3842 Woodward blvd.

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

As you are probably aware, there is a meeting tuesday April 02 for a zoning bylaw change to 3842 woodward blvd , Windsor.

My wife and I live directly across the street and are unable to attend the council meeting tomorrow but would like to be put on a list for appeals if this bylaw gets passed.

These are a few of my concerns.

- 1) There are no sidewalks on our street and no roadside parking. The plan is to have 4 parking spaces for 4 units....I do not feel that one space per unit is adequate, which will result in cars being parked on the shoulder of the roadway where people must walk, due to a lack of sidewalks. Recently a condo was put up at the corner of Woodward and Division and cars are constantly parked on the east side of Woodward at Division. Children are forced to walk in the roadway after school to get around the parked cars. Competing with rush hour traffic that likes to use Woodward as a "short cut" from eastbound Division to northbound Walker road. Many time I have been forced by speeding vehicles to run down into the ditch to protect my dogs while out walking.
- 2) There are multiple houses in our neighbourhood that have experienced basement flooding due to improper drainage .More infrastructure work must be done in the area to eliminate this issue before adding 4 more homes. Some of the properties on Woodward have ditches that fill up fast in storms and back up into basements
- 3) By replacing the house that is there currently with 2 duplexes and 4 parking spaces ,they would be removing ALL the green space on the property.
- 4) This neighbourhood has always been ,single family dwelling homes and we would like to keep it that way.
- 5) The current landlords of the house on the property have refused to address any of the issues that the current renters are bringing to their attention.
- 6) The current owners are a property rental company ,out of Toronto and are not available when needed , nor do they care or make an attempt to fix the current problems with the home . Recently a large branch fell on the house causing damage and an unsafe area around that corner of the house as they refused to send someone out to remove the large branch from the roof and repair the damage. When the current owners asked the "landlord" to come and take care of it, they were told that "all the trees were going to be cut down soon".

Thank you for your time.

Unfortunately due to a family emergency we are unable to attend the meeting, but would like our voices heard.

--Barry Nantais--



Committee Matters: SCM 92/2024

Subject: Windsor Sign By-law Billboard Review and Amendments

Moved by: Councillor Angelo Marignani Seconded by: Councillor Mark McKenzie

Decision Number: DHSC 601

- I. THAT this report detailing the Windsor Sign By-law 250-2004, related to Paper Copy Billboard and Electronic Change Copy Billboard Ground and Wall Signs on private property, in response to council decision CR103/2023 DHSC 477, **BE RECEIVED**; and,
- II. THAT By-Law 250-2004, being a by-law respecting signs and other advertising devices in the City of Windsor (the "Sign By-law"), **BE AMENDED** as summarized in the chart attached as Appendix 'A'; and,
- III. THAT the City Solicitor **BE DIRECTED** to prepare the by-law to amend the Sign By-law.

Carried.

Report Number: S 116/2023 & AI 4/2024

Clerk's File: SB2024

Clerk's Note:

- 1. The recommendation of the Development & Heritage Standing Committee and Administration are the same.
- 2. Please refer to Item 11.1 from the Development & Heritage Standing Committee held on April 2, 2024.



Council Report: S 116/2023

Subject: Windsor Sign By-law Billboard Review and Amendments.

Reference:

Date to Council: April 2, 2024

Author: Stefan Fediuk

Landscape Architect / (A) Sr. Urban Designer

519-255-6543 ext.6025

Planning & Building Services Report Date: September 11, 2023

Clerk's File #: SB2024

To: Mayor and Members of City Council

Recommendation:

- THAT this report detailing the Windsor Sign By-law 250-2004, related to Paper Copy Billboard and Electronic Change Copy Billboard Ground and Wall Signs on private property, in response to council decision CR103/2023 DHSC 477, BE RECEIVED; and,
- II. THAT By-Law 250-2004, being a by-law respecting signs and other advertising devices in the City of Windsor (the "Sign By-law"), BE AMENDED as summarized in the chart attached as Appendix 'A'; and,
- III. THAT the City Solicitor **BE DIRECTED** to prepare the by-law to amend the Sign By-law.

Executive Summary:

N/A

Background:

At the March 6th, 2017 Council Meeting, Administration was directed to provide a report to update the Sign By-law, incorporating electronic changing copy LED signs. A billboard sign application at 3100 Walker Road was used as a pilot project for this emerging technology (CR158/2017).

Following a comprehensive review of the Sign By-law, related to electronic changing copy LED Signs and Billboard Signs, By-law 84-2019 was approved by Council on June 17th, 2019 amending the Sign By-law to include this form of advertising technology.

At the February 6, 2023 Development & Heritage Standing Committee, a temporary (1 year) moratorium on the issuance of Billboard Signs throughout the City of Windsor was granted to allow the Planning Division to undertake a comprehensive review to further update the Sign Bylaw, in relation to Paper Copy and Electronic Change Copy Billboards, as a response to the overwhelming number of new Electronic Billboards applications. (CR103/2023 DHSC 477).

Council was provided an update with respect to consultations between Administration, numerous Ontario municipalities and billboard advertising sector stakeholders (CM 7/2023).

Discussion:

Following a surge in applications for Electronic Change Copy Billboard Ground Signs, Council approved a moratorium on permits for new or retrofitted billboards (CR103/2023 DHSC 477). This action was taken to enable administration to study and bring forward recommendations to the Sign Bylaw with respect to Billboards. Administration undertook a comprehensive review, engaging in research and consultation with numerous municipalities and industry stakeholders to identify potential enhancements to the Sign By-law, a summary of which is attached hereto as Appendix 'B'.

The consultation revealed four primary areas of concern:

- 1. Over saturation and clutter of signs.
- 2. The placement of billboards and their setbacks from sensitive land uses.
- 3. Issues related to traffic and aviation safety.
- 4. The need for greater clarity within the bylaw and its permitting process.

Oversaturation and Sign Clutter

The first area of concern highlights a recognized need to mitigate advertising clutter by regulating the number of billboards and on-site signs within Windsor. Proposed amendments include introducing a 5-year renewal process, limiting the number of ground signs on any given property, and extending the spacing between billboards.

Locations and Setbacks from Sensitive Land Uses

The second area of concern addresses billboard placement near residential areas, particularly in light of new Residential Intensification Guidelines. Proposed changes aim to reassess permitted locations, redefine residential setbacks, and adjust restrictions for special districts.

Traffic and Aviation Safety Issues

The third area of concern recommends aligning setback regulations with Transportation Association of Canada (TAC) guidelines, expanding controlled access highway regulations, and requiring pre-consultation for billboards near airport areas.

By-law and Permitting Clarifications

The fourth area of concern focuses on enhancing clarity and efficiency in the permitting process set forth in the Sign By-law. This includes refining measurements for sign setbacks, clarifying sign types and definitions, adjusting sign face area maximums, and revising ad change intervals for electronic billboards. Additionally, the report discusses

streamlining the permit process and suggests a review of the fee structure to align with other Ontario municipalities.

This comprehensive review culminated proposed amendments attached as Appendix 'A' aimed at reducing sign clutter, ensuring safety, and streamlining the permitting process for billboards in Windsor. Council's approval of these recommendations herein will facilitate a more efficient and effective application process for billboard signage.

Risk Analysis:

Health and Safety: Inappropriately placed Electronic Change Copy Billboards could significantly endanger drivers, pedestrians, and cyclists. The primary goal of these proposed changes to the Sign By-law, especially regarding Electronic Change Copy Billboards, is to minimize the risk of injury to Windsor's residents. Although Windsor's Vision Zero Action Plan, dated April 4, 2023, does not explicitly mention this, the suggested amendments are in line with the plan's 23rd recommendation to decrease road crash fatalities and serious injuries, mainly by addressing distracted driving in high-risk areas.

The introduction of more Electronic Change Copy Billboards might present a minor risk by increasing light pollution and affecting residential areas. The modifications aim to mitigate health risks and enhance overall well-being and comfort for the community.

Operational: The costs associated with enforcing compliance with the updated regulations and ensuring that structures for permit renewals meet the Building Code are expected to rise. The Council has the discretion not to proceed with the proposed Sign By-law amendments. The report highlights deficiencies in the current Sign By-law regarding billboards, indicating that without changes, billboard saturation in the city could increase, and application processing could continue to face delays. There's a minor risk that the billboard industry may not address the existing oversupply, necessitating further variance and amendment applications. The proposed amendments aim to streamline the application process and ensure billboards are placed in suitable locations.

Financial: There are no financial risks related to this proposed amendment to the Sign By-law.

Climate Change Risks

Climate Change Mitigation:

The Billboard Industry primarily advocates for Electronic Change Copy Billboards, acknowledging their role in generating light pollution, a recognized contributor to climate change. However, these digital displays offer the environmental benefit of reducing paper waste accumulation in landfills. The inclusion of automatic brightness controls, which adjust the sign's illumination in response to the ambient light conditions, mitigates excessive light emissions. The existing Sign By-law, specifically within Section 3.3, governs the luminosity of these illuminated signs, ensuring compliance with regulated brightness levels.

Proposing a reduction in operational hours for billboards is as a strategic measure to diminish light pollution. Such a reduction will lower the potential risks associated with climate change and minimize health concerns stemming from nocturnal light pollution.

Climate Change Adaptation:

N/A

Financial Matters:

In its review of other municipalities sign bylaws, Administration reviewed the fees for permits, variances and amendments related to Billboard signs to ensure that the amount of time that applications need to be processed is reflected in the fees.

Though there are no financial implications related to the Sign Bylaw amendments to the Sign By-law recommended herein, Administration is reviewing the current Fees Schedule for all Development Applications and will be providing an update to Council in the future.

Consultations:

A summary of all consultations are attached hereto as Appendix 'B'.

In addition to external consultations, the following City staff have been consulted:

Shawna Boakes – Executive Director Operations/ Deputy City Engineer David Dean – Plan Examiner III, Building Department Walid Hawilo - Plan Examiner II, Building Department.

Conclusion:

The process to amend the Sign By-law included a comprehensive review of the existing regulations with the number of variances requested since the inclusion of Electronic Change Copy Billboards. Primary and secondary consultations with other municipalities of similar size and character to the City of Windsor as well as consultation with industry stakeholders provided a clear direction to proceed with the proposed amendments.

The proposed amendments to the Sign By-law outlined in Appendix 'A' will:

- Address Official Plan Policies through the reduction of sign clutter and oversaturation, as well as setbacks from sensitive areas.
- Ensure health and safety for vehicles and pedestrians through appropriate setbacks from the roads and crosswalks, and
- Improve the permit approval process to help expedite applications with less red tape, and clarity within the bylaw to reduce interpretation.

Council approval of these recommendations will help to ensure that the process for applications for Billboards signs to be more streamlined and efficient.

Planning Act Matters:

N/A

Approvals:

| Name | Title |
|------------------|---|
| Stefan Fediuk | Landscape Architect / (A) Sr.Urban Designer |
| John Revell | CBO, Chief Building Official |
| Jason Campigotto | Manager of Growth/Deputy City Planner |
| Thom Hunt | City Planner |
| Kate Tracey | Senior Legal Counsel |
| Wira Vendrasco | City Solicitor |
| Jelena Payne | Commissioner of Economic Development |
| Joe Mancina | Chief Administrative Officer |

Notifications:

| Name | Address | Email |
|-------------------------|---------|-------|
| List provided to clerks | | |
| office | | |

Appendices:

- 1 Appendix 'A' Proposed Amendments to the Sign By-law
- 2 Appendix 'B' Consultation Summary

| | APPENDIX 'A' SIGN BY-LAW AMENDMENT - BILLBOARD SIGNS TABLE | | | | | | | |
|--------------------|--|--------|--|------------------------------|--|--|--|--|
| Revision Number | Existing | | Proposed | Rationale | | | | |
| SECTION | 2.0 - DEFINITIONS AND INTERPRETATION | | | | | | | |
| 1 | | 2.47 | OPERATIONAL APPROVAL means confirmation by the AUTHORITY HAVING JURISDICTION that all required inspections relating to a SIGN PERMIT in accordance with Section 4.8 herein have been satisfied. | Definition added for clarity | | | | |
| 2 | | 2.56 | SENSITIVE USE means a USE of a LOT that is zoned as either Residential or Institutional land under the ZONING BY-LAW, which USE may include the presence of a building or structure on such LOT being used as a dwelling, school, long-term care facility, hospital, day nursery, crisis residence, group home or group residence. | Definition added for clarity | | | | |
| 3 | | 2.57.4 | FIRST PARTY ADVERTISING SIGN means a SIGN which identifies or directs attention to a business, profession, commodity, service, event or other activity being conducted, sold or offered on the property on which the sign is located. | Definition added for clarity | | | | |
| 4 | | 2.57.8 | THIRD PARTY ADVERTISING SIGN means a SIGN which identifies or directs attention to a business, profession, commodity, service, event or other activity not being conducted, sold or offered on the property on which the sign is located. | Definition added for clarity | | | | |

| | APPENDIX 'A' SIGN BY-LAW | AMENDMENT - BILLBOARD SIGNS TABLE | |
|--------------------|---|---|--|
| Revision Number | Existing | Proposed | Rationale |
| 5 | 2.58.10 SIGN FACE means that portion of the SIGN, excluding the supporting STRUCTURE, borders and frames, upon which, against, or through which COPY is DISPLAYED or is capable of being DISPLAYED. Further: (a) SINGLE SIGN FACE: means a SIGN having only one face plane. | SIGN FACE means that portion of the SIGN, excluding the supporting STRUCTURE, borders and frames, upon which, against, or through which COPY is DISPLAYED or is capable of being DISPLAYED. Further: (a) SINGLE SIGN FACE: means a SIGN having only one face plane. | Language revised under subsections 2.58.10 (b) and (c) to include industry standards and reduce the need for Minor Variances |
| | (b) <u>DOUBLE SIGN FACE</u>: means a SIGN having two sign face planes with each SIGN FACE being of equal area and identical length and width, and with two parallel opposing (back-to-back) faces. (c) <u>MULTIPLE SIGN FACE</u>: means a SIGN having more than two SIGN FACES. | (b) DOUBLE SIGN FACE: means a SIGN having two sign face planes with each SIGN FACE being of equal area and identical length and width, and, i. with two parallel opposing (back-to-back) faces, or ii. creating a "V-shape" with an interior angle of less than or equal to 90 degrees. (c) MULTIPLE SIGN FACE: means a SIGN having more than two SIGN FACES, or a BILLBOARD SIGN with two SIGN FACES creating a "V-shape" with an interior angle greater than 90 degrees. | |
| 6 | 2.62.7 BILLBOARD SIGN means a GROUND or WALL SIGN, which has COPY fastened in such a manner so as to permit its periodic replacement, which is owned and maintained by a PERSON engaged in the rental or leasing of the SIGN FACE AREA for advertising goods, products, services or facilities that are not present or sold on the PROPERTY on which the SIGN is located. | 2.62.7 BILLBOARD SIGN means a THIRD PARTY ADVERTISING SIGN that is either a GROUND SIGN or a WALL SIGN, which has COPY fastened in such a manner so as to permit its periodic replacement, which for greater certainty does not include a FIRST PARTY ADVERTISING SIGN . | Language added for clarity |
| 7 | | 2.62.13 <u>DIGITAL SIGN</u> means an electronically and/or computer controlled SIGN, or a part thereof, which does not contain ILLUMINATED copy whose content can be changed. | Definition added for clarity |

| | APPENDIX 'A' SIGN BY-LAW | AMENDMENT - BILLBOARD SIGNS TABLE | |
|--------------------|---|---|--|
| Revision Number | Existing | Proposed | Rationale |
| 8 | 2.62.26 MOBILE SIGN means a SIGN designed to be readily moved from one location to another and which does not rely on a BUILDING or fixed foundation for its structural support. This definition shall include a MANUAL CHANGING COPY SIGN in which the letters or numerals conveying the message can be manually rearranged or changed. This definition includes a T-frame SIGN, but does not include an A-FRAME SIGN. | 2.62.26 MOBILE SIGN means a SIGN designed to be readily moved from one location to another and which does not rely on a BUILDING or fixed foundation for its structural support. This definition shall include a MANUAL CHANGING COPY SIGN but shall not include an ELECTRONIC CHANGING COPY SIGN mounted to a vehicle. This shall include a T-frame SIGN, but shall not include an A-FRAME SIGN. | Revised definition to exclude Electronic Change Copy Signs mounted to a vehicle |
| 9 | | 2.62.31 POSTER BILLBOARD SIGN means a BILLBOARD SIGN comprised of paper panels affixed by adhesive means, that is neither a DIGITAL SIGN nor an ELECTRONIC CHANGING COPY SIGN. | Definition added for clarity between Billboard Sign types |
| 10 | | 2.62.42 <u>WALL SIGN</u> means a SIGN that is supported by, erected on or attached to an exterior wall of any BUILDING or other STRUCTURE. | Definition added for clarity |
| | SECTION 3.0 - | GENERAL REGULATIONS | |
| 11 | 3.3.3 Notwithstanding section 3.3.2, BILLBOARD GROUND and BILLBOARD WALL SIGNS may have changing COPY that occurs at intervals of not less than 10 seconds. | 3.3.3 Notwithstanding section 3.3.2, BILLBOARD GROUND and BILLBOARD WALL SIGNS may have changing COPY that occurs at intervals of not less than 8 seconds. | Decreased timing intervals to align with industry standards |

| | APPENDIX 'A' SIGN BY-LAW AMENDMENT - BILLBOARD SIGNS TABLE | | | | | | | | |
|--------------------|--|------------------|---|---|--|--|--|--|--|
| Revision Number | Existing | | Proposed | Rationale | | | | | |
| SECTION | N 4.0 – SIGN PERMITS AND INSPECTIONS | | | | | | | | |
| 12 | | 4.2.6 (e) | Preapproval from the Windsor Airport Authority for any ELECTRONIC CHANGE COPY SIGN situated within 300m of the airport property lands. Preapproval from the Ministry of Transportation of Ontario for any ELECTRONIC CHANGE COPY SIGN situated within 300m of any street or route under the Ministry's JURISDICTION. | New requirements added as s. 4.2.6(e) and (f) for Billboard Sign Permit added to assist in enforcement related to health and safety concerns. | | | | | |
| 13 | | 4.3.3 | Where a SIGN PERMIT for a BILLBOARD SIGN has been transferred by the previous OWNER of the SIGN to a new OWNER of the SIGN, the new OWNER of the SIGN shall provide written notification of the transfer to the AUTHORITY HAVING JURISDCTION in a form and manner satisfactory to the Chief Building Official, and shall pay the fee prescribed in accordance with the City of Windsor's current Schedule of Fees and Service Charges | New clarification added for the transfer of a sign permit to a new owner | | | | | |
| 14 | | 4.5.4 | A SIGN PERMIT to modify or restore a BILLBOARD SIGN expires in the same period of time for expiration of a SIGN PERMIT for the erection or display of the SIGN in accordance with Sections 4.5.1 – 4.5.3 herein. | | | | | | |
| | | 4.5.5 | Where a SIGN PERMIT has expired, the OWNER of the SIGN shall immediately remove the SIGN, and in the case of a BILLBOARD SIGN, the OWNER of such SIGN shall also remove the identifier required by Section 6.3 herein. | | | | | | |
| 15 | | 4.6.1 | (e) The OWNER of the SIGN has submitted a written request to revoke the SIGN PERMIT. | New requirement added as s. 4.6.1(e) to allow owner ability | | | | | |

| | APPENDIX 'A' SIGN BY-LAW A | MEND | MENT - BILLBOARD SIGNS TABLE | |
|--------------------|----------------------------|---------------|--|--|
| Revision Number | Existing | | Proposed | Rationale |
| | | | | to discontinue use of a Sign prior to Building Permits being revoked by the City |
| 16 | | 4.9 <u>Re</u> | newal Applications | New Regulation added to assist in |
| 10 | | 4.9.1. | OPERATIONAL APPROVAL of a BILLBOARD SIGN shall expire five (5) years from the issuance of such OPERATION APPROVAL. | enforcement related to health and safety concerns by |
| | | 4.9.2 | The OPERATIONAL APPROVAL of a BILLBOARD SIGN will automatically expire upon removal of the BILLBOARD SIGN, as of the date such SIGN is removed. | providing appropriate contact and insurance information. |
| | | 4.9.3. | Prior to the expiry of an OPERATIONAL APPROVAL, provided no modifications or restorations are proposed to the SIGN, the OWNER of a BILLBOARD SIGN may submit, in a form and manner satisfactory to the Chief Building Official, a renewal application for a further five (5) year OPERATIONAL APPROVAL period. | These regulations will assist in reducing sign clutter and blight created by abandoned billboards as well as those in disrepair. |
| | | 4.9.4 | The OWNER of a BILLBOARD SIGN applying for renewal of the OPERATIONAL APPROVAL shall file with the AUTHORITY HAVING JURISDICTION all information and documents required, in a form and manner satisfactory to the Chief Building Official, and shall pay the fee prescribed in accordance with the City of Windsor's current Schedule of Fees and Service Charges. | |
| | | 4.9.5 | Where a modification or restoration to a BILLBOARD SIGN is proposed, a renewal of the OPERATIONAL APPROVAL cannot be granted, and the OWNER will be required to | |

| | APPENDIX 'A' SIGN BY-LAW A | AMENDN | MENT - BILLBOARD SIGNS TABLE | |
|--------------------|--|-----------|---|---|
| Revision Number | Existing | | Proposed | Rationale |
| | | | submit an application to the Chief Building Official for a new SIGN PERMIT. | |
| | | 4.9.6 | Notwithstanding Subsection 4.9.4, where an existing BILLBOARD SIGN with a unexpired OPERATIONAL APPROVAL no longer complies with this Bylaw due to a variance or by-law amendment being granted by the AUTHORITY HAVING JURISDICTION permitting the erection of another BILLBOARD SIGN, the OWNER of such BILLBOARD sign may submit a renewal application rather than an application for a new SIGN PERMIT. | |
| SECTION 17 | N 5.0 - SIGNS NOT REQUIRING A SIGN PERMIT | 5.1.4 | A SIGN PERMIT is not required for changes to a POSTER BILLBOARD SIGN or an ELECTRONIC CHANGING COPY SIGN, provided the existing shape and dimensions of such BILLBOARD SIGN are not altered or modified in any way. | New s. 5.1.4 to clarify when new sign permits are not required. |
| SECTION | 6.0 - REGULATIONS FOR PERMANENT SIGNS ON PR | IVATE P | ROPERTY | |
| 18 | Table 6.3.1 Permitted Locations for BILLBOARD GROUND and WALL SIGNS Unless specifically provided in this By-law, a | 6.3.2 F | Permitted Locations Unless specifically provided in this By-law, a BILLBOARD GROUND or WALL SIGN shall be permitted only on a lot within a Manufacturing | Moved table to body of the chart to provide clarity for applicants. |
| | BILLBOARD GROUND or WALL SIGN shall be permitted only on a LOT within a Manufacturing District or a Commercial District, provided that such LOT abuts one of the following STREETS and is not within a SPECIAL DISTRICT: | s ti | District or a Commercial District, provided that such lot abuts one of the following STREETS and he proposed Billboard Sign is oriented to be orimarily visible from traffic on that street: Central Avenue, south of Tecumseh Road; Crawford Avenue, between Wyandotte | Permitted locations changed to remove those streets where residential intensification will make it impossible |
| | i. Central Avenue, south of Tecumseh Road; ii. Crawford Avenue, between Wyandotte Street West and Tecumseh Road West; iii. Division Road; | iii iv | Street West and Tecumseh Road West; Division Road; | to erect billboards and open new streets where possibilities are |

| | APPENDIX 'A' SIGN BY-LAW AMENDMENT - BILLBOARD SIGNS TABLE | | | | | | | | |
|--------------------|---|---|---|--|--|--|--|--|--|
| Revision Number | Existing | Proposed | Rationale | | | | | | |
| | iv. Dougall Avenue, south of Eugenie Street West and north of West Grand Boulevard; v. Eugenie Street, between Howard Avenue and Dougall Road vi. Howard Avenue, between Tecumseh Road East and Talbot Road; vii. Huron Church Road, between Tecumseh Road West and Cabana Road; viii. Jefferson Boulevard, south of Tecumseh Road; ix. Provincial Road; x. Tecumseh Road East and West; xi. Wyandotte Street East and West. | Street; v. Eugenie Street, between Howard Avenue and Dougall Road vi. Howard Avenue, between the Canadian Pacific Railway Underpass and Cabana Road East; vii. Huron Church Road, between Tecumseh Road West and E.C. Row Expressway; viii. Jefferson Boulevard, south of Tecumseh Road; ix. Provincial Road; x. Tecumseh Road East, between Lauzon Parkway and the eastern City Boundary; xi. Tecumseh Road West, between McKay Avenue and Janette Avenue; xii. Walker Road South of E.C. Row; xiii. Ojibway Parkway. | evident and were not previous allowed. | | | | | | |
| 19 | 6.3.3 SIGN Classifications ADVERTISING or INFORMATION SIGNS | 6.3.3 SIGN Classifications THIRD PARTY ADVERTISING SIGN or INFORMATION SIGNS | To provide clarity that Billboards are related only to Third Party Advertising. | | | | | | |

| | APPENDIX 'A' SIGN BY-LAW | AMENDMENT - BILLBOARD SIGNS TABLE | |
|--------------------|--|---|--|
| Revision Number | Existing | Proposed | Rationale |
| 20 | 6.3.4 Maximum Number of SIGNS One (1) BILLBOARD GROUND SIGN per LOT or One (1) BILLBOARD WALL SIGN per LOT. | 6.3.4 Maximum Number of SIGNS One (1) BILLBOARD SIGN of any type per lot where: i) a) No FIRST PARTY ADVERTISING SIGN, including GROUND SIGNS and WALL SIGNS, currently exists, or a) If two (2) or more FIRST PARTY ADVERTISING SIGNS that are GROUND SIGNS have been authorized for the lot in accordance with this Bylaw, then one (1) of the existing FIRST PARTY ADVERTISING SIGNS may be replaced by a maximum of one (1) BILLBOARD SIGN; ii) The allowed cumulative total sign face area of all FIRST PARTY ADVERTISING SIGNS will not be exceed the Maximum Total Sign Face Area through the introduction of a BILLBOARD SIGN; | Revised language to reduce sign clutter on properties. |
| | | and, iii) There are no variances on the property to exceed the maximum allowable number of SIGNS or the MAXIMUM SIGN FACE AREA on the property. | |
| 21 | 6.3.5 Number of SIGN FACES (for BILLBOARD GROUND SIGN) SINGLE and/or DOUBLE SIGN FACES | 6.3.5 Number of SIGN FACES (for BILLBOARD GROUND SIGN) i) One (1) Single and/or double sign faces or ii) One (1) 'V'-shaped Sign with an interior angle of less than or equal to 90 degrees. | Second clause added to align with industry standards |
| 22 | 6.3.7 MAXIMUM TOTAL SIGN FACE AREA 20.0 m ² per SIGN FACE | 6.3.7 MAXIMUM TOTAL SIGN FACE AREA 22.0 m ² per SIGN FACE | Increased to align with industry standards. |
| 23 | 6.3.8 MAXIMUM CHANGING COPY AREA ROTATING and ELECTRONIC CHANGING COPY permitted. (added B/L 84-2019, June 17, 2019) | 6.3.8 MAXIMUM CHANGING COPY AREA Not Permitted on POSTER BILLBOARD SIGNS or, | Revised for clarity purposes between Poster and Electric |

| | APPENDIX 'A' SIGN BY-LAW | AMENDMENT - BILLBOARD SIGNS TABLE | |
|--------------------|--|--|---|
| Revision Number | Existing | Proposed | Rationale |
| | | 100% required for ELECTRONIC CHANGING COPY SIGNS | Changing Copy Signs. |
| 24 | 6.3.9 SIGN FACE EXTENSIONS A maximum of five percent (5%) of the permitted TOTAL SIGN FACE AREA may extend beyond the main panel of the SIGN FACE AREA. | 6.3.9 SIGN FACE EXTENSIONS A maximum of five percent (5%) of the permitted total SIGN FACE AREA may extend beyond the main panel of the SIGN FACE of a POSTER BILLBOARD SIGN or, Not Permitted on ELECTRONIC CHANGING COPY SIGNS | Revised for clarity purposes between Poster and Electric Changing Copy Signs. |
| 25 | 6.3.10 ANIMATION Not Permitted And 6.3.12 ROTATION Not Permitted | 6.3.10 ANIMATION OR ROTATION Not Permitted | Combined as similar issues. |
| 26 | 6.3.11 ILLUMINATION NON-ILLUMINATED, EXTERNAL or INTERNAL ILLUMINATION | 6.3.11 ILLUMINATION NON-ILLUMINATED, or EXTERNAL ILLUMINATION of a POSTER BILLBOARD SIGN or, INTERNAL or DIGITAL ILLUMINATION of an ELECTRONIC CHANGING COPY SIGN | Revised for clarity purposes between Poster and Electric Changing Copy Signs. |
| 278 | | 6.3.12 OPERATIONAL APPROVAL OPERATIONAL APPROVAL is required for each BILLBOARD GROUND and WALL SIGN, and may be renewed in accordance with Section 4.9 of this By-law. | |

| | APPENDIX 'A' SIGN BY-LAW | AMENDMENT - BILLBOARD SIGNS TABLE | |
|--------------------|---|---|--|
| Revision Number | Existing | Proposed | Rationale |
| 28 | 6.3.14 SIGN Restrictions: No part of any BILLBOARD GROUND or WALL SIGN shall: i. Be ERECTED within a 200.0 m radius of any BILLBOARD GROUND or WALL SIGN. ii. Be ERECTED within 6.0 m of the intersection of any PUBLIC ROAD ALLOWANCE; iii. Be ERECTED within 25.0 m of any Residential District; iv. Be ERECTED within 30.0 m of any GROUND SIGN ERECTED on the same LOT or on an abutting LOT. v. Be ERECTED within a prohibited location at a controlled intersection, pedestrian crossing or railway crossing as identified in Table 6.3.2 if the sign contains ELECTRONIC CHANGING COPY. xi. Be ERECTED within 150 meters of any Residential Zoning District if the SIGN utilizes ELECTRONIC CHANGING COPY and if the SIGN FACE will be directly visible from any point in the Residential Zoning District. | No part of any BILLBOARD GROUND or WALL SIGN shall: i. Be ERECTED within 6.0 m of the intersection of a DRIVEWAY, ALLEY or ACCESS LANE with any PUBLIC ROAD ALLOWANCE; ii. Be ERECTED within 30.0 m of any FIRST PARTY ADVERTISING GROUND or WALL SIGN erected on the same LOT or on an abutting LOT; | Moved clauses from 6.3.14 related to billboard separation distances, residential Uses and traffic stopping distances to a new 6.3.16 & 6.3.17 Prohibitions due to health and safety concerns, as well as reduce potential for driver distraction, aligning with other municipalities' standards. Non-compliances to Prohibitions would require Sign Bylaw Amendments, whereas Noncompliances to Restrictions would be heard as minor variances. 6.3.14 (i) & (ii) Provides better clarity for applicants, |
| 29 | 6.3.14 SIGN Restrictions: (for BILLBOARD GROUND SIGNS) | 6.3.14 SIGN Restrictions: (for BILLBOARD GROUND SIGNS) | Distances changed to align with other |
| | No part of any BILLBOARD GROUND SIGN shall: | No part of any BILLBOARD GROUND SIGN shall: | municipalities' standards. |
| | iii. Be ERECTED on a LOT with a STREET FRONTAGE of less than 12.0m ; iv. Be ERECTED within 4.0 m of the PUBLIC | iii. Be ERECTED on a LOT with a STREET FRONTAGE of less than 30.0 m ; iv. Be ERECTED within 3.0 m of the PUBLIC | Added restriction from daylight |

| | APPENDIX 'A' SIGN BY-LAW | AMENDMENT - BILLBOARD SIGNS TABLE | |
|--------------------|---|--|---|
| Revision Number | Existing | Proposed | Rationale |
| | ROAD ALLOWANCE; v. Be ERECTED within 3.0 m of a side lot line; vi. Be ERECTED within 6.0 m of a rear lot line; vii. Be ERECTED less than 2.4 m above grade. | ROAD ALLOWANCE v. Be ERECTED within 3.0 m of a side lot line; vi. Be ERECTED within 6.0 m of a rear lot line; vii. Be ERECTED less than 2.4 m above grade; viii. Be ERECTED within a DAYLIGHT CORNER. | corners to be consistent with other Ground Signs. |
| 30 | | 6.3.15 SPECIAL PROVISIONS (FOR BILLBOARD GROUND SIGN) ii. Notwithstanding the provisions of Section 6.3.2, no part of any BILLBOARD SIGN shall be erected closer than 300m of any Special Districts identified in Section 9 of the Sign Bylaw. | Added new s. 6.3.15 (ii) regarding separation from Special Districts to align with other municipalities |
| 31 | | 6.3.16 PROHIBITIONS: No part of any POSTER BILLBOARD GROUND or WALL SIGN shall: i. Be ERECTED within a 200.0 m radius of any type of BILLBOARD GROUND or WALL SIGN. ii. Be ERECTED within 60.0 m of any RESIDENTIAL or SENSITIVE USE, where the SIGN STRUCTURE or the SIGN FACE will be directly visible from any point of a RESIDENTIAL or SENSITIVE USE in any Building. | Moved clauses from 6.3.14 related to billboard separation distances, residential Uses and traffic stopping distances to a new 6.3.16 & 6.3.17 Prohibitions due to health and safety concerns, as well as reduce potential for driver distraction, |
| 32 | | No part of any ELECTRONIC CHANGE COPY GROUND or WALL SIGN shall: i. Be ERECTED within a 200.0 m radius of any Poster/Paper BILLBOARD GROUND or WALL SIGN, ii. Be ERECTED within a minimum distance of 500.0 m any other ELECTRONIC CHANGE COPY SIGN OR DIGITAL SIGN, and provided that the two ELECTRONIC | aligning with other municipalities' standards. Non-compliances to Prohibitions would require Sign Bylaw Amendments, whereas Non-compliances to |

| | | | APPE | NDIX 'A | SIGN BY-LA | W. | V AMENDMENT - BILLBOARD SIGNS TABLE | | | | | |
|--------------------|----------|--|-----------------|---------|--|----|-------------------------------------|--|-----------------|---|--|--|
| Revision Number | Existing | | | | | | | | Rationale | | | |
| | | | | | cannot be seen simultaneously in the | | | | | Restrictions would be heard as minor variances. | | |
| 33 | | ed location NG COPY (a) Posted Speed Limit (km/hour) 50 or less 60 70 80 or more | BILLBOAR (b) | ng ELEC | (d) Lateral Offset Prohibited Location on both sides of street (m)** 21 24 31 35 | | | ed location NG COPY (a) Posted Speed Limit (km/hour) 50 or less 60 70 80 or more | BILLBOAF (b) | ng ELEC | (d) Lateral Offset Prohibited Location on both sides of street (m)** 16 20 23 26 | Renumbering to Table 6.3.1 due to consolidation of Permitted locations with subsection 6.3.2 Distances revised to reflect TAC guidelines. |

| | APPENDIX 'A' SIGN BY-LAW | AMENDMENT - BILLBOARD SIGNS TABLE | |
|--------------------|--|---|--|
| Revision Number | Existing | Proposed | Rationale |
| 34 | | Figure 6.3.2: BILLBOARD SIGN OFFSETS 30.0m BILLBOARD SIGN 3.0m BUILDING | Added for clarity of regulations regarding distances. |
| 35 | 9.6.1 The designated CONTROLLED ACCESS HIGHWAY is as follows (refer to Schedule "C" for CONTROLLED ACCESS HIGHWAY map): (a) The E C Row Expressway and Ojibway Parkway PUBLIC ROAD ALLOWANCE. | 9.6.1 The following are each a designated CONTROLLED ACCESS HIGHWAY (refer to Schedule "C" for CONTROLLED ACCESS HIGHWAY map): (b) The E. C. Row Expressway PUBLIC ROAD ALLOWANCE; (c) The Ojibway Parkway PUBLIC ROAD ALLOWANCE; and (d) The Herb Gray Parkway PUBLIC ROAD ALLOWANCE. | Added routes that are Provincial highways and where parts are under MTO jurisdiction |
| 36 | | 9.6.3 All BILLBOARD SIGNS must be ERECTED or DISPLAYED at a minimum distance of a 400 metre setback: (a) from the PUBLIC ROAD ALLOWANCE of a CONTROLLED ACCESS HIGHWAY; or (b) of any on-off ramp of a CONTROLLED ACCESS HIGHWAY. | Added new s. 9.6.3 that align with Provincial highway regulations for health and safety concerns related to distracted driving. Current Regulation of 9.6.2 only addresses First Party Signs |

| | APPENDIX 'A' SIGN BY-LAW AMENDMENT - BILLBOARD SIGNS TABLE | | |
|--------------------|---|---|---|
| Revision Number | Existing | Proposed | Rationale |
| 37 | 9.7.2 No PERSON shall ERECT, cause to ERECT, DISPLAY or cause to DISPLAY any of the following SIGNS within a NATURAL HERITAGE AREA: | 9.7.2 No PERSON shall ERECT, cause to ERECT, DISPLAY or cause to DISPLAY any of the following SIGNS within a NATURAL HERITAGE AREA: | Amendment to include proper setback from Sensitive Use Area. |
| | (a) Any ILLUMINATED SIGN; | (a) Any ILLUMINATED SIGN; | |
| | (b) Any TEMPORARY SIGN; | (b) Any TEMPORARY SIGN; | |
| | (c) Any BILLBOARD SIGN. | (c) Any BILLBOARD SIGN; OR | |
| | | (d) Any ELECTRONIC CHANGING COPY SIGN, | |
| | | and further, no PERSON shall ERECT, cause to ERECT, DISPLAY or cause to DISPLAY any ELECTRONIC CHANGING COPY SIGN within 300 metres of a NATURAL HERITAGE AREA. | |
| 38 | | 9.7.5 No PERSON shall ERECT, cause to ERECT, DISPLAY or cause to DISPLAY any ELECTRONIC CHANGING COPY SIGN within 300 metres of a HERITAGE AREA | Language added to include proper setback from Sensitive Use Area. |

| | APPENDIX 'A' SIGN BY-LAW | AMENDMENT - BILLBOARD SIGNS TABLE | |
|--------------------|--|--|--|
| Revision Number | Existing | Proposed | Rationale |
| 39 | 10.0 - PROHIBITIONS AND RESTRICTIONS "B" PERMITTED LOCATIONS FOR BILLBOARDS | 10.1.1 (I) An ELECTRONIC CHANGING COPY SIGN mounted to a vehicle. | Subsection 10.1.1(I) added to prohibit signs within Sensitive Use Area. |
| 40 | SCHEDULE "B" FEES | SCHEDULE "B" PERMITTED LOCATIONS FOR BILLBOARDS Permitted Locations for Billboards Fecunda Road Vost Fecunda Road Provincial Road Value Road Provincial Road | Fees removed to be reviewed and updated annually, and replaced with map for clarity for applicants |

| | APPENDIX 'A' SIGN BY-LAW AI | MENDMENT - BILLBOARD SIGNS TABLE | |
|--------------------|--|--|---|
| Revision Number | Existing | Proposed | Rationale |
| L | SCHEDULE C: SPECIAL DISTRICTS SCHEDULE 'C-2' SPECIAL DISTRICTS RERITAGE AREA DISTRICTS NATURAL HERITAGE AREA DISTRICTS REPORT OF THE PROPERTY OF THE PROPE | SCHEDULE C: SPECIAL DISTRICTS SCHEDULE C: SPECIAL DISTRICTS FOR 10 SAMALE FOR | Replace to Colour version to provide clarity for applicants |
| 42 | SCHEDULE 'C-3' SPECIAL DISTRICTS SCHEDULE C: SPECIAL DISTRICT AIRDORT DISTRICT AIRDORT DISTRICT TO STRICT | SCHEDULE C: SPECIAL DISTRICTS SCHEDULE C: SPECIAL DISTRICTS FOR COLUMN AND THE STATE OF THE ST | Replace to Colour version to provide clarity for applicants |

Concentrating on Electronic Change Copy Billboard Signs (ECC), Administration conducted a comprehensive multi-staged evaluation.

Initially, Windsor's Sign Bylaw was benchmarked against those Sign Bylaws of 24 Ontario municipalities, in addition to 4 Canadian and 4 American municipalities.

The second stage included direct online consultation with 13 Ontario municipalities of comparable scale to Windsor, addressing billboard-related concerns such as permit procedures, dimensions, placements, adjacency to sensitive areas, fee structures, lighting and its impact on surrounding areas, issues of distracted driving, enforcement, and maintenance. These municipalities consistently reported the need for adjustments and variances in billboard applications, primarily due to excessive density and visual clutter.

In the third stage, feedback was sought from local industry stakeholders that had experience with Windsor's permit system following CR158/2017's adoption. This stage highlighted issues around setback requirements from sensitive areas, spacing between billboards, and the need for clearer definitions and consistency in the bylaw's language and measurement points.

The final stage saw internal review by various city departments to ensure the proposed amendments aligned with Windsor's standards, best practices, and regulatory framework, minimizing legal exposure for the city.

From these extensive consultations and reviews, four primary concerns emerged:

- 1. Over saturation and clutter of signs.
- 2. The placement of billboards and their setbacks from sensitive land uses.
- 3. Issues related to traffic and aviation safety.
- 4. The need for greater clarity within the bylaw and its permitting process.

These consolidated insights formed the basis for the proposed amendments to Windsor's Sign By-law, specifically targeting billboard signage, to address these identified issues comprehensively.

CONCERN #1 - SIGN CLUTTER & OVERSATURATION:

1a) OVERSATURATION: Currently there are over 260 Billboard Sign locations in the City of Windsor (Appendix 'X"), with many of those being quad-billboards (two billboard signs on either side of a single support structure for a total of four individual signs). As most were erected prior to the establishment of the current Windsor Sign Bylaw 250-2004, many of these existing signs would not be in compliance with the Sign Bylaw due to there multiple number of billboard signs per location, current regulated setbacks, as well as questionable structure stability.

Rationale & Consultation: Industry stakeholders were in agreement that sign clutter not only was issue from a viewers' perspective, but also from an advertising perspective, as too many messages are being presented simultaneously. Smaller

stakeholders also expressed difficulties to compete in what they have termed a "saturated market", unless there is a means of phasing out older, unstable billboard signs. The larger stakeholders have expressed willingness to reduce the current inventory of billboards where they are less noticeable to allow for ECC Billboards which can provide more advertisements over a shorter period of time, on a single sign face with less risk to their staff as they can be controlled and changed remotely.

Many municipalities consulted have begun to passively remove the grandfather (legacy) clauses for billboards from their bylaws by requiring compliance with their Sign Bylaws after a designated period. One common method has been to implemented regular licencing of Billboard Signs to assure that the structures are maintained, as well as to ensure that insurances indemnifying the municipality are current. The consultations with industry stakeholders indicated a willingness to comply with such licences, at an appropriate term. While structures generally require replacement every 20 years, digital panels are replaced every 7-10 years due to technological advancements as opposed to bulb deterioration. Changes in land ownership may be more regular, which is why seven of the municipalities consulted now require a permit/licencing renewal on a yearly or every 5-years basis.

1b) SIGN CLUTTER: Per Subsection 6.3.14(vi), erection of a Billboard is allowed on any lot with frontages greater than 12m. Regulation 6.3.14.iv only requires a setback of 30.0m from any 1st Party Ground on the subject lands or an abutting property. As a result of oversaturation, along with these two clauses with limited enforcement, the City has experienced several applications for billboard permits on properties which are already saturated with the number of signs allowed as per other sections of Sign Bylaw.

Rationale: The Guiding Principles outlined in Schedule 'A' Intent of the Sign Bylaw Clause A-4 addresses sign clutter several times to ensure that the objectives of the Official Plan are realized:

- (d) The cumulative effects of signage matter and sign clutter is a civic liability.
- (e) Signage should be proportionate to the property it identifies and advertises.
- (f) Signage should supplement the land use and not dominate the landscape.

Consultations: A majority of those consulted felt that there is little difference between 1st Party Ground and Wall Signs and both should be considered when 3rd Party Billboards are being proposed on a given property. Recommendations by those consulted include; separations based on whether the 1st party ground sign is static or offers digital messaging; and whether there is more than one 1st party signs allowed on the property, then the second could be a billboard.

1c) Distances Between Billboards: One of the biggest issues is the separation between billboard signs. Subsection 6.3.14 (i) of the City of Windsor's Sign Bylaw regulates that the distance between any two billboard signs as 200m radius regardless whether they are traditional poster paper or electronic digital display, or direction of travel. A key clause

that is missing from the current Bylaw is not more than one electronic billboard display shall be visible to an approaching driver at the same time as seen in Mississauga's and Ottawa's Billboard Sign Bylaws.

Rational & Consultations: Most other Ontario municipalities measure the distance based on the same direction of travel on the same street only. This is to reduce the ability to see two billboards at the same time. This is quite varied between municipalities ranging between 150m to 500m. However unlike Windsor, many of those municipalities have significant grade changes that assist in obscuring the visibility of two billboard signs along the same route.

The industry recognizes that ECC Billboards offer more ads per space and agree that greater distance between them is warranted provided that they are not visible simultaneously from the same direction of travel to reduce the sign clutter and reduce driver distractions. Consultation with the Industry Stakeholders, recommend distancing similar to Toronto, Winnipeg and Calgary as a fair solution which would see the distance increased from 200m to 500m between ECC Billboards. Many municipalities differentiate distances between two Electronic Billboards, Electronic and Non-Electronic Billboards differently.

CONCERN #2 - LOCATIONS AND SETBACKS FROM SENSITIVE USES:

2a) LOCATIONS: Subsection 6.3.2 regulates that Billboards are allowed in Commercial Districts (CD) and Manufacturing Districts (MD), as defined in the Zoning Bylaw 8600, on certain streets within a Commercial Districts (CD) and Manufacturing Districts (MD),listed in Table 6.3.1 of the Sign Bylaw (Appendix X). With the changes made in the Official Plan through the Residential Intensification Guidelines, Commercial Districts are now Multi-Use Districts.

a) Opening up of Additional Roads: Related to the existing saturation many industry stakeholders have requested that additional roads be opened for Billboard sign locations to compensate for the removal of existing non-compliant signs throughout the city.

Rationale & Consultation: Larger industry stakeholders have requested that both Lauzon Parkway and E.C.Row Expressway be opened up for new ECC Billboards. However as these are recognized as Provincial Highways, it would be appropriate to recommend that Ministry of Transportation of Ontario regulations, related to 400-series highways be imposed on these routes which would include 400m setback from the right-of-way. There are a host of other issues related with this options as many of the lands surrounding these routes are residential in nature. Administration does not recommend adding these provincial highways to the list of permitted locations for 3rd Party Billboards Signs, however recognizes that there is potential for new routes that are opening up with the development in the Sandwich South lands where there is potential for such advertising devises to be erected.

Consultations with Transportation Planning consultations also identified routes where significant traffic accidents occurred over the last three years.

- Lauzon Parkway (744 over 3 years 2020-2023 current)
- Huron Church (459 over 3 years 2020-2023 current)
- Walker Road (1199 over 3 years 2020-2023 current)
- Dougall Parkway (998 over 3 years 2020-2023 current)
- EC Row (995 over 3 years 2020-2023 current)

Avoiding adding any further driver distractions along these routes such as billboards, especially ECC Billboards would help to further reduce distracted driving which has been identified as a cause of traffic incidents in the Vision Zero Policies.

2b) SETBACKS FROM SENSITIVE USES:

b) Residential/Mixed Use Setbacks: The current City of Windsor Sign Bylaw allows for traditional non-Electronic Change Copy Billboard Signs to be setback 25.0m away from any Residential District (6.3.14.iii). Electronic Change Copy Billboard Signs must be setback further than 150m away from any Residential District if the sign face will be directly visible from any point in the Residential District (6.3.14.xi). due to property constraints, this is often contested by applicants and results in application for variance.

Rationale: The City of Windsor adopted a Residential Intensification Guidelines through Bylaw 100-2022 which adopted Official Plan Amendment No 159 to address the new Provincial Legislation related to increase in housing opportunities. This intensification will not only be achieved through traditional housing development, but also through designation of traditional Commercial Corridors and Commercial Centres to Mixed Use Corridors and Mixed Use Centres respectively in the Official Plan. A majority of these corridors, nodes and centres align directly with the current mapping of permitted locations for billboards (see APPENDIX 'I' - OVERLAY WITH OPA159). The Intensification Strategy adopted by Council introduces residential development into Commercial Districts where Billboards are permitted. Inadvertently, it creates conflicts between a sensitive use (residential) and digital billboards where there was none.

Consultation: The intent of the greater setback for ECCs was to ensure that the constant illumination would not impact residents negatively, especially during normal sleeping times.

Review of other municipalities' Sign Bylaws, broaden the definition of Residential from Zoning designation (RD) to the actual land use with broader definitions as to residential (incl: Retirement Homes), which in addition to traditional residential housing may include retirement homes, or anywhere a sleeping/bedroom would be habitually found. The City of Oshawa also includes hospitals and hotels in this District.

The range of distances for Billboards in other Ontario municipalities are:

| Billboard Type | Range | Average | Windsor |
|---------------------------------|--------------|---------|---------|
| Paper/Poster | 30m to 300m | 150m | 25m |
| Electronic Change Copy (ECC) | 100m to 300m | 250m | 150m |

Additionally, several municipalities restrict the hours of operation of ECC Billboards near residential areas to ensure they are turned off between 11pm and a designated time near Dawn.

The current regulations found in the Windsor Sign Bylaw fall well below the averages found in most municipalities. Additionally, while the average setback distance for ECCs from residential 250m, there are more municipalities increasing to 300m from residential properties.

While there is no consensus within the industry stakeholders as to what is an appropriate distance, all are in agreement that the onus is on the applicant to provide data that demonstrates no impact to residences or that they be prohibited from facing residential as the technology has changed to help address these issues. Both Ottawa and Hamilton have included a clause in their bylaw to allow for variances from residential properties if louvers, blinders, shields are used to limit max viewing angle.

c) **Special Districts:** With exception to Residential Uses, the current sign Bylaw is silent to setbacks from other sensitive uses. Instead in Section 9 of the Sign Bylaw, it identifies that 3rd Party Billboards Sign are not to be Erected or Displayed in any Special Districts defined by the Official Plan as: BIAs, Gateways, Theme Streets, Scenic Drives, Natural Heritage and Heritage Areas.

Rationale & Consultation: It is unclear whether this is a Restriction or a Prohibition. Other Municipalities have clearly stated that Billboards are PROHIBITTED from being erected in this types of Districts. Additionally, in many municipalities, prohibitions are extended to a distance from these Special Districts to ensure that the illumination from ECCs do not impact the Districts as follows:

| Municipality | Special Districts | Distance |
|-------------------------------|--|------------------------------|
| Toronto | Dundas Square, Along the Gardiner Gateway at Exhibition Place, University Avenue near parliamentary buildings, Nathan Phillips Square, BIAs, Villages | >100m |
| Ottawa | BIAs, Villages, airport, Pkwy, Aviation Pkwy, Colonel By DR, QEDriveway, Sir George Etienne Cartier Pkwy, Site John A Macdonald Pkway, Stittsville Main St, Vanier Pkwy, Rural Villages | >500m (360 degree radius) |
| Ottawa Institutional District | | >300m |

Similarly, review of other municipalities identifies the sensitivity with billboards with respect to Heritage, Open Spaces and Natural Areas and prescribes an appropriate distance from the boundaries of these areas.

| Municipality | Special Districts | Distance |
|------------------------------|---------------------------------|----------|
| Toronto & Ottawa | Green Districts | >300m |
| Toronto | Heritage Conservation Districts | >50m |
| Ottawa | Institutional Districts | >300m |
| Ottawa | Heritage Conservation Districts | >300m |
| London, Kingston, & Winnipeg | Heritage Conservation Districts | >150m |

The industry requested that setbacks maintain similar distances throughout the bylaw. Currently Section 9.3 Gateways requires a setback of 300m radius identified as a buffer for any ECC Sign including Billboards Signs.

CONCERN #3 – TRAFFIC & AVIATION SAFETY ISSUES:

The interest of the City is to ensure that transportation is safe for all vehicles, cyclists and pedestrians. In addition, air safety is a concern as the Windsor airport is being slowly surrounded by the urban development and no longer within the rural areas of the city.

In addition, the Official Plan Schedule "C" Development Constraints identifies the limits of the Airport lands where development related to heights is restricted. Recent requests for billboards along Walker Rd have been denied as they would be located within that

3a) Controlled Intersection Setbacks: Applications for Billboards have contested that the current prohibitions for locating ECCs are overly restrictive.

Rationale & Consultation: Unanimously, the industry's biggest issue is with traffic intersection area Stop Points related to Table 6.3.2 of the Sign Bylaw. Aside from not being clear to interpret, those consulted recommended closer alignment with the TAC Guidelines, Diagrams within the Sign Bylaw to reduce subjectivity, and a requirement by applicants provide independent traffic studies where the regulations in the Bylaw cannot be met.

Review of other municipalities confirm that TAC Guidelines are most frequently used. Most PROHIBIT within Visibility or Sight Triangle (Hamilton/London/Oshawa/Owen Sound). Consultation with the Transportation Planning has confirmed that a revision to reduce the distances from Controlled Intersections, Pedestrian Crossing and Railways Crossings (Table 6.3.2 as related to Section 6.3.14(v)) could be reduced to align with the TAC Guidelines from the Ottawa Sign Bylaw for Non-Rural routes.

Current Sign Bylaw Table 6.3.2 indicates distances for Billboards from controlled intersections in the table below:

| CURRENT | (a) | (b) | (c) | (d) |
|-------------|---------------------------------|----------------------------------|----------------------------------|---|
| Table 6.3.2 | Posted Speed Limit (km/hour) | Distance before Stop Line (m) | Distance after Stop Line (m)* | Minimum Lateral Offset Prohibited Area on both sides of the street (m) ** |
| | 50 or less | 85 | 150 | 21 |
| | 60 | 105 | 170 | 24 |
| | 70 | 160 | 200 | 31 |
| | 80 or more | 185 | 215 | 35 |

3b) Controlled Access Highways: Regulations for Controlled Access Highways are designated only for E.C. Row Expressway and Ojibway Parkway under Section 9.6 of the Sign Bylaw. Currently, a minimum distance of 20m from the Public Road Allowance along these routes is regulated for signs other than a Billboards, which are Prohibited.

Highway 401 a.k.a. Herb Grey Parkway is regulated under the Ministry of Transportation of Ontario (MTO) as a Federal and Provincial Highway. The legislated setbacks for billboards is 400m minimum which. Giving the high volume of traffic along these routes, they have become desirable for Billboard Manufacturers to install. Currently, our Sign Bylaw is silent on the subject.

Rationale & Consultation:

Many municipalities (Kingston, Ottawa, Hamilton, Toronto, Milton and Oshawa) have adopted the 400m setback for Controlled Access Highways, and require that an applicant acquire MTO approval prior to applying for a permit to erect a Billboard.

Many of the of the approved routes in the Sign Bylaw intersect with these three Controlled Access Highways often with On or Off ramps which have long site lines for traffic. While the 20m minimum setback found in Section 9.6.2, may be appropriate for non-digital signs, the use of Change Copy introduces additional distraction for drivers, especially with ECC Billboards. Clauses directly related to these setbacks is required to comply with this requirement for controlled access highways.

3c) Airport Operating Area: Schedule 'C' of the Official Plan identifies the central southeastern part of the City of Windsor as a development constraint area related to the safe operations of Windsor Airport. For this reason, Walker Rd had not been included as permitted route to erect billboard signs, though the Sign Bylaw Section 9.8 Regulations for SIGNS in SPECIAL DISTRICTS: AIRPORT AREA does not restrict Billboards.

Rationale & Consultation:

Of the municipalities Consulted, only Ottawa has a restriction of 500m from airport lands. Airport lands associated with Pearson International Airport in Mississauga demonstrate that large ECC billboards can be erected on airport lands.

Consultation with stakeholders identified NAVCAN clearances as a requirement. Consultation with NAVCAN indicated that there are complexities with each application and that the municipal airport should be the first point of contact with any applicant for signage near airport lands. Consultation with the Windsor Airport Operations Staff requested pre-consultation with applicants considering erection of a Billboard Sign within 150m of the current airport lands.

CONCERN #4 - CLARITY WITH THE BYLAW AND PERMITTING PROCESS:

Several issues where discussed in consultations relating to the need for variances and amendments to the current Sign Bylaw. These included providing clarity for applicants related to what is required and what is prohibited or negotiable through variances. Additionally, since the Sign Bylaw's last Amendment (B/L 60-2018), some billboard industry standards have changed which has lead to the need for unnecessary minor variances on behalf of applicants. Many of these items can be addressed in Section 6.3 Regulations Billboard GROUND AND WALL SIGNS, but others are found in other sections of the Sign Bylaw.

4a) Clarity of Measure: The structure of the City of Windsor's current Sign Bylaw has some inconsistencies in wording, language and definitions which are open to interpretation. Public Road Allowance as defined Section 2 of the Sign Bylaws as:

2.52.1(a) **PUBLIC ROAD ALLOWANCE** means all allowances for roads made by the Crown surveyors, all highways laid out or established under the authority of any statute, all roads on which public money has been expended for opening them and roads dedicated by the owner of the lands to public use; including the curb, shoulder, sidewalk and landscaping where applicable. A STREET is a PUBLIC ROAD ALLOWANCE for the purposes of this By-law.

This defines the Public road allowance as the property line between the property and the road.

Rationale & Consultation:

One area requiring more consistent language is from where setbacks are measured. In most cases the Bylaw clearly states that measurement is from the property line or the PUBLIC ROAD ALLOWANCE defined in Section 2, clause 2.52.1 (a). However, in some instances, measure is indicated from the edge of road. This can be confusing for an applicant unaware of such subtleties. Edges of roads can change over time with infrastructure projects. Only under extreme situations does the property line change at the PUBLIC ROAD ALLOWANCE.

The Industry Stakeholders have requested that more consistency be adopted that takes all measurements from the same point, how the term Public Road Allowance is used.

There are two references to the setbacks from the Public Road Allowance in the current Sign Bylaw related to Billboards.

6.3.13 Sign Restrictions states that

No part of any BILLBOARD GROUND or WALL SIGN shall:

ii. Be ERECTED within 6.0 m of the intersection of any PUBLIC ROAD ALLOWANCE;

And,

No part of any BILLBOARD GROUND SIGN shall:

vii. Be ERECTED within 4.0 m of the PUBLIC ROAD ALLOWANCE.

Sign Restrictions for Permanent Ground Signs identifies that no Sign cabe erected in a DAYLIGHT CORNER which is defined in Section 2 DEFINTIONS:

2.20 **DAYLIGHT CORNER** means, on a corner LOT, the triangular space formed by the intersection of two STREET LINES and a line connecting a point located 6.0 m from the point of intersection of the STREET LINES along one STREET LINE to a point located 6.0 m from the point of intersection of the STREET LINES on the other STREET LINE.

While it has been understood that this would be applicable to Billboards, a clause relating to Daylight Corners is absent from Section 6.3 Regulation for Billboards. The term intersection of any Public Road Allowance has been accepted as the intersection point of a driveway or access road with the Public Road allowance. This inconsistency makes it confusing at best for an applicant to navigate through the regulations of the bylaw.

- **4b) Clarity of Permitted Locations:** Permitted locations for Billboard signs found in Table 6.3.1 of the Sign Bylaw can be interpreted in different ways as it reads that billboards signs are permitted where the lot 'abuts' one of the streets listed. The intent was that the billboard sign would be located along the frontage of the streets listed, however, many properties straddle parallel streets or have a flanking street. It can, and has been interpreted that the billboard could be located facing any street where the lot has frontage on a permitted street.
- **4c) Clarity of Sign Types:** In addition, the definition in section 2.0 of the Sign Bylaw will need to be Amended to reflect that Billboard signs are by third party individuals or corporations other than the property owner.
- **4d) Industry Billboard Sign Standards:** There are two issues that have routinely required minor variances due the current Sign Bylaw's inconsistency with industry standards. Often these are the only variances which add cost to the applicant, and delays in issuing permits due to the need to be heard at Committee of Adjustment.

 'V'-shaped mounted billboards signs are an industry standard are often used to direct images away from sensitive areas such as residences.

Rationale and Consultations:

The current definition for a double-sided billboard sign is very specific and identifies that a double faced sign must be parallel or back-to-back faces.

- **2.58.10 SIGN FACE** means that portion of the SIGN, excluding the supporting STRUCTURE, borders and frames, upon which, against, or through which COPY is DISPLAYED or is capable of being DISPLAYED. Further:
 - (a) **SINGLE SIGN FACE**: means a SIGN having only one face plane.
 - (b) **DOUBLE SIGN FACE**: means a SIGN having two sign face planes with each SIGN FACE being of equal area and identical length and width, and with two parallel opposing (back-to-back) faces.
 - (c) **MULTIPLE SIGN FACE**: means a SIGN having more than two SIGN FACES.

Three municipalities (Milton, Niagara, and Hamilton) have clearly defined 'V'-shaped billboard arrangements.

"For the purpose of applying a minimum setback from the street line, a "V" shaped Sign having two (2) faces shall be considered as having one (1) face should the interior angle of the "V" exceed 90 degrees. Should the interior angle exceed 90 degrees, the setback will be determined by using the total Sign area of both faces of the Sign".

II. **Sizes:** The billboard sign industry is relatively universal in its sizes. Currently the city allows for a horizontal billboard sign with a 20.0m² maximum sign face which aligns with the standard billboards of most industry providers.

Rationale and Consultations:

Outfront Media is one of the largest providers and have requested an increase to $22m^2$ to allow for their standard sign. In review of the Sign Bylaws in many other municipalities, this has been taken into consideration.

4e) Timing/Transition: Currently, the City of Windsor Sign Bylaw allows an 10 second advertising spots with instant transition (Subsection 3.3.3) for ECC Billboards. The industry standard is between 6 seconds or 10 seconds to create a 1 to 2 minute loop.

Rationale and Consultations:

The industry is open to transitions however the advertisers request instant change to provide dramatic attention. Instant changes from a dark background ECC billboard ad to a brighter (white) background ECC billboard advertising can be distracting for drivers. City staff have monitored transition times in several municipalities throughout Ontario and North America, and found that 8 second transitions are very common.

Related to this is when ECC Billboard Signs are operating, especially in residential and sensitive natural heritage areas. Though it does create more wear to power up each day, a majority of the industry stakeholders were open to the addition of a regulation from other municipalities to turn off ECC Billboard Signs between 11pm to sometime between mid-morning and dawn.

4f) Permitting Processes: As experienced in Windsor, most applications for Billboard Signs received in other municipalities in Ontario require variances or amendments.

Rationale & Consultation:

A majority of the stakeholders felt that the process and regulations found in the Toronto Sign Bylaw were the most reasonable, yet it was also shared that variances were always needed with every application.

Many municipalities consulted have implemented some level of Delegation of Authority (DOA) for Sign Bylaw variances with much success. Such processes are favoured by the industry as well. However, as this report focuses on Billboards only, to implement such a process only for billboards permit applications would create multiple tiers for approval processes. Should Council wish to consider such a process, a full review of the entire Sign Bylaw would be necessary.

4g) Permit Fees: Sign Bylaw Clause 6.3.13 regulates that all Billboard Signs require a Sign Permit. Schedule 'B' Table B.1 states that the fee for a Billboard Sign is \$4 per square metre (sm) of total sign area, but not less than \$75. The standard allowable Billboard sign has a Sign Face of 20sm for a total Permit Fee of \$80. Consultation with other municipalities identified that the City of Windsor Sign Permits are well below standard and, do not cover the amount of time required by staff to review a basic application.

Rationale & Consultation:

In its review with other municipalities, Administration identified the following:

| Municipality | Minimum Base Permit Fee Per Billboard Sign | Additional fees Per Sign Face | Renewal Fees |
|------------------|---|----------------------------------|----------------|
| City of Windsor | \$75 | +\$4/sm | |
| Burlington | \$965 | | |
| Hamilton | \$2081 | | Annually |
| Kingston | \$50 | + \$20/sm | Every 5 Years |
| London | \$600 + \$110 for Admin review | | \$150 Annually |
| Ottawa | \$2280 (Static Poster) | | Every 5 Years |
| | \$3023 (EEC) | | |
| Mississauga | \$292 (first 2 sign faces) | +\$36/sm over | Annually \$110 |
| Niagara Falls | \$300 | | |
| Niagara Region | \$620 + \$85 Inspection fee | | |
| Peterborough | \$470 (any ECC) | | |
| Toronto | \$309.30 +Annual Increase | +\$34.87/sm | Every 5 Years |
| | + 65.34 Building Permit | | |
| Ontario Highways | \$770 | | Every 5 Years |
| Corridor | | | |

As noted in the chart above, several municipalities require a Permit Renewal Fee annually or every 5 years. London, Hamilton and Mississauga apply an annual licensing fee, primarily to confirm ownership and that appropriate insurance are in place as these two items change regularly. Though the annual fees prescribed are lower, when calculated out over a 5-year period the total cost would be similar to that of the Renewal Fees administered by other municipalities and the Province to a 5-year Permit Renewal at the same rate as a new Billboard Permit.

A Sign Bylaw Minor Variance has less complexities and based on minor non-compliances with the Sign Bylaw such as heights, sizes of face and internal property distance. Minor Variance are heard at COA which has a fixed schedule of 30 days for processing and is the only hearing where the application is considered.

| Municipality | Variance Application Fee | Amendment Application Fee | Comments |
|-----------------|--|---------------------------------|---------------------------------------|
| Windsor | \$2,395 (COA) | \$1,302 (DHSC & Council) | |
| Burlington | \$2,355 (Committee) | | \$1,315 (w DOA) |
| Hamilton | \$3,735 w permit \$4,660 w/o permit | | \$675 with DOA |
| London | \$1,000 (Committee) | \$1500 | \$700 (w DOA) |
| Ottawa | \$3023 (ECC) \$2126 (Static) | | DOA (except Residential Districts) |
| Oshawa | \$1281 | \$1281(+3% ROI) | 3% Annual increase |
| Mississauga | \$1226 w permit \$1500 w/o permit | | |
| Niagara Falls | \$2300 | \$6800 | |
| Peterborough | \$1200 | \$1200 | |
| Greater Sudbury | \$900 | \$3930 (Peer Review) | |
| Toronto | \$1782 (DOA or COA) | \$2970 | ROI Annual Increase |

Administration is currently reviewing the Schedule of Fees for Development and Planning applications and will consider these Fees in that future report.



Development & Heritage Standing Committee April 2, 2024 Item 11.1 – Written Submission

March 28th, 2024

Attn: Windsor Development & Heritage Standing Committee 350 City Hall Square West Windsor, Ontario N9A 6S1

Re: Proposed Changes to the Windsor Sign By-law

To the Chair and Members of the Development & Heritage Standing Committee,

I am writing to express our organization's support for the majority of the proposed changes to the City of Windsor's Sign By-law, as set out in Council Report: S 116/2023 – Item No. 11.1, related to static and electronic change copy billboards.

However, there are several recommendations contained in this Council Report which appear to contradict the primary areas of concern identified within the report.

First, this report recommends increasing the maximum permitted sign face area from 20 square metres up to 22 square metres. The justification for this change is that 22 square metres is an "industry-standard" size. Having operated in Windsor and across Canada since the 1960s, Pattison can attest that this is not accurate.

The industry-standard size for static and electronic billboards is a 10' by 20' display face, which translates to 18.6 square metres. The majority of Sign By-laws in Ontario limit billboards to 20 square metres or less, and we believe the existing size limit is more aligned with one of the primary concerns – minimizing sign clutter and over-saturation.

Second, introducing a five-year expiry on permits for any <u>new</u> signs approved after the recommended changes take effect, is a reasonable approach to ensuring compatibility with future development. However, implementing this same requirement on existing signs, which maintain "grandfathered" status, would create an unreasonable administrative burden and unnecessary costs for sign operators, as well as require significant resources from the City to monitor and administer this new process.

This five-year expiry is intended to "assist in enforcement related to health and safety concerns, by providing appropriate contact and insurance information." We would suggest that any signs deemed "unsafe" by the City be remedied on an individual basis, rather than creating a process which would apply to all signs – the majority of which have been built in accordance with the Ontario Building Code, and do not present any health and safety concerns.

Lastly, introducing a restriction on billboard signs at any property which has any existing First Party (business identification) sign or signs, significantly limits the opportunities for



new signage throughout the City. These proposed changes already introduce multiple new and more restrictive requirements, which will considerably minimize the number of properties where an off-premise sign can be considered. Requiring that a property have zero existing signage effectively acts as a prohibition for new advertising signs.

We strongly believe that the proposed changes to the Sign By-law should still allow the sign industry to seek approvals, and in turn help stimulate the economy by providing new opportunities for local and national businesses to connect and engage with both residents and visitors. The unnecessary hardships and administrative burden on sign operators that would result from the proposed changes outlined above are contrary to this outcome, and we kindly ask that this Committee / City Council remove these recommendations to ensure the industry retains some new opportunities going forward.

Sincerely,

Nicholas Campney

Vicuolas Campney

Director of Leasing and Legislation

Pattison Outdoor Advertising



Development & Heritage Standing Committee April 2, 2024 Item 11.1 – Written Submission

Sent via email

March 28, 2024

Development and Heritage Standing Committee City of Windsor 350 City Hall Square West Windsor, ON N9A 6S1

Attention: City Clerk – Council Services (<u>clerks@citywindsor.ca</u>)

Re: Windsor Sign By-law Billboard Review and Amendments

City File: S 116/2023
Our File: STA/WIN/21-01

Zelinka Priamo Ltd., on behalf of 1339536 Ontario Ltd., is pleased to provide the following information as it relates to the above.

Our client is the owner of the lands located on the west side of Dougall Avenue, approximately 60 m south of the intersection with Ouellete Place/Avenue, and known municipally as 2595 Dougall Avenue ("subject lands"). The subject lands are triangular in shape and currently contain a service commercial use (take-out restaurant).

A Sign Permit for a Billboard Sign on the subject lands was issued by the City on June 19, 2020. However, our client is in the process of requesting permission to convert the approved static Billboard Sign to an Electronic Changing Copy Billboard Ground Sign on the subject lands. We have engaged in several discussions with City Staff regarding our client's request, and have submitted an application to amend the Windsor Sign By-law prior to the initiation of the Sign By-law Review process. We expect that our application will be considered after the conclusion of the Sign By-law Review process.

Upon review of the proposed amendments to the Sign By-law we have the following comments on behalf of our client:

We appreciate the efforts of City Staff to provide more clarity in the Sign By-law regarding the various sign classifications and their applicable regulations, in addition to making some regulations more permissive.

However, with respect to Table 6.3.1 (Prohibited location for erecting ELECTRONIC CHANGING COPY BILLBOARDS), while we appreciate that the proposed revisions to this Table would result in reduced setback requirements from the Stop Line, we believe that the TAC guidelines are unnecessarily restrictive, and further reductions are warranted and should be considered based on examples from other municipalities that have employed smaller setbacks from traffic signals with no known adverse impacts. Appendix A to this correspondence provides several examples of municipalities that

have adopted less restrictive setback requirements from traffic signals, for your consideration.

We thank you for the opportunity to provide the above comments on behalf of our client. If we can be of any assistance, please do not hesitate to contact the undersigned.

Yours very truly,

ZELINKA PRIAMO LTD.

Harry Froussios, BA, MCIP, RPP Principal Planner

cc. 1339536 Ontario Ltd.

Target Outdoor Signs

Stefan Fediuk - City of Windsor

Target Outdoor / Paul Bhullar (Property Owner)
Traffic Study for Billboard Installation at 0 Wilkinson Road Brampton
January 2022

| Jurisdiction | Distance Requirements from Traffic Signals, Property Lines, and Public Right-Of-Way and Sign Characteristics. |
|------------------------|---|
| | signs, there are some prohibitions with respect to intersections based on the roadway classification. For intersections of an arterial road with any other road or intersection of two collector roads, signs are not permitted within 15 m daylight triangle at the intersection. For other streets, this requirement is 7.5 m. |
| | The maximum height of a Static Electronic Message Board from the ground is 6.3 m. The minimum setback of a ground sign from property lines is 1.5 m. Minimum message dwell time of 30 seconds, and message transition shall be instantaneous with no effects. |
| | (By-Law 2018-153, Part 8, Table 8.1) |
| | As per the City of Ottawa sign by-law, a digital billboard must not be situated in the prohibited area at signalized intersections, pedestrian crossings, and railway crossings. The prohibited area is based on the speed limit and distance before and after the stop line. The distance requirements for digital billboards are 85 m before the stop line and 110 m after the stop line at 60 km/h. |
| City of Ottawa | The maximum height of a digital billboard is 8 m. Setback from a property line abutting a street is a minimum 2 m, and setback from a driveway is a minimum 1.5 m. Minimum dwell time of less than 10 seconds for any image and transition time between images no more than 1 second. |
| | (By-Law 2016-326, 166 (2), Table 5, and Table 6(B)) |
| | As per the City of Mississauga sign by-law, the display of billboard signs with changing copy sign faces, commonly referred to as electronic billboards, is not permitted. However, the City has a variance process to approve such signs. As per this process, where the posted speed limit is 80 km/h or less, a billboard sign with an electronic changing copy can not be erected within 120 m of a traffic signal. The maximum height of a digital billboard is 7.62 m. |
| City of Mississauga | The minimum setback from the closest travel lane (street line) is 7.5 m. The minimum display duration of a billboard with an electronic changing copy shall be 10 seconds. The maximum interval between successive displays on a billboard with an electronic changing copy shall be 0.1 seconds. |
| | (Guidelines for the Review of Sign Variance Applications for Billboard Signs with Electronic Changing Copy, Section 3.5) |

| Jurisdiction | Distance Requirements from Traffic Signals, Property Lines, and Public Right-Of-Way and Sign Characteristics. |
|-----------------------|--|
| City of Kingston | There is no traffic signal-specific requirement in the by-law. However, billboard signs can not be installed within 100 m of an intersection. The maximum height of a billboard sign shall not exceed 15.2 m measured from grade. The minimum setback from the street line is 9.1 m for billboard signs with 400 square feet area. The minimum setback from any property line other than a street line is 1.5 m. (By-Law 2009-140, Schedule "B-1" 6 and chart B-1.) |
| City of Markham | No ground sign, which can be an electronic billboard, shall be located within 15.0 m of a traffic light. (By-law 2002-94, 5.3.7) |
| City of London | Billboards (third-party signs) can be ground or facial signs. Billboards can be electronic changing copy. No part of any ground sign shall be less than 15.0 m from the base or support of any traffic signal or traffic control device. The maximum height of a billboard in the commercial zone is 8 m. Setback from the street line is 6.0 m, and setback from the property line of an adjacent lot is 8 m. (Sign By-law – S5868-183, 6.1) |
| City of Brockville | Electronic message boards are permitted with a fascia sign, ground sign or standard sign. Electronic Message Boards are not permitted within 15.0 m of a traffic light/signal. The maximum height of a ground sign erected in commercial and industrial zones shall not exceed 9 m. The minimum display time for any electronic message without movement or change in colour shall be 8 seconds. (By-law No. 84-89, 5.10 (e), Section 8) |
| Town of Ajax | Electronic Message Boards are permitted for pylon signs. The by-law does not specifically mention the use of electronic message boards for billboards. However, a general provision in the by-law suggests that a sign shall not be erected within 15 m of a traffic light standard, stop sign or other traffic control devices. The maximum height of a pylon sign is 8 m, where street frontage is greater than 30 m. The minimum setback distance from the property line is 3 m. A sign shall not be erected within 3 m of any driveway where it intersects the highway. |

4.1. Review of Sign By-laws

The sign by-laws of various jurisdictions were reviewed to understand how comparable the City's requirements are relative to other jurisdictions with respect to the installation of electronic billboards. The findings are summarized in Table 4.

Table 4: Findings of Jurisdiction Scan for Electronic Sign By-laws

| Jurisdiction | Distance Requirements from Traffic Signals, Property Lines, and Public Right-Of-Way and Sign Characteristics. |
|---------------------|---|
| City of Toronto | Any third-party signs, including electronic signs, can not be erected within 30 m of the intersection of a major street with any other street. With respect to the proximity of traffic signals, the by-law specifically mentions electronic overhanging structure signs and electronic projecting signs. These signs are not permitted within 30 m of the intersection of two streets where traffic lights control the flow of traffic. The maximum height of a third-party electronic ground sign shall not exceed 10.0 m. Electronic ground signs are not permitted within 2 meters of any property lines. For any third-party electronic signs, the message duration shall not be less than 10 seconds, and the message transition shall not exceed 1 second. (Toronto Municipal Code Chapter 694-17, 694-14, and 694-25) |
| City of Hamilton | Digital billboards are not permitted within 30 m from an intersection. Ground signs are not permitted within 15 m of a traffic control signal or traffic control device. In the by-law, ground signs do not include billboards or digital billboards. There is no specific requirement for billboards with respect to traffic signals. Therefore, the 30 m requirement from an intersection applies. The maximum height for each face of a digital billboard shall not exceed 6.1 m. Digital billboards are not permitted within 3.5 m of any property lines. Minimum message dwell time shall be 6 seconds, and maximum transition time shall be 1 second (By-Law 10-197, 5.10A (n)) |
| Town of Oakville | The prohibition requirement in the vicinity of traffic signals is only for static electronic message boards. A static electronic message board is a sign that does not contain copy that is full-motion video or otherwise gives the appearance of animation or movement and does not display third-party advertising. The third-party advertising signs are not permitted to have static electronic message boards. For static electronic message Boards, the minimum setback from a signalized intersection is 20.0 m. For all |



Additional Information: Al 4/2024

Subject: Additional Information Memoto S116/2023: Windsor Sign Bylaw Billboard Review and Amendments

Reference:

Date to Council: April 2, 2024

Author: Stefan Fediuk

Landscape Architect / (A) Sr. Urban Designer

519-255-6543 ext.6025

Planning & Building Services

Report Date: 3/27/2024 Clerk's File #: SB2024

To: Mayor and Members of City Council

Additional Information:

There are no proposed revisions to the Recommendations found in this report.

Appendix 'A' - Proposed Amendments to the Sign By-law has been updated to correct two typos as follows:

Page 3 – Item 7:

2.62.13 DIGITAL SIGN means an electronically and/or computer controlled SIGN, or a part thereof, which **does not** contain ILLUMINATED copy whose content can be changed.

Should read

2.62.13 DIGITAL SIGN means an electronically and/or computer controlled SIGN, or a part thereof, which **does contain** ILLUMINATED copy whose content can be changed.

Page 4 – Item 12:

4.2.6

(f) Preapproval from the Ministry of Transportation of Ontario for any ELECTRONIC CHANGE COPY SIGN situated within **300m** of any street or route under the Ministry's JURISDICTION.

Should read to align with MTO standards as:

4.2.6

(f) Preapproval from the Ministry of Transportation of Ontario for any ELECTRONIC CHANGE COPY SIGN situated within **400m** of any street or route under the Ministry's JURISDICTION.

Approvals:

| Name | Title |
|------------------------|---|
| Stefan Fediuk | Landscape Architect / (A) Sr.Urban Designer |
| John Revell | CBO, Chief Building Official |
| Jason Campigotto for | Manager of Growth/Deputy City Planner |
| Thom Hunt | |
| Kate Tracey | Senior Legal Counsel |
| Wira Vendrasco | City Solicitor |
| John Revell for Jelena | Commissioner of Economic Development |
| Payne | |
| Joe Mancina | Chief Administrative Officer |

Notifications:

| Name | Address | Email |
|-------------------------|---------|-------|
| List provided to clerks | | |
| office | | |

Appendices:

1 Revised Appendix 'A' - PROPOSED AMENDMENTS

| | APPENDIX 'A' SIGN BY-LAW AMENDMENT - BILLBOARD SIGNS TABLE | | | |
|--------------------|--|--------|--|------------------------------|
| Revision Number | Existing | | Proposed | Rationale |
| SECTION | 2.0 - DEFINITIONS AND INTERPRETATION | | | |
| 1 | | 2.47 | OPERATIONAL APPROVAL means confirmation by the AUTHORITY HAVING JURISDICTION that all required inspections relating to a SIGN PERMIT in accordance with Section 4.8 herein have been satisfied. | Definition added for clarity |
| 2 | | 2.56 | SENSITIVE USE means a USE of a LOT that is zoned as either Residential or Institutional land under the ZONING BY-LAW, which USE may include the presence of a building or structure on such LOT being used as a dwelling, school, long-term care facility, hospital, day nursery, crisis residence, group home or group residence. | Definition added for clarity |
| 3 | | 2.57.4 | FIRST PARTY ADVERTISING SIGN means a SIGN which identifies or directs attention to a business, profession, commodity, service, event or other activity being conducted, sold or offered on the property on which the sign is located. | Definition added for clarity |
| 4 | | 2.57.8 | THIRD PARTY ADVERTISING SIGN means a SIGN which identifies or directs attention to a business, profession, commodity, service, event or other activity not being conducted, sold or offered on the property on which the sign is located. | Definition added for clarity |

| | APPENDIX 'A' SIGN BY-LAW | AMENDMENT - BILLBOARD SIGNS TABLE | |
|--------------------|--|--|--|
| Revision Number | Existing | Proposed | Rationale |
| 5 | 2.58.10 SIGN FACE means that portion of the SIGN, excluding the supporting STRUCTURE, borders and frames, upon which, against, or through which COPY is DISPLAYED or is capable of being DISPLAYED. Further: (a) SINGLE SIGN FACE: means a SIGN having only one face plane. (b) DOUBLE SIGN FACE: means a SIGN having two sign face planes with each SIGN FACE being of equal area and identical length and width, and with two parallel opposing (back-to-back) faces. (c) MULTIPLE SIGN FACE: means a SIGN having more than two SIGN FACES. | excluding the supporting STRUCTURE, borders and frames, upon which, against, or through which COPY is DISPLAYED or is capable of being DISPLAYED. Further: | Language revised under subsections 2.58.10 (b) and (c) to include industry standards and reduce the need for Minor Variances |
| 6 | 2.62.7 BILLBOARD SIGN means a GROUND or WALL SIGN, which has COPY fastened in such a manner so as to permit its periodic replacement, which is owned and maintained by a PERSON engaged in the rental or leasing of the SIGN FACE AREA for advertising goods, products, services or facilities that are not present or sold on the PROPERTY on which the SIGN is located. | | Language added for clarity |
| 7 | | , | Definition added for clarity |

| | APPENDIX 'A' SIGN BY-LAW | AMENDMENT - BILLBOARD SIGNS TABLE | |
|--------------------|---|---|--|
| Revision Number | Existing | Proposed | Rationale |
| 8 | 2.62.26 MOBILE SIGN means a SIGN designed to be readily moved from one location to another and which does not rely on a BUILDING or fixed foundation for its structural support. This definition shall include a MANUAL CHANGING COPY SIGN in which the letters or numerals conveying the message can be manually rearranged or changed. This definition includes a T-frame SIGN, but does not include an A-FRAME SIGN. | 2.62.26 MOBILE SIGN means a SIGN designed to be readily moved from one location to another and which does not rely on a BUILDING or fixed foundation for its structural support. This definition shall include a MANUAL CHANGING COPY SIGN but shall not include an ELECTRONIC CHANGING COPY SIGN mounted to a vehicle. This shall include a T-frame SIGN, but shall not include an A-FRAME SIGN. | Revised definition to exclude Electronic Change Copy Signs mounted to a vehicle |
| 9 | | 2.62.31 POSTER BILLBOARD SIGN means a BILLBOARD SIGN comprised of paper panels affixed by adhesive means, that is neither a DIGITAL SIGN nor an ELECTRONIC CHANGING COPY SIGN. | Definition added for clarity between Billboard Sign types |
| 10 | | 2.62.42 <u>WALL SIGN</u> means a SIGN that is supported by, erected on or attached to an exterior wall of any BUILDING or other STRUCTURE. | Definition added for clarity |
| | SECTION 3.0 - | GENERAL REGULATIONS | |
| 11 | 3.3.3 Notwithstanding section 3.3.2, BILLBOARD GROUND and BILLBOARD WALL SIGNS may have changing COPY that occurs at intervals of not less than 10 seconds. | 3.3.3 Notwithstanding section 3.3.2, BILLBOARD GROUND and BILLBOARD WALL SIGNS may have changing COPY that occurs at intervals of not less than 8 seconds. | Decreased timing intervals to align with industry standards |

| | APPENDIX 'A' SIGN BY-LAW AMENDMENT - BILLBOARD SIGNS TABLE | | | | |
|--------------------|--|--------------|---|---|--|
| Revision Number | Existing | | Proposed | Rationale | |
| SECTION | 1 4.0 – SIGN PERMITS AND INSPECTIONS | | | | |
| 12 | | 4.2.6 (e) | Preapproval from the Windsor Airport Authority for any ELECTRONIC CHANGE COPY SIGN situated within 300m of the airport property lands. Preapproval from the Ministry of Transportation of Ontario for any ELECTRONIC CHANGE COPY SIGN situated within 400m of any street or route under the Ministry's JURISDICTION. | New requirements added as s. 4.2.6(e) and (f) for Billboard Sign Permit added to assist in enforcement related to health and safety concerns. | |
| 13 | | 4.3.3 | Where a SIGN PERMIT for a BILLBOARD SIGN has been transferred by the previous OWNER of the SIGN to a new OWNER of the SIGN, the new OWNER of the SIGN shall provide written notification of the transfer to the AUTHORITY HAVING JURISDCTION in a form and manner satisfactory to the Chief Building Official, and shall pay the fee prescribed in accordance with the City of Windsor's current Schedule of Fees and Service Charges | New clarification added for the transfer of a sign permit to a new owner | |
| 14 | | 4.5.4 | A SIGN PERMIT to modify or restore a BILLBOARD SIGN expires in the same period of time for expiration of a SIGN PERMIT for the erection or display of the SIGN in accordance with Sections 4.5.1 – 4.5.3 herein. | | |
| | | 4.5.5 | Where a SIGN PERMIT has expired, the OWNER of the SIGN shall immediately remove the SIGN, and in the case of a BILLBOARD SIGN, the OWNER of such SIGN shall also remove the identifier required by Section 6.3 herein. | | |
| 15 | | 4.6.1 | (e) The OWNER of the SIGN has submitted a written request to revoke the SIGN PERMIT. | New requirement added as s. 4.6.1(e) to allow owner ability | |

| | APPENDIX 'A' SIGN BY-LAW A | MEND | MENT - BILLBOARD SIGNS TABLE | |
|--------------------|----------------------------|---------------|--|--|
| Revision Number | Existing | | Proposed | Rationale |
| | | | | to discontinue use of a Sign prior to Building Permits being revoked by the City |
| 16 | | 4.9 <u>Re</u> | newal Applications | New Regulation added to assist in |
| 16 | | 4.9.1. | OPERATIONAL APPROVAL of a BILLBOARD SIGN shall expire five (5) years from the issuance of such OPERATION APPROVAL. | enforcement related to health and safety concerns by |
| | | 4.9.2 | The OPERATIONAL APPROVAL of a BILLBOARD SIGN will automatically expire upon removal of the BILLBOARD SIGN, as of the date such SIGN is removed. | providing appropriate contact and insurance information. |
| | | 4.9.3. | Prior to the expiry of an OPERATIONAL APPROVAL, provided no modifications or restorations are proposed to the SIGN, the OWNER of a BILLBOARD SIGN may submit, in a form and manner satisfactory to the Chief Building Official, a renewal application for a further five (5) year OPERATIONAL APPROVAL period. | These regulations will assist in reducing sign clutter and blight created by abandoned billboards as well as those in disrepair. |
| | | 4.9.4 | The OWNER of a BILLBOARD SIGN applying for renewal of the OPERATIONAL APPROVAL shall file with the AUTHORITY HAVING JURISDICTION all information and documents required, in a form and manner satisfactory to the Chief Building Official, and shall pay the fee prescribed in accordance with the City of Windsor's current Schedule of Fees and Service Charges. | |
| | | 4.9.5 | Where a modification or restoration to a BILLBOARD SIGN is proposed, a renewal of the OPERATIONAL APPROVAL cannot be granted, and the OWNER will be required to | |

| | APPENDIX 'A' SIGN BY-LAW AMENDMENT - BILLBOARD SIGNS TABLE | | | |
|--------------------|--|--|-------------------------|--|
| Revision Number | Existing | Proposed Ra | tionale | |
| | | submit an application to the Chief Building Official for a new SIGN PERMIT. 4.9.6 Notwithstanding Subsection 4.9.4, where an | | |
| | | existing BILLBOARD SIGN with a unexpired OPERATIONAL APPROVAL no longer complies with this Bylaw due to a variance or by-law amendment being granted by the AUTHORITY HAVING JURISDICTION permitting the erection of another BILLBOARD SIGN, the OWNER of such BILLBOARD sign may submit a renewal application rather than an application for a new SIGN PERMIT. | | |
| SECTION | N 5.0 - SIGNS NOT REQUIRING A SIGN PERMIT | 5.1.4 A SIGN PERMIT is not required for changes to New s. 5 | .1.4 to | |
| 17 | | a POSTER BILLBOARD SIGN or an clarify wh | nen new nits are not | |
| SECTION | 6.0 - REGULATIONS FOR PERMANENT SIGNS ON PR | | | |
| 18 | Table 6.3.1 Permitted Locations for BILLBOARD GROUND and WALL SIGNS Unless specifically provided in this By-law, a | Unless specifically provided in this By-law, a BILLBOARD GROUND or WALL SIGN shall be permitted only on a lot within a Manufacturing | larity for | |
| | BILLBOARD GROUND or WALL SIGN shall be permitted only on a LOT within a Manufacturing District or a Commercial District, provided that such LOT abuts one of the following STREETS and is not within a | such lot abuts one of the following STREETS and the proposed Billboard Sign is oriented to be primarily visible from traffic on that street: changed those street residential interests. | | |
| | i. Central Avenue, south of Tecumseh Road; ii. Crawford Avenue, between Wyandotte Street | i. Central Avenue, south of Tecumseh Road; ii. Crawford Avenue, between Wyandotte Street West and Tecumseh Road West; iii. Division Road; intensific make it in to erect to erect to and oper | mpossible oillboards | |
| | West and Tecumseh Road West; iii. Division Road; | iv. Dougall Avenue, south of the Essex Terminal Railway and north of Liberty possibiliti | here | |

| | APPENDIX 'A' SIGN BY-LAW AMENDMENT - BILLBOARD SIGNS TABLE | | | |
|--------------------|---|---|---|--|
| Revision Number | Existing | Proposed | Rationale | |
| | iv. Dougall Avenue, south of Eugenie Street West and north of West Grand Boulevard; v. Eugenie Street, between Howard Avenue and Dougall Road vi. Howard Avenue, between Tecumseh Road East and Talbot Road; vii. Huron Church Road, between Tecumseh Road West and Cabana Road; viii. Jefferson Boulevard, south of Tecumseh Road; ix. Provincial Road; x. Tecumseh Road East and West; xi. Wyandotte Street East and West. | Street; v. Eugenie Street, between Howard Avenue and Dougall Road vi. Howard Avenue, between the Canadian Pacific Railway Underpass and Cabana Road East; vii. Huron Church Road, between Tecumseh Road West and E.C. Row Expressway; viii. Jefferson Boulevard, south of Tecumseh Road; ix. Provincial Road; x. Tecumseh Road East, between Lauzon Parkway and the eastern City Boundary; xi. Tecumseh Road West, between McKay Avenue and Janette Avenue; xii. Walker Road South of E.C. Row; xiii. Ojibway Parkway. | evident and were not previous allowed. | |
| 19 | 6.3.3 SIGN Classifications ADVERTISING or INFORMATION SIGNS | 6.3.3 SIGN Classifications THIRD PARTY ADVERTISING SIGN or INFORMATION SIGNS | To provide clarity that Billboards are related only to Third Party Advertising. | |

| | APPENDIX 'A' SIGN BY-LAW AMENDMENT - BILLBOARD SIGNS TABLE | | | | | |
|--------------------|--|---|--|--|--|--|
| Revision Number | Existing | Proposed | Rationale | | | |
| 20 | 6.3.4 Maximum Number of SIGNS One (1) BILLBOARD GROUND SIGN per LOT or One (1) BILLBOARD WALL SIGN per LOT. | 6.3.4 Maximum Number of SIGNS One (1) BILLBOARD SIGN of any type per lot where: i) a) No FIRST PARTY ADVERTISING SIGN, including GROUND SIGNS and WALL SIGNS, currently exists, or a) If two (2) or more FIRST PARTY ADVERTISING SIGNS that are GROUND SIGNS have been authorized for the lot in accordance with this Bylaw, then one (1) of the existing FIRST PARTY ADVERTISING SIGNS may be replaced by a maximum of one (1) BILLBOARD SIGN; ii) The allowed cumulative total sign face area of all FIRST PARTY ADVERTISING SIGNS will not be exceed the Maximum Total Sign Face Area through the introduction of a BILLBOARD SIGN; | Revised language to reduce sign clutter on properties. | | | |
| | | and, iii) There are no variances on the property to exceed the maximum allowable number of SIGNS or the MAXIMUM SIGN FACE AREA on the property. | | | | |
| 21 | 6.3.5 Number of SIGN FACES (for BILLBOARD GROUND SIGN) SINGLE and/or DOUBLE SIGN FACES | 6.3.5 Number of SIGN FACES (for BILLBOARD GROUND SIGN) i) One (1) Single and/or double sign faces or ii) One (1) 'V'-shaped Sign with an interior angle of less than or equal to 90 degrees. | Second clause added to align with industry standards | | | |
| 22 | 6.3.7 MAXIMUM TOTAL SIGN FACE AREA 20.0 m ² per SIGN FACE | 6.3.7 MAXIMUM TOTAL SIGN FACE AREA 22.0 m ² per SIGN FACE | Increased to align with industry standards. | | | |
| 23 | 6.3.8 MAXIMUM CHANGING COPY AREA ROTATING and ELECTRONIC CHANGING COPY permitted. (added B/L 84-2019, June 17, 2019) | 6.3.8 MAXIMUM CHANGING COPY AREA Not Permitted on POSTER BILLBOARD SIGNS or, | Revised for clarity purposes between Poster and Electric | | | |

| | APPENDIX 'A' SIGN BY-LAW AMENDMENT - BILLBOARD SIGNS TABLE | | | | |
|--------------------|--|--|---|--|--|
| Revision Number | Existing | Proposed | Rationale | | |
| | | 100% required for ELECTRONIC CHANGING COPY SIGNS | Changing Copy Signs. | | |
| 24 | 6.3.9 SIGN FACE EXTENSIONS A maximum of five percent (5%) of the permitted TOTAL SIGN FACE AREA may extend beyond the main panel of the SIGN FACE AREA. | 6.3.9 SIGN FACE EXTENSIONS A maximum of five percent (5%) of the permitted total SIGN FACE AREA may extend beyond the main panel of the SIGN FACE of a POSTER BILLBOARD SIGN or, Not Permitted on ELECTRONIC CHANGING COPY SIGNS | Revised for clarity purposes between Poster and Electric Changing Copy Signs. | | |
| 25 | 6.3.10 ANIMATION Not Permitted And 6.3.12 ROTATION Not Permitted | 6.3.10 ANIMATION OR ROTATION Not Permitted | Combined as similar issues. | | |
| 26 | 6.3.11 ILLUMINATION NON-ILLUMINATED, EXTERNAL or INTERNAL ILLUMINATION | 6.3.11 ILLUMINATION NON-ILLUMINATED, or EXTERNAL ILLUMINATION of a POSTER BILLBOARD SIGN or, INTERNAL or DIGITAL ILLUMINATION of an ELECTRONIC CHANGING COPY SIGN | Revised for clarity purposes between Poster and Electric Changing Copy Signs. | | |
| 278 | | 6.3.12 OPERATIONAL APPROVAL OPERATIONAL APPROVAL is required for each BILLBOARD GROUND and WALL SIGN, and may be renewed in accordance with Section 4.9 of this By-law. | | | |

| | APPENDIX 'A' SIGN BY-LAW AMENDMENT - BILLBOARD SIGNS TABLE | | | |
|--------------------|---|---|--|--|
| Revision Number | Existing | Proposed | Rationale | |
| 28 | 6.3.14 SIGN Restrictions: No part of any BILLBOARD GROUND or WALL SIGN shall: i. Be ERECTED within a 200.0 m radius of any BILLBOARD GROUND or WALL SIGN. ii. Be ERECTED within 6.0 m of the intersection of any PUBLIC ROAD ALLOWANCE; iii. Be ERECTED within 25.0 m of any Residential District; iv. Be ERECTED within 30.0 m of any GROUND SIGN ERECTED on the same LOT or on an abutting LOT. v. Be ERECTED within a prohibited location at a controlled intersection, pedestrian crossing or railway crossing as identified in Table 6.3.2 if the sign contains ELECTRONIC CHANGING COPY. xi. Be ERECTED within 150 meters of any Residential Zoning District if the SIGN utilizes ELECTRONIC CHANGING COPY and if the SIGN FACE will be directly visible from any point in the Residential Zoning District. | No part of any BILLBOARD GROUND or WALL SIGN shall: i. Be ERECTED within 6.0 m of the intersection of a DRIVEWAY, ALLEY or ACCESS LANE with any PUBLIC ROAD ALLOWANCE; ii. Be ERECTED within 30.0 m of any FIRST PARTY ADVERTISING GROUND or WALL SIGN erected on the same LOT or on an abutting LOT; | Moved clauses from 6.3.14 related to billboard separation distances, residential Uses and traffic stopping distances to a new 6.3.16 & 6.3.17 Prohibitions due to health and safety concerns, as well as reduce potential for driver distraction, aligning with other municipalities' standards. Non-compliances to Prohibitions would require Sign Bylaw Amendments, whereas Noncompliances to Restrictions would be heard as minor variances. 6.3.14 (i) & (ii) Provides better clarity for applicants, | |
| 29 | 6.3.14 SIGN Restrictions: (for BILLBOARD GROUND SIGNS) | 6.3.14 SIGN Restrictions: (for BILLBOARD GROUND SIGNS) | Distances changed to align with other | |
| | No part of any BILLBOARD GROUND SIGN shall: | No part of any BILLBOARD GROUND SIGN shall: | municipalities' standards. | |
| | iii. Be ERECTED on a LOT with a STREET FRONTAGE of less than 12.0m ; iv. Be ERECTED within 4.0 m of the PUBLIC | iii. Be ERECTED on a LOT with a STREET FRONTAGE of less than 30.0 m ; iv. Be ERECTED within 3.0 m of the PUBLIC | Added restriction from daylight | |

| | APPENDIX 'A' SIGN BY-LAW | AMENDMENT - BILLBOARD SIGNS TABLE | |
|--------------------|---|--|---|
| Revision Number | Existing | Proposed | Rationale |
| | ROAD ALLOWANCE; v. Be ERECTED within 3.0 m of a side lot line; vi. Be ERECTED within 6.0 m of a rear lot line; vii. Be ERECTED less than 2.4 m above grade. | ROAD ALLOWANCE v. Be ERECTED within 3.0 m of a side lot line; vi. Be ERECTED within 6.0 m of a rear lot line; vii. Be ERECTED less than 2.4 m above grade; viii. Be ERECTED within a DAYLIGHT CORNER. | corners to be consistent with other Ground Signs. |
| 30 | | 6.3.15 SPECIAL PROVISIONS (FOR BILLBOARD GROUND SIGN) ii. Notwithstanding the provisions of Section 6.3.2, no part of any BILLBOARD SIGN shall be erected closer than 300m of any Special Districts identified in Section 9 of the Sign Bylaw. | Added new s. 6.3.15 (ii) regarding separation from Special Districts to align with other municipalities |
| 31 | | 6.3.16 PROHIBITIONS: No part of any POSTER BILLBOARD GROUND or WALL SIGN shall: i. Be ERECTED within a 200.0 m radius of any type of BILLBOARD GROUND or WALL SIGN. ii. Be ERECTED within 60.0 m of any RESIDENTIAL or SENSITIVE USE, where the SIGN STRUCTURE or the SIGN FACE will be directly visible from any point of a RESIDENTIAL or SENSITIVE USE in any Building. | Moved clauses from 6.3.14 related to billboard separation distances, residential Uses and traffic stopping distances to a new 6.3.16 & 6.3.17 Prohibitions due to health and safety concerns, as well as reduce potential for driver distraction, |
| 32 | | No part of any ELECTRONIC CHANGE COPY GROUND or WALL SIGN shall: i. Be ERECTED within a 200.0 m radius of any Poster/Paper BILLBOARD GROUND or WALL SIGN, ii. Be ERECTED within a minimum distance of 500.0 m any other ELECTRONIC CHANGE COPY SIGN OR DIGITAL SIGN, and provided that the two ELECTRONIC | aligning with other municipalities' standards. Non-compliances to Prohibitions would require Sign Bylaw Amendments, whereas Non-compliances to |

| | | APPENDIX 'A' SIGN BY-LAW | | | | W | AMENDM | ENT - BILL | BOARD S | IGNS TA | BLE | |
|--------------------|--|---|-----------------|---------|--|----------|--------|---|-----------------|---------|--|--|
| Revision Number | | Existing | | | | Proposed | | | Rationale | | | |
| | | | | | CHANGE COPY SIGN or DIGITAL SIGN cannot be seen simultaneously in the same direction of travel, iii. Be ERECTED within 300.0m of any residential use or SENSITIVE USE, where the SIGN STRUCTURE or the SIGN FACE will be directly visible from any point of a residential use or SENSITIVE USE in any Building, or iv. Be ERECTED within a prohibited location at a controlled intersection, pedestrian crossing or railway crossing as identified in Table 6.3.2 if an ELECTRONIC CHANGING COPY SIGN. | | | | | | | |
| 33 | | ed location NG COPY (a) Posted Speed Limit (km/hour) 50 or less 60 70 80 or more | BILLBOAF (b) | ng ELEC | (d) Lateral Offset Prohibited Location on both sides of street (m)** 21 24 31 35 | | | ed location NG COPY (a) Posted Speed Limit (km/hour) 50 or less 60 70 80 or more | BILLBOAF (b) | ng ELEC | (d) Lateral Offset Prohibited Location on both sides of street (m)** 16 20 23 26 | Renumbering to Table 6.3.1 due to consolidation of Permitted locations with subsection 6.3.2 Distances revised to reflect TAC guidelines. |

| | APPENDIX 'A' SIGN BY-LAW | AMENDMENT - BILLBOARD SIGNS TABLE | |
|--------------------|--|---|--|
| Revision Number | Existing | Proposed | Rationale |
| 34 | | Figure 6.3.2: BILLBOARD SIGN OFFSETS 30.0m BILLBOARD SIGN 3.0m BUILDING | Added for clarity of regulations regarding distances. |
| 35 | 9.6.1 The designated CONTROLLED ACCESS HIGHWAY is as follows (refer to Schedule "C" for CONTROLLED ACCESS HIGHWAY map): (a) The E C Row Expressway and Ojibway Parkway PUBLIC ROAD ALLOWANCE. | 9.6.1 The following are each a designated CONTROLLED ACCESS HIGHWAY (refer to Schedule "C" for CONTROLLED ACCESS HIGHWAY map): (b) The E. C. Row Expressway PUBLIC ROAD ALLOWANCE; (c) The Ojibway Parkway PUBLIC ROAD ALLOWANCE; and (d) The Herb Gray Parkway PUBLIC ROAD ALLOWANCE. | Added routes that are Provincial highways and where parts are under MTO jurisdiction |
| 36 | | 9.6.3 All BILLBOARD SIGNS must be ERECTED or DISPLAYED at a minimum distance of a 400 metre setback: (a) from the PUBLIC ROAD ALLOWANCE of a CONTROLLED ACCESS HIGHWAY; or (b) of any on-off ramp of a CONTROLLED ACCESS HIGHWAY. | Added new s. 9.6.3 that align with Provincial highway regulations for health and safety concerns related to distracted driving. Current Regulation of 9.6.2 only addresses First Party Signs |

| | APPENDIX 'A' SIGN BY-LAW AMENDMENT - BILLBOARD SIGNS TABLE | | | | |
|--------------------|---|--|--|--|--|
| Revision Number | Existing | Proposed Rationale | | | |
| 37 | 9.7.2 No PERSON shall ERECT, cause to ERECT, DISPLAY or cause to DISPLAY any of the following SIGNS within a NATURAL HERITAGE AREA: (a) Any ILLUMINATED SIGN; (b) Any TEMPORARY SIGN; | 9.7.2 No PERSON shall ERECT, cause to ERECT, DISPLAY or cause to DISPLAY any of the following SIGNS within a NATURAL HERITAGE AREA: (a) Any ILLUMINATED SIGN; (b) Any TEMPORARY SIGN; | | | |
| | (c) Any BILLBOARD SIGN. | (c) Any BILLBOARD SIGN; OR(d) Any ELECTRONIC CHANGING COPY SIGN,and further, no PERSON shall ERECT, cause | | | |
| | | to ERECT, DISPLAY or cause to DISPLAY any ELECTRONIC CHANGING COPY SIGN within 300 metres of a NATURAL HERITAGE AREA. | | | |
| 38 | | 9.7.5 No PERSON shall ERECT, cause to ERECT, DISPLAY or cause to DISPLAY any ELECTRONIC CHANGING COPY SIGN within 300 metres of a HERITAGE AREA Language added to include proper setback from Sensitive Use Area. | | | |

| | APPENDIX 'A' SIGN BY-LAW | AMENDMENT - BILLBOARD SIGNS TABLE | |
|--------------------|---|--|--|
| Revision Number | Existing | Proposed | Rationale |
| 39 | N 10.0 - PROHIBITIONS AND RESTRICTIONS e "B" PERMITTED LOCATIONS FOR BILLBOARDS | 10.1.1 (I) An ELECTRONIC CHANGING COPY SIGN mounted to a vehicle. | Subsection 10.1.1(I) added to prohibit signs within Sensitive Use Area. |
| 40 | SCHEDULE "B" FEES | SCHEDULE "B" PERMITTED LOCATIONS FOR BILLBOARDS Permitted Locations for Billboards Feurnden Road Watt F | Fees removed to be reviewed and updated annually, and replaced with map for clarity for applicants |

| | APPENDIX 'A' SIGN BY-LAW A | MENDMENT - BILLBOARD SIGNS TABLE | |
|--------------------|--|--|---|
| Revision Number | Existing | Proposed | Rationale |
| L | E "C" SPECIAL DISTRICTS SCHEDULE 'C-2' SPECIAL DISTRICTS HERITAGE AREA DISTRICTS NATURAL HERITAG | SCHEDULE C: SPECIAL DISTRICTS SCHEDULE C: SPECIAL DISTRICTS TON 10 CAMAL TON 10 CAM | Replace to Colour version to provide clarity for applicants |
| 42 | SCHEDULE 'C-3' SPECIAL DISTRICTS SCHEDULE C: SPECIAL DISTRICTS ARPOST DISTRICT ARPOST DISTRICT SCHEDULE C: SPECIAL DISTRICTS *** *** *** *** *** *** *** | SCHEDULE C: SPECIAL DISTRICTS SCHEDULE C: SPECIAL DISTRICTS FOR THE TOTAL PROPERTY OF THE PR | Replace to Colour version to provide clarity for applicants |



Committee Matters: SCM 93/2024

Subject: Brownfield Redevelopment Community Improvement Plan (CIP) application submitted by 1000506202 Ontario Inc. for 1567 Ouellette Avenue (Ward 3)

Moved by: Councillor Mark McKenzie Seconded by: Councillor Fred Francis

Decision Number: DHSC 602

- I. THAT the request made by 1000506202 Ontario Inc. to participate in the Environmental Site Assessment Grant Program **BE APPROVED** for the completion of a proposed Phase II Environmental Site Assessment Study and Delineation for the property located at 1567 Ouellette Avenue pursuant to the City of Windsor Brownfield Redevelopment Community Improvement Plan.
- II. THAT the City Treasurer **BE AUTHORIZED** to issue payment up to a maximum of \$25,000 based upon the completion and submission of a Phase II Environmental Site Assessment Study and Delineation completed in a form acceptable to the City Planner and City Solicitor.
- III. THAT the grant funds in the amount of \$25,000 under the Environmental Site Assessment Grant Program **BE TRANSFERRED** from the CIP Reserve Fund 226 to Brownfield Strategy Remediation (project 7069003) when the eligible work is completed to the satisfaction of the City Planner.
- IV. THAT should the proposed Phase II Environmental Site Assessment Study and Delineation not be completed within two (2) years of Council approval, the approval **BE RESCINDED** and the funds be uncommitted and made available for other applications.

Carried.

Report Number: S 36/2024 Clerk's File: SPL2024

Clerk's Note:

- 1. The recommendation of the Development & Heritage Standing Committee and Administration are the same.
- 2. Please refer to Item 11.2 from the Development & Heritage Standing Committee held on April 2, 2024.



Council Report: S 36/2024

Subject: Brownfield Redevelopment Community Improvement Plan (CIP) application submitted by 1000506202 Ontario Inc. for 1567 Ouellette Avenue (Ward 3)

Reference:

Date to Council: April 2, 2024 Author: Tracy Tang, MCIP, RPP Planner II - Revitalization & Policy Initiatives ttang@citywindsor.ca 519-255-6543 x 6449

Greg Atkinson, Manager of Development gatkinson@citywindsor.ca 519-255-6543 x 6582 Planning & Building Services Report Date: March 12, 2024 Clerk's File #: SPL2024

To: Mayor and Members of City Council

Recommendation:

- I. THAT the request made by 1000506202 Ontario Inc. to participate in the Environmental Site Assessment Grant Program **BE APPROVED** for the completion of a proposed Phase II Environmental Site Assessment Study and Delineation for the property located at 1567 Ouellette Avenue pursuant to the City of Windsor Brownfield Redevelopment Community Improvement Plan.
- II. THAT the City Treasurer **BE AUTHORIZED** to issue payment up to a maximum of \$25,000 based upon the completion and submission of a Phase II Environmental Site Assessment Study and Delineation completed in a form acceptable to the City Planner and City Solicitor.
- III. THAT the grant funds in the amount of \$25,000 under the Environmental Site Assessment Grant Program **BE TRANSFERRED** from the CIP Reserve Fund 226 to Brownfield Strategy Remediation (project 7069003) when the eligible work is completed to the satisfaction of the City Planner.
- IV. THAT should the proposed Phase II Environmental Site Assessment Study and Delineation not be completed within two (2) years of Council approval, the approval **BE**

RESCINDED and the funds be uncommitted and made available for other applications.

Executive Summary: N/A

Background:

Brownfield Redevelopment Community Improvement Plan (CIP)

Brownfield sites are properties that may be contaminated due to previous industrial or commercial uses such as a manufacturing facility or gas station. City Council approved a Brownfield Redevelopment CIP at its April 19, 2010 meeting for the purpose of encouraging the study, clean-up, and redevelopment of contaminated properties. The approval of the CIP was the result of nearly five years of study and consultation, which began in October 2005.

Importance of Brownfield Redevelopment

Historically, there has been little interest in redeveloping brownfield sites due to the uncertainty surrounding the extent of contamination and the potential cost of clean-up. The Brownfield Redevelopment CIP was adopted in 2010 and provides financial incentives to undertake the necessary studies and remedial work necessary to redevelop brownfield sites and reduce the potential negative impacts to the City's environment and neighbourhoods.

The benefits associated with brownfield redevelopment go far beyond the boundaries of the property. For example, they are often strategically located within existing built up areas of the City where services and other infrastructure, such as roads, schools, community facilities and public transit are already available, therefore additional infrastructure costs are not incurred to service these areas. The redevelopment of these sites also remove the negative stigma often associated with brownfield properties, which increases the value of the subject property and adjacent properties.

Site Background

The subject site consists of one property parcel located on the west side of Ouellette Avenue in the block between Shepherd Street and Hanna Street. The property is 0.16 hectares (or 0.41 acres) in size and rectangular shaped. It is currently vacant with remnants of a front yard access driveway, walkway, and rear yard parking area. The site is designated 'Mixed Use Corridor" on Official Plan Schedule D: Land Use, and is zoned Commercial District CD3.5, which permits a range of commercial, office, and residential uses.

Originally, the property was the site of the Ernest Wilby House, which was listed on the Windsor Municipal Heritage Register and used as a single residential dwelling from its

construction in 1930 until 1964. Between 1964 and 1994, it operated as a funeral home known first as the James H. Sutton Funeral Home, and then the Trillium Funeral Service. In 1994, it was converted from a funeral home to a restaurant. It was also used as a call centre before being vacant for a number of years and subsequently demolished in 2011. The subject property has remained vacant since. Some Potentially Contaminating Activities (PCAs) identified on the subject site include fill material of unknown quality following demolition, a fuel oil tank, and the historic use of the property as a funeral home.

The principal owner of 1000506202 Ontario Inc. is Jonathan Seguin. 1000506202 Ontario Inc. intends to redevelop the property for combined residential / commercial use, thus a Record of Site Condition (RSC) is required under Ontario Regulation 153/04. In 2023, 1000506202 Ontario Inc. submitted a pre-consultation application for Site Plan Control, through which the requirement for an RSC was noted. The owner has now submitted the grant application and will be incurring the eligible Phase II ESA plus Delineation costs and, should the application be approved, would receive the grant payment.

Discussion:

Environmental Site Assessment Grant Program

The ESA Grant Program offers a matching grant to property owners of brownfield sites to conduct environmental studies that provide information on the type and extent of contamination and potential remediation costs. The program offers 50% of the cost of an eligible study up to a maximum of \$15,000. If two studies are required, an additional \$10,000 is available for a maximum total grant value of \$25,000.

The applicant proposes to redevelop 1567 Ouellette Avenue for combined residential / commercial use, and requires a Phase II ESA study as part of their application for a RSC. The applicant has completed a Phase I ESA, which identifies areas of potential environmental concern, and recommends that a Phase II ESA study be completed to assess the existing soil and groundwater conditions at the site, plus delineation to determine the extent of any contamination (if required). Upon completion, the City would retain a copy of the final Phase II ESA study report including delineation data (if required).

CIP Goals

City staff is supportive of the application as it meets all of the eligibility requirements specified within the Brownfield Redevelopment CIP. The proposed study of the subject site also supports the following CIP goals:

• To promote the remediation, rehabilitation, adaptive re-use and redevelopment of

brownfield sites throughout the City of Windsor in a fiscally responsible and sustainable manner over the long term;

- Improve the physical and visual quality of brownfield sites;
- Improve environmental health and public safety;
- Provide opportunities for new housing, employment uses, and commercial uses;
- Increase tax assessment and property tax revenues;
- Promote Smart Growth, including the reduction of urban sprawl and its related costs;
- Increase community awareness of the economic, environmental and social benefits of brownfield redevelopment; and
- Utilize public sector investment to leverage significant private sector investment in brownfield remediation, rehabilitation, adaptive re-use, and redevelopment.

Policy Support

The study of brownfield sites to support clean up and redevelopment is supported by policies within the 2020 Provincial Policy Statement, the City's Official Plan and the City's Environmental Master Plan.

Risk Analysis:

As with all brownfield sites, there is a degree of risk associated with the potential presence of contamination. The proposed Phase II ESA study and Delineation will assist in mitigating the above noted risk by confirming the presence and extent of any contamination. It may also provide an estimated cost for remediation and establish next steps in the remediation process, if required.

Climate Change Risks

Climate Change Mitigation:

The proposed combined residential / commercial redevelopment is supported by the Environmental Master Plan action item, which encourages use of the Brownfields Redevelopment Strategy.

Climate Change Adaptation:

The redevelopment of the existing vacant commercial property may be affected by climate change, in particular with respect to extreme precipitation and an increase in days above 30 degrees. While not the subject of this report, any new construction would

be required to meet the current provisions of the Building Code, which would be implemented through the building permit process.

Financial Matters:

The cost estimate (excluding HST) for completing the proposed Phase II ESA study is \$47,700. 50% of the cost of the ESA study exceeds the \$15,000 maximum for the first study. The cost estimate (excluding HST) for the Delineation (if required) is \$33,900. 50% of the cost of the Delineation exceeds the \$10,000 maximum for the second study. If approved, the maximum grant would total \$25,000. Should the actual costs of the study be less than what has been estimated, the grant payments would be based on the lower amount.

If approved, the grant would be paid from the Brownfield Strategy Remediation Fund (Project #7069003). The funds would be transferred from CIP reserve fund 226 for payment when the eligible study is complete. The current uncommitted balance of the CIP reserve fund is \$383,556.58, however this balance does not account for other CIP grant requests that are currently being considered by the standing committee or have been endorsed by the standing committee and are not yet approved by City Council.

Consultations:

The development and approval of the Brownfield Redevelopment CIP was subject to extensive stakeholder and public consultation, which sought input from a wide range of stakeholders and internal City departments.

Planning staff have consulted with the applicant's agent from Dillon Consulting prior to accepting the application for the Environmental Study Grant program. Josie Gualtieri, Financial Planning Administrator, Finance Department; and Kate Tracey, Senior Legal Counsel, Legal Department were consulted in the preparation of this report.

Conclusion:

City Staff recommend Council approve the request from 1000506202 Ontario Inc. to participate in the Environmental Site Assessment Grant Program. In the opinion of planning staff, the proposed study conforms to the Brownfield Redevelopment CIP and assists the City in the achievement of a number of the CIP goals.

Planning Act Matters: N/A

Approvals:

| Name | Title |
|-----------------|----------------------------------|
| Josie Gualtieri | Financial Planning Administrator |

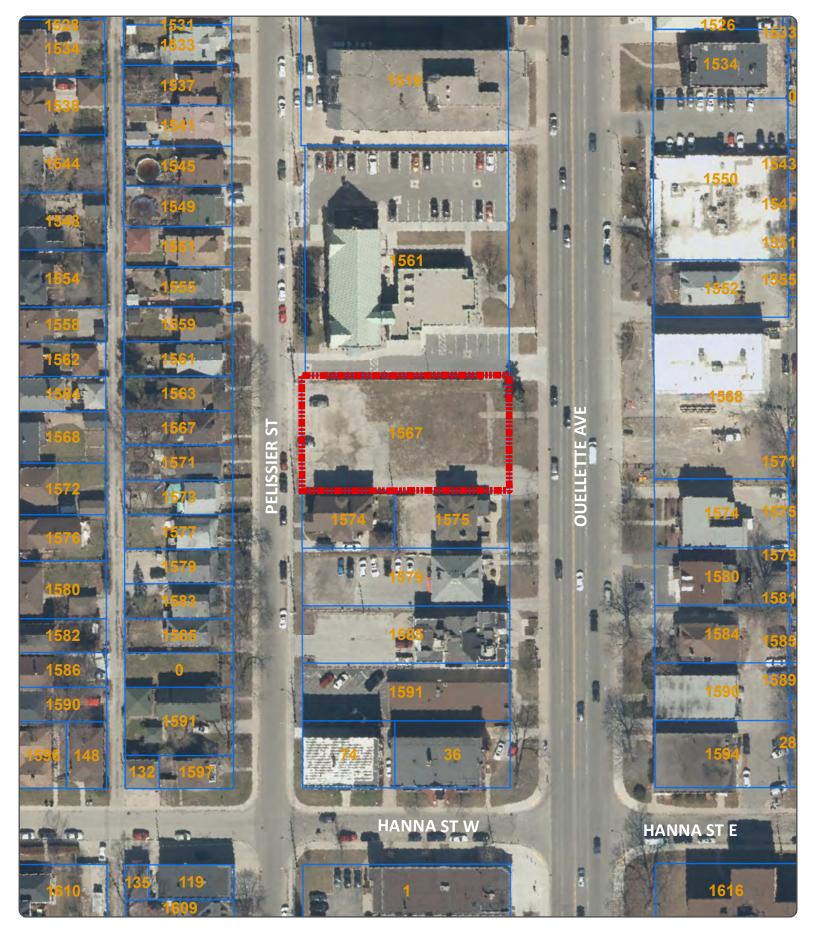
| Name | Title |
|------------------|---|
| Jason Campigotto | Acting Deputy City Planner - Growth |
| Neil Robertson | Acting City Planner / Executive Director, Planning & Development Services |
| Kate Tracey | Senior Legal Counsel, Legal Services & Real Estate |
| Janice Guthrie | Commissioner, Finance/City Treasurer |
| Jelena Payne | Commissioner, Economic Development |
| Joe Mancina | Chief Administration Officer |

Notifications:

| Name | Address | Email |
|-------------------------|---------|-------------------------------|
| 1000506202 Ontario Inc. | | Jonathan.seguin@psholdings.ca |
| Taryn Azzopardi | | tazzopardi@dillon.ca |

Appendices:

1 Appendix A - Location Map



LOCATION MAP: 1567 OUELLETTE AVENUE







Committee Matters: SCM 94/2024

Subject: Sandwich Town CIP Application, 3573 Peter Street; Owner: Sarin Ty and Soknao Tieng (Ward 2)

Moved by: Councillor Angelo Marignani Seconded by: Councillor Mark McKenzie

Decision Number: DHSC 603

- I. THAT the Chief Building Official **BE AUTHORIZED** to issue a Demolition Permit to Sarin Ty and Soknao Tieng (the "Owners"), the registered owners of 3573 Peter Street (the "Property"), to demolish a Semi-Detached Dwelling located at the Property (see Appendix 'A'), to construct a Multiple Dwelling with (4) units (See Appendix 'B').
- II. THAT any minor changes **BE SUBJECT** to the approval of the City Planner and Chief Building Official at the time of issuance of the Building Permit.
- III. THAT the Chief Building Official **BE DIRECTED** to require, as a condition of the demolition permit:
 - The redevelopment of the Property identified in Appendix 'B' and Site Plan be substantially complete within two (2) years following the issuance of the demolition permit;
 - ii. If the redevelopment of the Property, including construction of a new building, is not substantially complete within two (2) years of the commencement of the demolition, the Clerk will enter the sum of Forty Thousand Dollars (\$40,000) on the collectors roll of the Property and prepare a certificate for registration.
- IV. THAT the City Solicitor **BE DIRECTED** to register the certificate in the land registry office against the Property.
- V. THAT the request for incentives under the Sandwich Incentive Program made by the Owners **BE APPROVED** for the following programs:
 - Development and Building Fees Grant for 100% of the Development and Building Fees identified in the Sandwich CIP to a Maximum amount of \$20,000;
 - ii. Revitalization Grant Program for 70% of the municipal portion of the tax increment for up to 10 years (estimated at \$3,527 per year).

- VI. THAT the CAO and City Clerk **BE AUTHORIZED** to sign the Sandwich Incentive Program Agreement for the *Revitalization Grant* in accordance with all applicable policies, requirements, and provisions contained within the Olde Sandwich Towne Community Improvement Plan to the satisfaction of the City Planner as to content, the City Solicitor as to form, and the City Treasurer as to financial matters.
- VII. THAT funds to a maximum amount of \$20,000 under the *Development Building Fees Grant Program* **BE TRANSFERRED** from the CIP Reserve Fund 226 to the *Sandwich Community Development Plan Fund* (Project 7076176) once the work is completed.
- VIII. THAT grants **BE PAID** to the Owners upon completion of the Multiple Dwelling with (4) units at the Property from the *Sandwich Community Development Plan Fund* to the satisfaction of the City Planner and Chief Building Official.
- IX. THAT grants approved SHALL LAPSE if the applicant has not completed the work and fulfilled the conditions within 2 years of the approval date. Extensions may be granted at the discretion of the City Planner. Carried.

Report Number: S 34/2024 Clerk's File: SPL2024

Clerk's Note:

- 1. The recommendation of the Development & Heritage Standing Committee and Administration are the same.
- 2. Please refer to Item 11.3 from the Development & Heritage Standing Committee held on April 2, 2024.
- To view the stream of this Standing Committee meeting, please refer to: https://csg001-harmony.sliq.net/00310/Harmony/en/PowerBrowser/PowerBrowserV2/20240-402/-1/10476



Council Report: S 34/2024

Subject: Sandwich Town CIP Application, 3573 Peter Street; Owner: Sarin Ty and Soknao Tieng (Ward 2)

Reference:

Date to Council: April 2, 2024 Author: Kevin Alexander, MCIP RPP Senior Planner - Special Projects (519) 255-6543 x. 6732 kalexander@citywindsor.ca

Ananya Patel Planning Assistant (519) 255-6543 x. 6438 anpatel@citywindsor.ca

Planning & Building Services Report Date: March 11, 2024 Clerk's File #: SPL2024

To: Mayor and Members of City Council

Recommendation:

- I. **THAT** the Chief Building Official **BE AUTHORIZED** to issue a Demolition Permit to Sarin Ty and Soknao Tieng (the "Owners"), the registered owners of 3573 Peter Street (the "Property"), to demolish a Semi-Detached Dwelling located at the Property (see Appendix 'A'), to construct a Multiple Dwelling with (4) units (See Appendix 'B').
- II. **THAT** any minor changes **BE SUBJECT** to the approval of the City Planner and Chief Building Official at the time of issuance of the Building Permit.
- III. **THAT** the Chief Building Official **BE DIRECTED** to require, as a condition of the demolition permit:
 - The redevelopment of the Property identified in Appendix 'B' and Site Plan be substantially complete within two (2) years following the issuance of the demolition permit;

- ii. If the redevelopment of the Property, including construction of a new building, is not substantially complete within two (2) years of the commencement of the demolition, the Clerk will enter the sum of Forty Thousand Dollars (\$40,000) on the collectors roll of the Property and prepare a certificate for registration.
- IV. **THAT** the City Solicitor **BE DIRECTED** to register the certificate in the land registry office against the Property.
- V. **THAT** the request for incentives under the Sandwich Incentive Program made by the Owners **BE APPROVED** for the following programs:
 - i. Development and Building Fees Grant for 100% of the Development and Building Fees identified in the Sandwich CIP to a Maximum amount of \$20,000;
 - ii. Revitalization Grant Program for 70% of the municipal portion of the tax increment for up to 10 years (estimated at \$3,527 per year).
- VI. **THAT** the CAO and City Clerk **BE AUTHORIZED** to sign the Sandwich Incentive Program Agreement for the *Revitalization Grant* in accordance with all applicable policies, requirements, and provisions contained within the Olde Sandwich Towne Community Improvement Plan to the satisfaction of the City Planner as to content, the City Solicitor as to form, and the City Treasurer as to financial matters.
- VII. **THAT** funds to a maximum amount of \$20,000 under the *Development Building Fees Grant Program* **BE TRANSFERRED** from the CIP Reserve Fund 226 to the *Sandwich Community Development Plan Fund* (Project 7076176) once the work is completed.
- VIII. **THAT** grants **BE PAID** to the Owners upon completion of the Multiple Dwelling with (4) units at the Property from the *Sandwich Community Development Plan Fund* to the satisfaction of the City Planner and Chief Building Official.
- IX. **THAT** grants approved **SHALL LAPSE** if the applicant has not completed the work and fulfilled the conditions within 2 years of the approval date. Extensions may be granted at the discretion of the City Planner.

Executive Summary:

N/A

Background:

On January 26, 2009, City Council passed by-laws to establish the Sandwich Heritage Conservation District Plan (By-law 22-2009), Olde Sandwich Towne Community Improvement Plan (By-law 27-2009), and Supplemental Development and Urban Design Guidelines (By-law 28-2009). These By-laws came into effect on October 18,

2012. One of the key recommendations of the Olde Sandwich Towne Community Improvement Plan (Sandwich CIP) is the implementation of the Incentive Program(s).

On June 17, 2013 through M265-2013 Council activated the following Incentive Programs from the Sandwich Incentive Program:

- a) Commercial/Mixed Use Building Facade Grant Program
- b) Revitalization Grant Program
- c) Commercial Core Feasibility Grant Program
- d) Development Charge Grant Program
- e) Development and Building fees Grant Program
- f) Neighbourhood Residential Rehabilitation Grant Program.

On June 17, 2013 Council also received the Development Review Process for development applications within the Sandwich Heritage Conservation District (HCD) area, and within the Sandwich Community Improvement Plan (CIP) Area (outside of the Sandwich HCD Area) (M264-2013).

Discussion:

On *December 5, 2023*, a Sandwich CIP grant application with Site Plan and Elevation Drawings were submitted for the purpose of constructing a two (2) storey semi-detached dwelling with two (2) ADUs in the basement (totaling four (4) units) located at 3573 Peter St (See Appendix 'A' for location map).

The property is located within the Olde Sandwich Towne Community Improvement Plan (Sandwich CIP) area (outside of the Sandwich Heritage Conservation District), and for the purpose of financial incentives, located within Target Area 3.

One of the general requirements of Section 10.3 q) of the Sandwich CIP requires that approval of any application for the financial incentive program is based on the compatibility of the proposed use with the vision and goals of the CIP, the Sandwich Community Planning Study (CPS), and the Olde Sandwich Towne Supplemental Development and Urban Design Guidelines (Sandwich Urban Design Guidelines) and any other guidelines applicable to the CIP area. The following identifies how this particular development addresses section 10.3 (q) of the CIP.

Sandwich Vision and Design Guidelines

The Sandwich CIP and CPS

The construction of the proposed building located at 3573 Peter Street is consistent with the Vision and Goals for Sandwich Town.

Sandwich CIP Urban Design Guidelines

The proposed development is in keeping with the Sandwich Urban Design Guidelines, in terms of siting and scale, use of materials, proportion, height and built form, profile

and selection of materials. The application requires variances through the Committee of Adjustment (COA) for relief from the required side yard and a reduction in the required number of parking spaces.

Exemption to Demolition Control By-law 20-2007

The existing two (2) unit dwelling located at 3573 Peter Street is currently used as a residential rental. The owner intends to demolish the dwelling and redevelop the site.

Section 3 of the Demolition Control By-law states that "...no person shall demolish the whole or any part of any residential property in the area of demolition control unless the person is the holder of a demolition permit issued by the council..." The decision to issue (or not issue) a demolition permit is at City Council's sole discretion.

Section 5 of the Demolition Control By-law states that "Council shall, on an application for a demolition permit, issue a demolition permit where a building permit has been issued to erect a new building on the site of the residential property to be demolished" Section 6 states that a demolition permit may be issued on the following conditions:

- (a) That the applicant for the demolition permit construct and substantially complete the new building to be erected on the site of the residential property to be demolished by not later than such date as may be determined by Council, provided, however, that such date is not less than two years from the day demolition of the existing residential property is commenced;
- (b) that, on failure to complete the new building within the time specified in the permit issued under Section 5, the Clerk shall be entitled to enter on the collectors roll, to be collected in like manner as municipal taxes, such sum of money as may be determined by Council but not in any case to exceed the sum of twenty Thousand Dollars (\$20,000.00) for each dwelling unit contained in the residential property in respect of which the demolition permit is issued, and such sum shall, until payment thereof, be a lien or charge upon the land in respect of which the permit to demolish the residential property is issued.

The applicant has indicated in their application that they intend to demolish the existing two (2) unit dwelling and construct a new Multiple Dwelling with (4) units which meets the intent of the Sandwich CIP Urban Design Guidelines. Section 6(b) of the Demolition Control By-law entitles the Clerk to enter on the collectors roll a maximum of \$20,000 per residential unit (to be collected in like manner as municipal taxes) if the applicant fails to construct the new dwelling units within two (2) years of the commencement of the demolition.

Given that the applicant proposes to demolish the existing two (2) unit dwelling, Recommendation III (ii). of this Report specifies the maximum amount of \$40,000 will be entered on the tax roll if the applicant fails to construct the new dwelling units within two (2) years of the commencement of the demolition.

The plan to demolish the existing two (2) unit dwelling and to replace it by constructing a Multiple Dwelling with (4) units is consistent with the recommendations of the Sandwich CIP regarding continuing to process Demolition Control By-law exemption requests. This plan is also in keeping with Section 1.27.12, Vol. II of the City's Official Plan regarding Demolition within the Olde Sandwich Towne Community Improvement Plan (CIP) area. The applicant will be required to submit the following prior to obtaining a Building Permit to demolish:

- (a) a plan for redevelopment in conformity with the Official Plan and Zoning By-law requirements (all plans will be reviewed to ensure compliance the Official Plan and Zoning By-law),
- (b) appropriate securities to ensure the redevelopment occurs within a specified time period and to fulfill the conditions of the Site Plan Control Agreement

Demolishing the existing two (2) unit dwelling to construct a larger Multiple Dwelling with (4) units with improved living spaces for residents is consistent with the intent of the Demolition Control By-law.

Sandwich Incentive Program

The proposal is located within Target Area 3 of the Sandwich CIP Area and eligible for the following Incentive programs. The eligible costs for each incentive program are based on the costs estimates provided by the applicant, as the project is implemented these costs could fluctuate slightly which could have a minor impact on the eligible costs for each incentive program. The application is consistent with the general program requirements identified in Section 10.3 of the CIP, and with the following program specific requirements:

Development and Building fees Grant Program

The purpose of the program is to provide an additional incentive to augment the other incentive programs and to facilitate and spur adaptive re-use, redevelopment and new construction. The program provides a grant equal to 100% of the fees paid for the eligible types of development applications and building permits. The Building Permit drawings have not been submitted and fees will need to be determined in the future. Recommendation V. i. of the report will include a maximum amount of \$20,000 to ensure that all fees are captured. Based on the information we have at the time of this report the following fees are required:

- Building Permit Fee—to be determined
- Demolition Permit Fee—to be determined
- Public Works Permit Fees—to be determined
- Parkland Dedication Fee—to be determined

TOTAL: To Be Determined up to a maximum of \$20,000

Revitalization Grant Program

The purpose of this program is to use the tax increase that can result when a property is rehabilitated, redeveloped, or developed to provide assistance in securing the project financing and offset some of the costs associated with the rehabilitation. The program will provide an annual grant equal to 70% of the increase in municipal property taxes for 10 years after project completion as long as the project results in an increase in assessment and therefore an increase in property taxes. Based on the project description and current value vs. estimated post-project assessment value of land, and buildings identified in the Grant Application, the property assessment is expected to increase.

The confirmed current value assessment of the subject property located at 3573 Peter Street is \$118,000. The owner currently pays annual total property taxes of \$2,288.80 (based upon 2023 tax levies). The municipal portion, to which the grant would apply, is \$2,108.26 The Applicant's Estimated Post-Project Value of Land and Buildings based on the cost of construction is \$1,200,000. However, some of the proposed costs which will be incurred, although eligible for purposes of the application, may not result in a direct increase in assessment value. In other words, the grant is calculated and paid, not on the post-project value or projections made in this report, but on the actual post-development value assessment, as determined by MPAC after project completion. Administration has estimated the Post-Redevelopment Property Value Assessment based on the drawings and information provided to be \$400,000. The grant will however be based upon the actual tax increment once the assessment has been determined by MPAC.

For illustrative purposes, the table below identifies the annual grant equal to 70% of the increase in City property taxes for 10 years after project completion, based on the Current Value Assessment and the (projected) Estimated Post Project Assessment Value. The taxes retained by the City over the duration of the grant program is equal to a 30% increase of the tax increment. After completion of the grant program (10 years), the City will collect the full value of municipal tax increase (\$7,146.64 annually).

| Estimated Revitalization Tax Increment Grant for 3573 Peter | | | |
|---|---|--|--|
| Annual Pre Development Municipal Taxes | Annual Estimate Post Development Municipal Tax <u>Increase</u> | Annual Estimate Value of Grant (70% of the municipal increase) | |
| \$2,108 | \$5,038 | \$3,527 | |

Assumptions

Current Property Value Assessment (2023 – Residential)

\$118.000

Estimate Total Post Development Assessment (2023 – Residential)

\$400,000

Risk Analysis:

The Building Department has not received or conducted a review of the building plans to confirm compliance with the Ontario Building Code and applicable law (e.g. zoning bylaw). A review of the drawings will be conducted to ensure that the City's incentives are being used appropriately and the City is receiving good value for the public investment allocated through the Sandwich Incentive Program(s) "toolkit". As a requirement of Section 28 (7.3) of the Planning Act, Administration has confirmed that the total amount of all of the grants does not exceed the total cost of the project.

The *Development* and *Building* Fees *Grant Program* will not be disbursed until all work is completed and inspected by Administration as per the Site Plan and Elevation Drawings, and Building Permit. The *Revitalization Grant Program* will not be dispersed until an agreement for the Sandwich Incentive Program have been registered on title between the owner and the City of Windsor and the property taxes for the applicable year paid.

There is little risk associated with approval of a tax increment-based grant such as the *Revitalization Grant Program* as the payments commence after the eligible work has been completed and the property reassessed by MPAC, and will only continue if the development remains eligible in accordance with the Sandwich CIP. Should the development fail to meet its requirements under the CIP, grant payments would cease.

Climate Change Risks

Climate Change Mitigation:

The demolition of the existing dwelling affects climate change, because the existing structure will not be re-used and may likely end up in a land fill. However, the rehabilitation of the site contributes to the revitalization of the Sandwich Town Neighbourhood limiting vehicular travel and promoting walking and other alternative modes of transportation, thereby contributing to a complete community. The construction of the new building will utilize modern building methods, which will conform to the Ontario Building Code concerning safety and energy efficiency.

Utilizing an existing site in a built-up area of the City also promotes efficiency on the existing infrastructure network by not promoting development on greenfield land.

Climate Change Adaptation:

As temperatures increase and when considering the Urban Heat Island effect for the City of Windsor, the property does not appear to be located within a Heat Vulnerability area. However, the rehabilitation of the existing site and construction of the new building will utilize modern building methods, which will conform to the Ontario Building Code concerning energy efficiency.

Financial Matters:

On February 22, 2021, Council approved the 2021 budget, which included a new reserve fund for all active CIPs in the City. As CIP grant applications are approved, the approved grant amount will be transferred to the capital project account to be kept as committed funds, until the grant is ready to be paid out. The current uncommitted

balance of the CIP reserve fund is \$383,556.58 however this balance does not account for other CIP grant requests that are currently being considered by the Development & Heritage Standing Committee/City Council standing committee or have been endorsed by the standing committee and are not yet approved by City Council.

If approved, funds will be transferred from the CIP Reserve Fund 226 to the *Sandwich Community Development Plan Fund* (project 7076176) to disperse the maximum amount of \$20,000 for the *Development and Building Fees Grant Program* identified in this report.

The Revitalization Grant will be based upon the municipal tax increase and will be calculated by the Finance Department in consultation with the Municipal Property Assessment Corporation (MPAC) once the project is completed.

| Eligible Incentive Programs | Grant | |
|---|---------------|--|
| Development and Building Fees Grant | \$20,000 | |
| Note: Development and Building Fees are paid upfront by the applican and these fees are approximate and can change at the time of Building Permit | | |
| Revitalization Grant | \$35,270 | |
| *\$3,527 per year between years 1 to 10 | | |
| То | otal \$55,270 | |

Except for the *Revitalization Grant*, the owner will be reimbursed through the project *Sandwich Community Development Plan Fund (project* 7076176). The *Revitalization Grant* is funded through the municipal portion of the annual tax levy.

Consultations:

The owner of the property located at 3573 Peter Street have been consulted regarding grants related to the improvements outlined in this report. Carolyn Nelson, Manager of Property Valuation & Administration, Taxation & Financial Projects and Josie Gualtieri, Financial Planning Administrator were consulted with respect to the Sandwich CIP Revitalization Grant Program. Planning & Building Department staff were consulted regarding Fees with respect to the Building & Development Fees Program

Conclusion:

The demolition of the existing residential dwelling located at 3573 Peter Street will provide sufficient lot area to allow the owner Sarin Ty and Soknao Tieng to construct Multiple Dwelling with (4) units, thereby meeting the intent while also providing an

opportunity to attract new residents to the neighbourhood and increasing the housing stock of the area through the redevelopment of a derelict property. The incentive program application meets all of the eligibility criteria as identified in the Discussion section of this report and is compatible with the Sandwich Urban Design Guidelines.

There are sufficient funds in the CIP Reserve Fund 226 to provide funds for the *Development & Building Fees* grant amount, which has been applied for by the applicant for this project with the *Revitalization Grant* portion funded through the municipal portion of the annual tax levy. Therefore, Administration recommends that the application request by the owner of 3573 Peter Street for incentives under the Sandwich Incentive Program be approved.

Planning Act Matters:

N/A

Approvals:

| Name | Title |
|------------------|--|
| Kevin Alexander | Senior Planner – Special Projects |
| Josie Gualtieri | Financial Planning Administrator |
| Jason Campigotto | Deputy City Planner – Growth (A) |
| John Revell | Chief Building Official |
| Thom Hunt | City Planner |
| Kate Tracey | Senior Legal Council |
| Lorie Gregg | Deputy Treasurer, Taxation, Treasury & |
| | Financial Projects |
| Janice Guthrie | Commissioner, Finance and City |
| | Treasurer |
| Jelena Payne | Commissioner, Economic Development |
| Joe Mancina | Chief Administrative Officer |

Notifications:

| Name | Address | Email |
|---------------|---------|-------|
| Sarin Ty | | |
| Paul Peterson | | |

Appendices:

- 1 Appendix A Location Map and Existing Condition
- 2 Appendix B Proposed Development

Appendix 'A' – Location Map



LOCATION MAP: 3573 PETER STREET



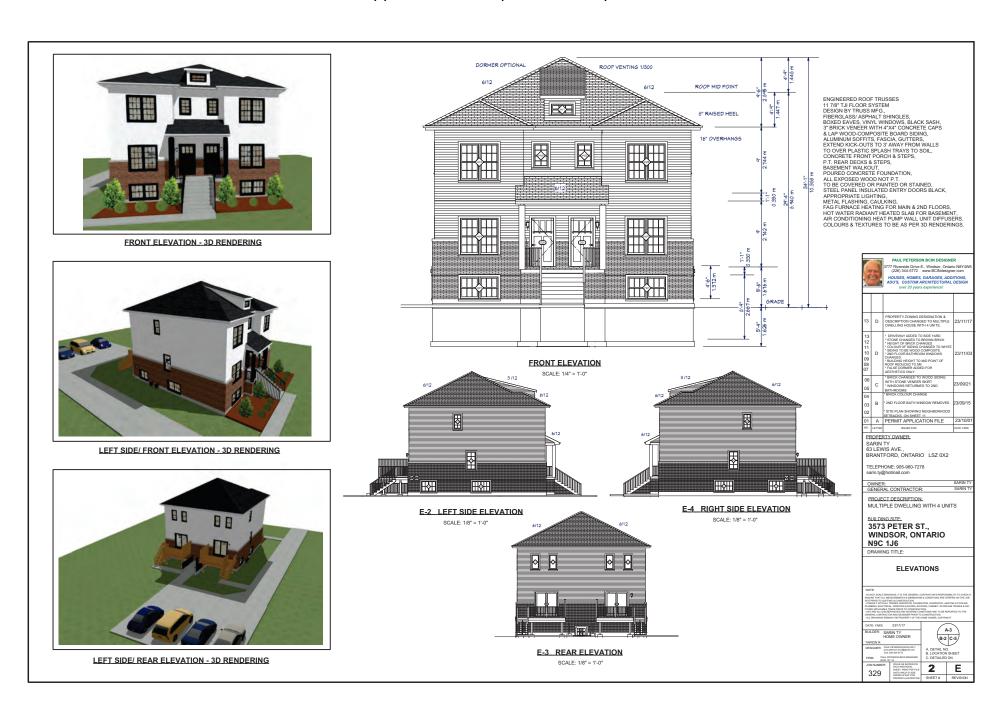
Appendix 'A' – Existing Condition (Google Earth)



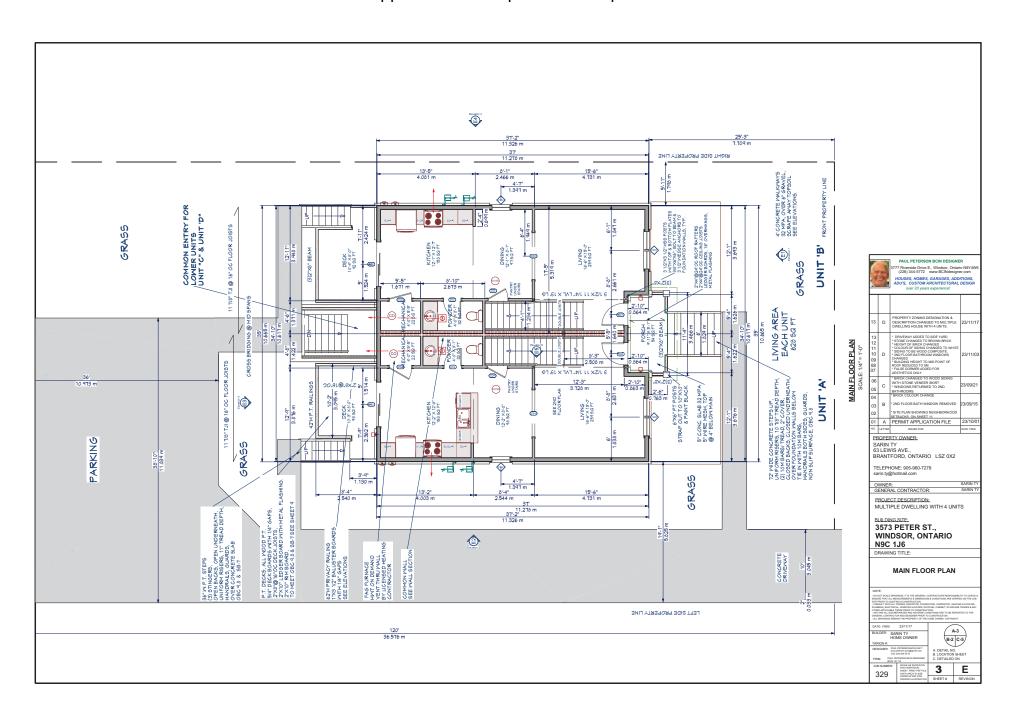




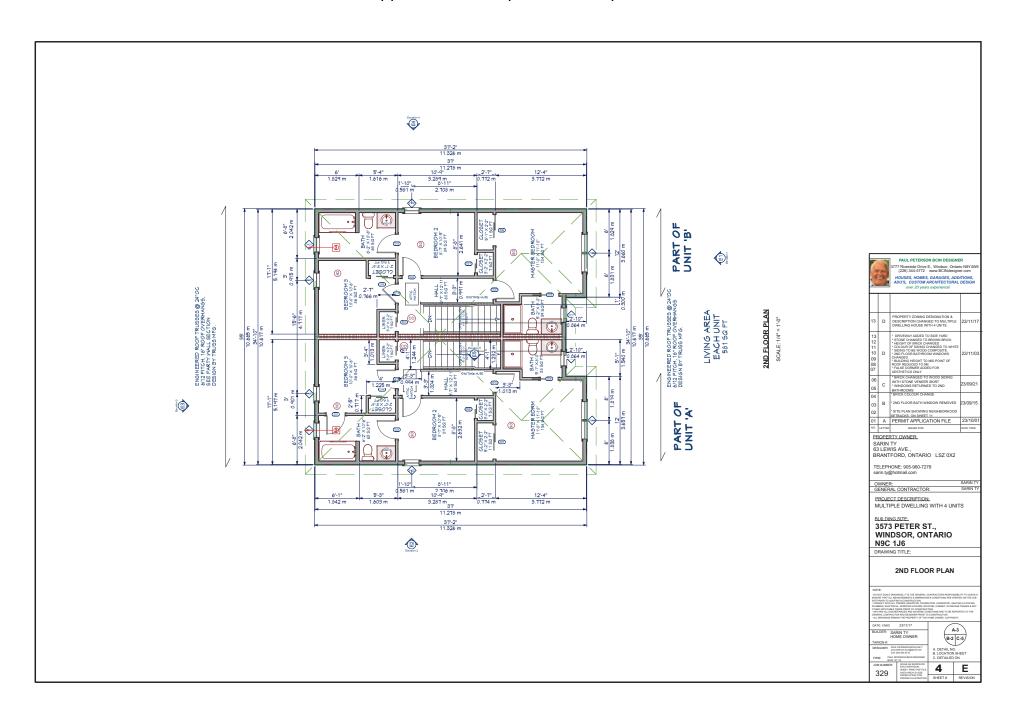
Appendix 'B' – Proposed Development



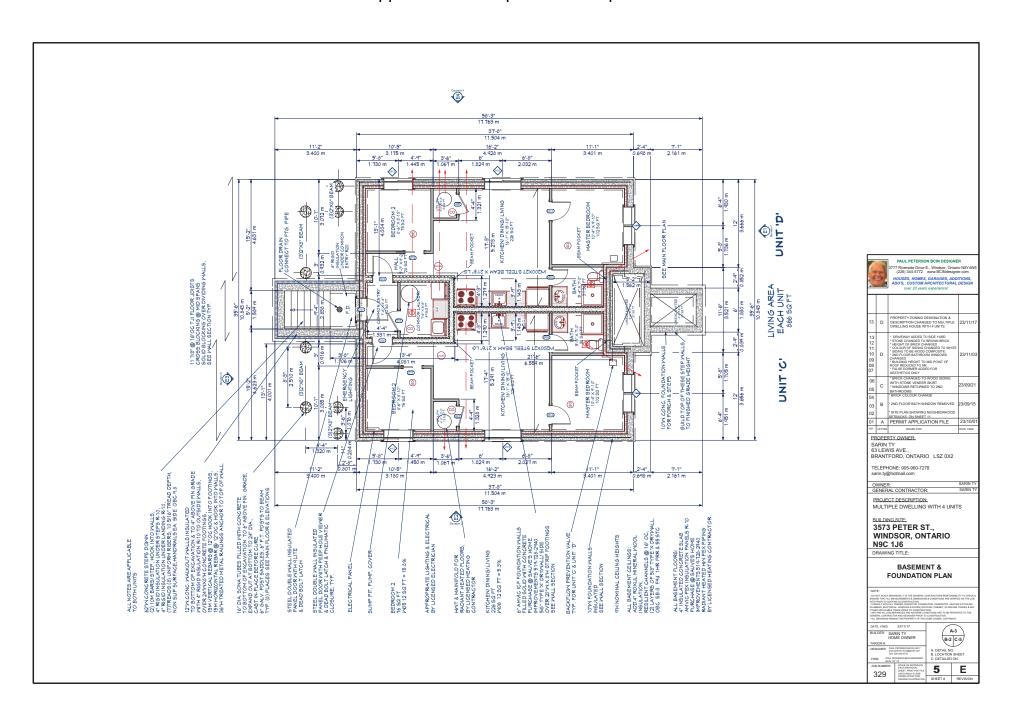
Appendix 'B' - Proposed Development



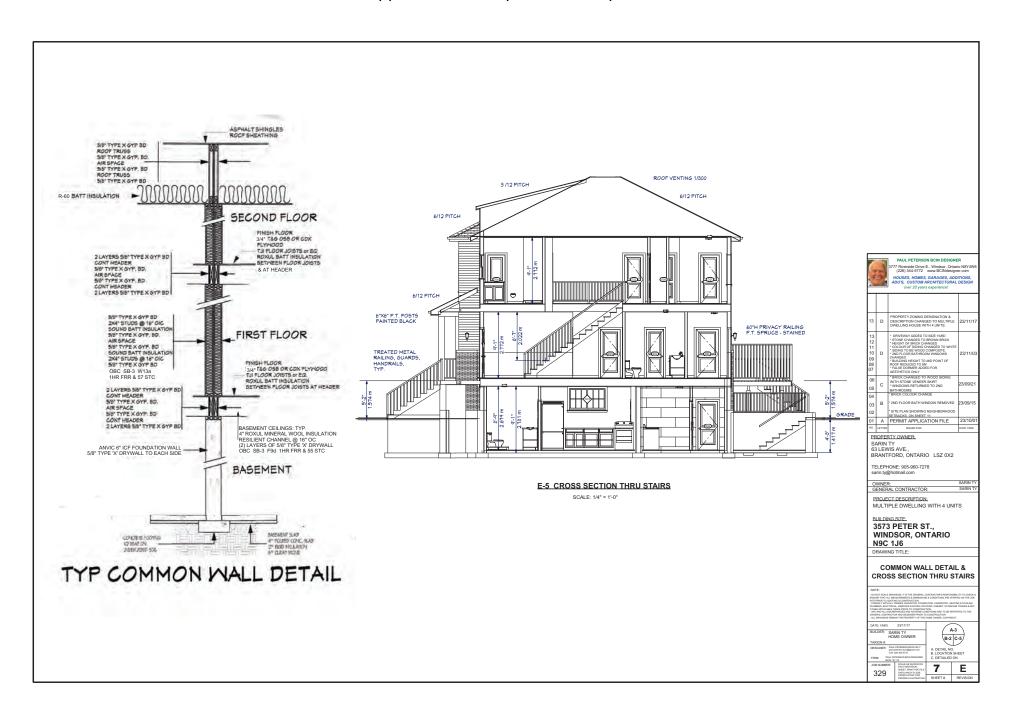
Appendix 'B' – Proposed Development



Appendix 'B' - Proposed Development



Appendix 'B' – Proposed Development





Committee Matters: SCM 95/2024

Subject: Minutes of the Property Standards Committee of its meeting held February 12, 2024

Moved by: Councillor Mark McKenzie Seconded by: Councillor Kieran McKenzie

Decision Number: DHSC 604

THAT the minutes of the Property Standards Committee meeting held February 12,

2024 BE RECEIVED as presented.

Carried.

Report Number: SCM 57/2024

Clerk's File: MB2024

Clerk's Note:

1. Please refer to Item 12.1 from the Development & Heritage Standing Committee held on April 2, 2024.

 To view the stream of this Standing Committee meeting, please refer to: https://csg001-harmony.sliq.net/00310/Harmony/en/PowerBrowser/PowerBrowserV2/2024040/402/-1/10476



Committee Matters: SCM 57/2024

Subject: Minutes of the Property Standards Committee of its meeting held

February 12, 2024

Property Standards Committee

Meeting held February 13, 2024

A meeting of the Property Standards Committee is held this day commencing at 10:00 o'clock a.m. in Room 407, 400 City Hall Square East, there being present the following members:

Councillor Ed Sleiman, Chair Councillor Fabio Costante (via conference phone) Councillor Mark McKenzie Michael George Dan Lunardi

Appellants in attendance:

Rashpal Singh Suri and Vivek Suri, regarding Item 5.1

Also, present are the following City of Windsor resource personnel:

Rob Vani, Deputy Chief Building Official - Inspections Michael Forte, Building By-law Enforcement Officer Karen Kadour, Committee Coordinator

1. Call to Order

The Chair calls the meeting to order at 10:00 o'clock a.m. and the Property Standards Committee considers the Agenda being Schedule A attached hereto, matters which are dealt with as follows:

2. Disclosure of Interest

None disclosed.

3. Adoption of the Minutes

Moved by Councillor Mark McKenzie, seconded by Dan Lunardi, That the minutes of the Property Standards Committee of its meeting held August 1, 2023, **BE ADOPTED** as presented.

Carried.

4. Request for Deferral, Referral or Withdrawal

None.

5. Appeals

Rashpal Singh Suri and Vivek Suri appear before the Property Standards Committee against an Order to Repair VY 23 49015 issued December 1, 2023, regarding property at 3141 Donnelly Street, Plan 42 N Pt Lot 37. The Notice of Appeal dated December 27, 2023, was received within the 14-day time frame.

Michael Forte, Building By-law Enforcement Officer provides a Presentation entitled "3140-03143 Donnelly Street Order to Repair 23-49015", *attached* as Appendix "A". He indicates that because of a compliant, a site inspection was conducted on November 17, 2023. The Inspection revealed nine (9) violations of the City's Property Standards By-law for a legal two (2) Unit Semi-Detached Dwelling. A follow-up inspection conducted February 6, 2024, found that of the nine (9) defects, only two (2) defects were in compliance – the front window and the smoke alarms were addressed for compliance. Officer Forte adds that three tenants still reside at this property.

Appellant Mr. Rashpal Singh Suri expresses concern that the city entered his property without consulting or obtaining consent from him (property owner). Further indicates they are not tenants as they have not paid rent for some time, but confirms they still reside in the building.

Committee member Dan Lunardi asks Building Administration to explain the process of entering an occupied dwelling/space legally. Rob Vani explains that for rightful entry into an occupied dwelling/space under the Building Code Act and the Municipal Act, it is the occupant of the dwelling unit/space that has the right to refuse access or to allow informed and voluntary consent for an Officer to enter. An Officer does not need consent of the property owner to lawfully enter the owner's property if they are not an occupant. Mr. Vani advises the committee that Officers inform all residential occupants of their right to refuse access.

In response to a question asked by Councillor Mark McKenzie to the appellant regarding if he has filed eviction requests with the Landlord Tenant Board, Mr. Rashpal Singh Suri responds affirmatively.

Rob Vani states that the City of Windsor's position is that the Order was issued lawfully and asks that the Property Standards Committee confirm the Order as issued with an appropriate compliance date at the discretion of the Committee.

Moved by Councillor Mark McKenzie, seconded by Councillor Fabio Costante, That the Order to Repair VY 23 49015 regarding property at 3141 Donnelly Street, Windsor Ontario **BE CONFIRMED** with a deadline of 30 days from the date of this decision – **MARCH 15, 2024**.

Carried.

6. Adjournment

There being no further business, the meeting is adjourned at 10:18 o'clock a.m.



3141-3143 DONNELLY ST ORDER TO REPAIR 23- 49015

Building By-law Officer: Michael Forte

Date of Inspection: NOVEMBER 17, 2023

Date OTR Issued: DECEMBER 1, 2023

SUMMARY OF EVENTS

- NOVEMBER 17, 2023 Attended property to investigate substandard building conditions in response to a 311 complaint. Access granted by tenant. Completed walkthrough to review tenant's concerns. Inspected the exterior of the property and interior of UNIT 3141. Main building is used as a two unit dwelling. The investigation revealed nine (9) violations of the City's Property Standards By-Law for legal Two (2) Unit Semi-Detached Dwelling.
- DECEMBER 1, 2023 Order to Repair issued to the registered owners Rashphal Singh Suri & Rachna Suri.
- JANUARY 2, 2024 Compliance date.

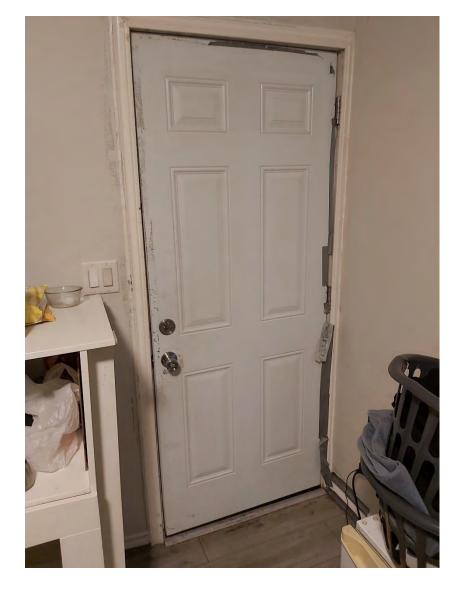
THE DEFECTS INCLUDE:





1. DAMAGED WINDOW FRAME AT FRONT WALL





2. DETERIORATED DOOR FRAME AT FRONT ENTRANCE OF UNIT 3141.

-LIGHT VISIBLE THROUGH SIDES OF FRAME
-WATER PENETRATION DURING RAINFALL



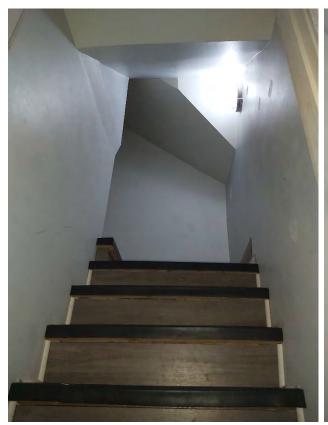






- 3. DETERIORATED BASEBOARDS IN FIRST FLOOR BATHROOM.
- VISIBLE MOULD
- ROTTED WOOD









- 4. UPPER FLOOR STAIRWAY HEIGHT DOES NOT MEET EGRESS REQUIREMENTS.
- APPROX 5' CLEARANCE HEIGHT ABOVE STAIRS AND LANDING 6'-5 REQUIRED.
- 5. HANDRAIL REQUIRED ON AT LEAST ONE SIDE
- 6. STAIR RISERS ARE NOT UNIFORM. TREAD AND RISER DIMENSIONS DO NOT MEET BYLAW REQUIREMENTS.







- 7. MISSING SMOKE ALARMS
- 8. EXPOSED WIRES AT MULTIPLE ELECTRICAL CEILING FIXTURES
- 9. LOWER LEVEL BEDROOM FOUND IN EXISTING UNFINISHED BASEMENT. DOES NOT MEET MINIMUM CEILING HEIGHT REQUIREMENT (MIN. 6'-5" EXISTING IS 6'-0"), NOR EGRESS, OR WINDOW SIZE REQUIREMENTS FOR HABITABLE LIVING.



Current Status: Order Not In Compliance

Follow up inspection conducted on Tuesday February 6, 2024

Updated list of defects:

- 1. Front window in compliance
- Front door frame outstanding
- 3. Baseboards outstanding.
- 4. Upper floor stairway height outstanding
- 5. Handrail outstanding (installed at improper height, and upside down. see photo)
- 6. Upper floor stairs outstanding
- 7. Smoke alarms in compliance
- 8. Exposed wiring outstanding
- Lower level bedroom outstanding (tenant remains)







Council Report: C 31/2024

Subject: Little River Pollution Control plant (LRPCP) UV Disinfection Equipment Pre-Purchase - Contract Award - City Wide

Reference:

Date to Council: April 22, 2024

Author: Pompiliu Ignat

Pollution Control Project Engineer

pignat@citywindsor.ca 519-253-7111 ext. 3367

Pollution Control

Report Date: March 4, 2024 Clerk's File #: SW/14451

To: Mayor and Members of City Council

Recommendation:

THAT the following proposal **BE ACCEPTED**:

PROPONENT: Trojan Technologies Group ULC

3020 Gore Rd., London, ON N5V 4T7

RFP NO.: 146-23

TOTAL PROPOSAL PRICE: \$1,750,000.00 (excluding HST)
ACCOUNT CHARGED: 007 5410 9998 02942 7203001

and,

THAT the Chief Administrative Officer and City Clerk **BE AUTHORIZED** to execute a contract with the proponent, satisfactory in form to the City Solicitor, in financial content to the City Treasurer, and in technical content to the Commissioner of Infrastructure Services.

Executive Summary:

N/A

Background:

The Little River Pollution Control Plant(LRPCP) provides sewage treatment for the east side of the city (east of Pillette Road) as well as Tecumseh municipality. Ultraviolet (UV) disinfection is a key process in wastewater treatment which reduces the proliferation of pathogens and spread of water-borne diseases in plant effluent waters. The UV system located at LRPCP provides disinfection treatment to the water before it is discharged to Little River. To maintain the plant's performance, all mechanical, electrical, and other components of the UV disinfection system are regularly inspected and maintained.

Current disinfection equipment installed at Little River Pollution Control Plant (LRPCP) has been in operation since the construction of the UV buildings in 1990. Its age exceeds the Standard Useful Life for this type of equipment.

A system upgrade study was conducted and after evaluating several available wastewater disinfection options, the Pollution Control department elected to install a low power high intensity UV lamp system. The existing Trojan 2000 equipment will be replaced with newer generation equipment TrojanUV 3000Plus.

Discussion:

Request for Proposal No: 146-23, "LRPCP – UV Disinfection Equipment Prepurchase" closed on January 5th, 2024. There was only one compliant proposal received for the RFP with a total bid price of \$1,750,000.00 (excluding HST), which was submitted by Trojan Technologies Group ULC. The department is satisfied with the submission provided by the recommended proponent.

Risk Analysis:

There is a slight risk that replacement parts for maintaining the existing ultraviolet system would become unavailable. This may cause a loss of the effluent disinfection treatment. The Ministry of Environment Conservation and Parks (MECP) has issued the Environment Compliance Approval (ECA) certificate for LRPCP requiring the City to adhere to strict effluent quality standards.

The non-compliance for an extended period of time would subject the Corporation to substantial fines from the MECP and possible legal action from the members of the public due to river contamination and exposure to health hazards.

Climate Change Risks

Climate Change Mitigation:

This project does not pose a climate change mitigation risk.

It is estimated that the new equipment will allow the Corporation to reduce electrical energy consumption for the disinfection of the effluent water at LRPCP by about 10%, which will result in an overall decrease of greenhouse gas emissions.

Climate Change Adaptation:

N/A

Financial Matters:

Pollution Control has a total Council approved capital budget of \$5,100,000 for project ID 7203001 – LRPCP UV Disinfection System Upgrade. \$118,119 has been spent to date. \$475,613 has already been approved for spending on CAOP 114/2023. This leaves \$4,506,268 in available approved funding. Projected costs of this contract are expected to be \$1,780,804 inclusive of non-recoverable HST. The Financial Planning Administrator for the Pollution Control department has confirmed there is sufficient funding within this project to cover the funding required for the contract noted above.

Consultations:

Stantec Consulting Ltd.

Conclusion:

That Council approve the contract with Trojan Technologies Group ULC for the UV System purchase for the amount \$1,750,000.00 (excluding HST). This is required for maintaining the required treated water disinfection levels at Little River Pollution Control Plant.

Planning Act Matters:

N/A

Approvals:

| Name | Title |
|-----------------|---|
| Ed Valdez | Manager, Process Engineering & Maintenance |
| Jake Renaud | Executive Director, Pollution Control |
| Mark DiPasquale | Financial Planning Administrator |
| Michael Dennis | Manager, Strategic Budget Development & Control |
| Natasha Gabbana | Senior Manager, Asset Planning |
| Alex Vucinic | Manager of Purchasing |
| Mark Winterton | Commissioner, Infrastructure Services |

| Name | Title |
|----------------|--|
| | CLT (A) |
| Janice Guthrie | Commissioner, Finance & City Treasurer |
| | CLT |
| Dana Paladino | Commissioner, Corporate Services |
| | CLT (A) |
| Joe Mancina | Chief Administrative Officer |

Notifications:

| Name | Address | Email |
|------------|--------------------|--------------------------------|
| Rob Jansen | 3020 Gore Rd. | rjansen@trojantechnologies.com |
| | London, ON N5V 4T7 | |

Appendices:

- 1 Appendix 1--RFP 146-23 Trojan UV System Cost Proposal
- 2 Appendix 2--Trojan Single Response Agreement
- 3 Appendix 3--RFP 146-23 Trojan Services Proposal (Available at www.citywindsor.ca due to size)

The Corporation of the City of Windsor

LRPCP UV DISINFECTION EQUIPMENT PRE-PURCHASE REVISED ADDENDUM NO. 2

APPENDIX "C" - COST PROPOSAL

TO: The Corporation of the City of Windsor Attention: Purchasing Department Legal Services Department 400 City Hall Square Suite 403 Windsor, ON N9A 7K6

| Name of Proponent: | | | |
|------------------------------------|-----------------|---------|------------------------|
| Trojan Technologies Group ULC | | | |
| Business Address: | | | |
| 3020 Gore Road, London, ON CAN | NADA N5V 4T7 | | |
| | | 11 | |
| Phone: 519-457-3400 | Fax:_ | 519-45 | 7-3030 |
| Contact name for future correspond | dence and inqui | ries: | |
| Name_ Rob Jansen | | Title:_ | Regional Sales Manager |
| Phone: 519-851-2253 | | Fax: | 519-457-3030 |
| E-mail: rjansen@trojantechnologie | s.com | | |

We have read and we fully understand the requirements of the RFP, including the scope and nature of the services, the applicable timelines, the Contract, and any addenda issued by the City. We acknowledge that the opening of the Cost Proposal constitutes an offer from the City to enter the Evaluation Contract described in the RFP. We also acknowledge that, by submitting a Submission which substantially complies with the material requirements of the RFP, we accept that offer.

Having carefully examined the RFP, including all of the Appendices and including addendum numbers 1,2, & 2 (Appendix C), 3, 4, having fully investigated and ascertained existing conditions, circumstances and limitations affecting the services required under the Contract:

The Corporation of the City of Windsor

LRPCP UV DISINFECTION EQUIPMENT PRE-PURCHASE REVISED ADDENDUM NO. 2

1. We offer to enter into the Contract with the City to provide the services required under the Contract for the fixed sum of All-Inclusive upset limit, lump-sum price of:

CANADIAN DOLLARS (\$_1,750,000_(\$875,000/per plant).

The above fixed All-Inclusive upset limit, lump-sum price:

- (a) excludes the harmonized sales tax, but includes all other taxes and duties;
- (b) is a fixed, All-Inclusive upset limit, lump sum price for the provision of the services contemplated by the Contract; and,
- (c) is further broken down in the following chart:

| | TABLE 1: SCHEDULE OF ITEMS AND PRICES | |
|-------------|--|----------------------------|
| ITEM NO. | DESCRIPTION | AMOUNT (\$) |
| 1 | Field Verification Assessment including all associated expenses | \$_Included |
| 2 | Preparation and Delivery of Shop Drawings | \$ 350,000 |
| 3 | Manufacture and Assembly of UV Disinfection Equipment | \$_1,400,000 |
| 4 | Factory Acceptance Testing | \$_Included |
| 5 | Delivery of UV Disinfection Equipment to the LRPCP site | \$_Included |
| 6 | Site Services - Cost of manpower, expenses and overhead (a) Installation, supervision, inspection and verification (b) Start-up, commissioning including reports and maintenance | \$_Included \$_Included |
| 7 | Site Acceptance Testing, Performance Testing & Field Evaluation Report | \$_Included |
| 8 | Import Duty, Freight and Insurance | \$N/A |
| 9 | Operations and Maintenance Instruction and Training including all expenses | \$_Included Page 2 of2 |

The Corporation of the City of Windsor

LRPCP UV DISINFECTION EQUIPMENT PRE-PURCHASE REVISED ADDENDUM NO. 2

| 10 | O&M Manuals and Record Drawings | \$_Included |
|----|--|--------------|
| 1 | Warranty Period Services (for 24 calendar months) | \$_Included |
| | Other (specify): | \$N/A |
| | Sum Total of All Inclusive Upset Limit Lump Sum Price (excluding HST) | \$ 1,750,000 |

2. We offer the following **supplemental items** costs for the provision of any services not contemplated by the Contract:

| TABLE 2: SUPPLEMENTAL ITEMS | | | | |
|-----------------------------|---|--------------|--|--|
| ITEM NO. | DESCRIPTION | AMOUNT (\$) | | |
| 1 | Spare Parts Cost of Equipment Supplier's recommended spare parts in addition to those required in the specification and included in the Total Bid Price in Table 1: Schedule of Items and Prices (attach list of additional recommended spare parts, if applicable) | \$_N/A_ | | |
| 2 | Off-Site Storage (a) Cost of off-loading and re-loading of unit equipment and transportation to site | \$_N/A_ | | |
| | (b) Cost of maintaining equipment in approved off-site storage | \$_N/A_ | | |
| 3 | Additional Site Services | | | |
| | (a) Personnel cost for on-site services | \$_1500/day_ | | |
| 4 | Cost of Special Tools (Statement D) | \$ N/A | | |

The above supplemental items costs:

- (a) excludes the harmonized sales tax, but includes all other taxes and duties;
- (b) is a supplemental items costs for the provision of the services not contemplated by the Contract;
- (c) is further broken down into the following chart:

RFP No. 146-23 The Corporation of the City of Windsor LRPCP UV DISINFECTION EQUIPMENT PRE-PURCHASE REVISED ADDENDUM NO. 2

| CORPORATION OF THE CITY OF WINDSOR LRPCP UV DISINFECTION SYSTEM UPGRADES: UV EQUIPMENT PRESELECTION STATEMENT 'D' LIST OF RECOMMENDED SPECIAL TOOLS | | |
|---|----|-------|
| RECOMMENDED SPECIAL TOOLS | | PRICE |
| Not Applicable | | |
| | | |
| | | |
| | | |
| | | |
| | | |
| | | |
| TOTAL exclusive of HST | \$ | N/A_ |

The Corporation of the City of Windsor RFP No. 146-23 LRPCP UV DISINFECTION EQUIPMENT PRE-PURCHASE REVISED ADDENDUM NO. 2

The costs below shall be used for information purposes only and shall not form part of the evaluation of the Submission.

Include in the Cost Proposal the following Maintenance and Operating Data:

CORPORATION OF THE CITY OF WINDSOR LRPCP UV DISINFECTION SYSTEM UPGRADES: UV EQUIPMENT PRESELECTION STATEMENT 'E'

MAINTENANCE AND OPERATING DATA

The Engineer and City will use this information in establishing the Net Present Value (NPV) Cost of the equipment. The City reserves the right to modify this information as considered appropriate when computing NPV.

| ANNUAL EQUIPMENT ROUTINE OPERATING COST | AMOUNT | UNIT |
|---|----------|---------|
| POWER | | |
| Electrical consumption connected load | 47/plant | kW |
| Electrical consumption at average flow | 25 | kW |
| Power per lamp | 250 | W |
| PARTS REPLACEMENT | | |
| Lamp replacement unit cost | 400 | \$/lamp |
| Lamp recycle cost | Free | \$/lamp |
| Guaranteed lamp life | 12000 | hours |
| Ballast replacement unit cost | 700 | \$ |
| Guaranteed ballast life | 5 | years |
| Quartz sleeve replacement unit cost | N/A | \$ |

The Corporation of the City of Windsor RFP No. 146-23 LRPCP UV DISINFECTION EQUIPMENT PRE-PURCHASE REVISED ADDENDUM NO. 2

| Guaranteed quartz sleeve life | N/A | years |
|---------------------------------------|----------|--------------|
| Wiper replacement unit cost | 20 | \$ |
| Guaranteed wiper life | 2 yrs | No. of wipes |
| LABOUR | | |
| Parts replacement hours | 48/plant | hours /yı |
| Routine operating/inspection hours | 26/pant | hours /y |
| Frequency of major equipment overhaul | 10 | years |
| Cost of major equipment overhaul | 20,000 | \$ |
| Anticipated service life of equipment | 20 - 30 | years |

Note:

Evaluation of bids deemed to meet all pre-selection requirements will be based on the following net present value or life cycle cost method. Capital and operating & maintenance costs (labour and equipment) will be evaluated. The life cycle cost will be based on a 12 month disinfection period, an interest rate of 6.0%, and 2.5% inflation. A 20-year period will be used for the Present Value, Life-cycle cost evaluation. Replacement costs will be based on guaranteed equipment life as stated by each supplier, and operating conditions outlined below. Recycle cost for UV lamps will be used in the life cycle cost evaluation, in absence of any cost the current cost paid by the City will be used. Replacement and labour costs will be based on the following:

Lamp replacement – to be based on operating 50% of the supplied lamps at 100% power. Based on 8760 hours/year divided by lamp manufacturer guarantee for lamps. Lamp replacement time assumed to be 15 min/lamp for all lamps, to account for both planned and unplanned replacement

Acid wash cleaning – for all systems without chemical cleaning, cost will be based on twice yearly cleaning at a cost of \$6/lamp/cleaning Replacing onboard chemical cleaning – Based on replacement 1/year, expect 5 minutes/lamp, plus chemical cost

Ballast replacement – to be based on operating 50% of the ballasts supplied at 100% power. Based on 8760 hours/year divided by manufacturer's guarantee for ballasts. Ballast replacement assumed to be 30 min/ballast for all systems

The Corporation of the City of Windsor RFP No. 146-23 LRPCP UV DISINFECTION EQUIPMENT PRE-PURCHASE REVISED ADDENDUM NO. 2

Wiper replacement – to be based on guaranteed wiper life in terms of number of wipers, and assuming 50% of supplier lamps are operating and wiping an average of 6 times/day. Wiper replacement time is assumed to be 15 min/lamp for all systems

Quartz sleeves – to be based on all lamps supplied and warranty period. Quartz sleeve replacement time is assumed to be 15 min/lamp for all systems

City labour costs will be based on:

- Operator: \$100/hr - Electrician: \$120/hr

Hydro costs will be based on \$0.13 KW.h. Evaluation will consider the capital costs implications of the various designs and the channels, valves etc. expected.

Further to this pre-selection evaluation method for the determination of the life-cycle cost for the proposed UV system, the supplier can provide an alternate operating cost evaluation for consideration based on their experience with their UV equipment. This alternative life-cycle costing should provide sufficient detail with respect to the lamp hours expected, lamp replacement and other equipment costs, including operator labour for replacement and servicing the UV equipment. However, the UV supplier should note that the cost items identified above are expected to be important to the overall life-cycle cost determination and as such these items should be considered in any alternative costing approach.

In review of the bid the City will compare the costing determined by the method outlined above with that proposed by the supplier and if different will need sufficient detail from the supplier if the supplier's estimate is to be used. The City is under no obligation to use the supplier's estimates for usage and life-cycle costing in its evaluation.

Additional items will be considered when comparing the submissions, as these will impact the design and operating costs at the plant. These items include, but are not limited to:

- Standby power requirements
- Headloss requirements
- Additional equipment requirements

LRPCP UV DISINFECTION EQUIPMENT PRE-PURCHASE REVISED ADDENDUM NO. 2

DECLARATIONS

- A. We declare that our Submission is free of Qualification(s).
- B. We declare that our Submission is not made in connection with any other Proponent and is, in all respects, fair and made without collusion or fraud.
- C. We declare that our Submission applies and complies with any applicable fair wage practices.
- D. We acknowledge and agree to waive any requirement for a minimum dollar amount commitment and acknowledges that the City has the right to engage and utilize consultants or other third-party service providers as it deems appropriate, without any exclusivity obligations.
- E. We acknowledge and agree that our Submission is irrevocable and open for acceptance by the City for a period of one hundred and twenty (120) days starting from the day after the Submission Deadline.
- F. We acknowledge and agree that, if awarded the Contract, we will:
 - (a) execute the Contract and deliver the executed original to the City within seven (7) business days of our receipt of the same;
 - (b) deliver to the City, within seven (7) business days of our receipt of notice of selection:
 - (i) certificate of insurance as required by the Contract; and,
 - (ii) a current WSIB clearance certificate if applicable

We acknowledge and agree that we will be in breach of the Evaluation Contract if we fail to comply with any of the above.

Signed, sealed and submitted for and on behalf of:

PROPONENT Trojan Technologies Group ULC

DATE January 3, 2024

SIGNATURE 62/195

Name and Title Tom Siller, President

I have authority to bind the Proponent named above

Canada Constitution of the Constitution of the

ACKNOWLEDGEMENT

TO: THE CORPORATION OF THE CITY OF WINDSOR (the "City")

FROM: Trojan Technologies Group ULC (the "Proponent")

DATE: January 9, 2024

WHEREAS:

- A. The City issued Proposal # 146-23, on November 20, 2023, for the provision of certain services (the "PROPOSAL Proposal").
- B. The PROPOSAL Proposal closed on January 5, 2024 at 11:30:59 a.m.
- C. The City received one response to the **PROPOSAL** RFP, which response was provided by the Proponent (the "Proposal").
- D. The City has not opened nor considered the Proposal and will only do so upon certain terms and conditions, embodied in this Acknowledgement.

THE PROPONENT HEREBY ACKNOWLEGES AND AGREES TO THE FOLLOWING TERMS AND CONDITIONS:

- 1. The Proponent had the opportunity to withdraw its Proposal, has declined to do so, and agrees that the City may consider the Proposal in accordance with the terms of this Acknowledgement.
- 2. Despite the fact that the Proposal is the only response to the **PROPOSAL** RFP, the City is not bound to accept the Proposal.
- 3. In accordance with the Proponent's wishes, the City will open and review the Proponent's Proposal and in so doing the Proposal will no longer be considered a response to the PROPOSAL, but instead will be considered a simple offer for the provision of products or services.
- 4. The City reserves the right to negotiate with the Proponent about the Proposal, to change or modify any conditions of the PROPOSAL, and to waive any irregularities as it may in its sole and absolute discretion choose to do,
- 5. Failing agreement with the Proponent, the City reserves the right to negotiate with any other vendor offering the products or services required by the PROPOSAL, regardless of whether that vendor submitted a response to the PROPOSAL.
- 6. The City will not disclose the Proponent's pricing to any other vendors, shall not disclose any other vendors' pricing to the Proponent, and shall not engage in any form of improper negotiations.
- 7. The City reserves the right to enter into a contract with the Proponent, or with any other vendor as

permitted herein, offering the products or services required by the PROPOSAL on any terms and conditions that may be agreed as between them.

- 8. The City shall not in any way be liable to the Proponent for any costs, expenses, charges, fees, damages or any other losses whatsoever occasioned by the PROPOSAL process, or the subsequent offer process outlined in this Acknowledgement, including any losses resulting from a failure to enter into an agreement.
- 9. The Proponent shall not in any way be liable to the City for failure to enter into an agreement.
- 10. The recitals are incorporated into and form part of this Acknowledgement. The Proponent acknowledges and confirms the accuracy of the recitals.
- 11. This Acknowledgement may be executed either in original, faxed or scanned form and any signature received by a facsimile or scan shall be considered as an original signature.

|))) | Trojan Technologies Group ULC Per: I have authority to bind the corporation. | |
|---|--|-------------|
|)) | | Seal C/S |
|))) | Per: I have authority to bind the corporation. | |
| | | |
| The Proponent chooses to withdraw the Pro | posal and requests its return unopened | |

c.c. Legal (Revised 3/26/14)



Council Report: C 41/2024

Subject: Ojibway Trunk Sewer Maintenance Hole Rehabilitation – Delayed Commencement – City Wide

Reference:

Date to Council: April 22, 2024

Author: Daniel Lopez

Engineer II

519-255-6257 x 6402 dlopez@citywindsor.ca Public Works - Operations Report Date: April 5, 2024 Clerk's File #: SW/14515

To: Mayor and Members of City Council

Recommendation:

I. THAT the following contract BE AMENDED:

TENDERER: Capital Sewer Services Inc.

TENDER NO: 159-22

TENDERED PRICE: \$4,044,125 (excluding HST)

AMENDED PRICE: \$4,617,749 (excluding HST)

ACCOUNT CHARGED: 007-5410-9998-02942-7223005

And,

II. **THAT** the CAO and City Clerk **EXECUTE** an amended agreement with the low bidder, Capital Sewer Services Inc., in the amount of \$4,617,749 excluding HST, with said contract being satisfactory in form to the City Solicitor, satisfactory in technical content to the City Engineer, and in financial content to the City Treasurer; and

Whereas on February 2, 2024, the 2024 Capital Budget was deemed approved via Mayoral Decision MD05-2024 and subsequently City Council **SUPPORTS** an additional expenditure of \$583,720, be it further resolved

THAT the City Treasurer **BE DIRECTED TO** transfer \$583,720 in funding from the Flood Abatement Measures Project 7169001 to the Ojibway Trunk Sewer Maintenance Hole Rehabilitation Project 7223005 as detailed in the financial matters section of this report.

Executive Summary:

N/A

Background:

Award of tender 159-22 in the amount of \$4,044,125 excluding HST was originally approved by Council on January 16, 2023 by CR20/2023 (report C231/2022). As per council report C231/2022, completing the work along Ojibway Parkway is of high importance. The City of Windsor retained Andrews.engineer to provide a comprehensive design and recommendations for this work. During efforts to mobilize, ongoing discussions with the Ministry of Transportation of Ontario (MTO) resulted in unforeseen environmental and drainage concerns with a portion of the project that is within MTO lands.

Over the course of several months in the 2023 calendar year, the City of Windsor has provided submissions to the satisfaction of MTO to obtain an Encroachment Agreement Permit to complete the work as tendered under 159-22. The time required to obtain the encroachment agreement from MTO resulted in missing the window of opportunity for the contractor to complete the tendered work as anticipated in 2023. As a result of the delay, the Contractor requires additional funding to complete the work in 2024 as summarized in a Change Order Request submitted by Capital Sewer Services Inc.

The original Council Report approved for this project is attached for reference and additional project details.

Discussion:

The scope of work under tender 159-22 consists of a temporary sanitary bypass system which would operate 24 hours a day for the duration of construction to service the waste of industrial properties along Ojibway parkway. The City of Windsor has submitted and received approval by the MTO for the bypass monitoring plans, stormwater capacity calculations, and environmental contingency plans to address any negative effects that the temporary bypass could have on drainage, Species at Risk, and the environment within MTO land. Discussion meetings and submissions with the MTO began in March 2023 and concluded in July 2023.

Ultimately, the delay receiving necessary approvals from the MTO have resulted in the project being pushed back a full calendar year. The contractor, Capital Sewer Services Inc., has reasonably requested a change order to cover the financial burden of increased material, labour, and subcontractor costs because of the delay.

Risk Analysis:

The completion of this work is highly important, as the debilitated state of the maintenance holes along Ojibway Parkway are prone to collapse. Collapse would result in a large financial burden to the City of Windsor due to many industrial properties having to cease production while emergency repairs take place. Please refer to the original Council Report for additional details on risk.

Climate Change Risks

Climate Change Mitigation:

N/A

Climate Change Adaptation:

N/A

Financial Matters:

As a result of the change order request submitted by the Contractor, additional funding of \$583,720 is required to complete the project per Table 1 below.

Table 1:

| Summary of Amended Project Budget | |
|---|-------------------------------|
| Low Tenderer – Capital Sewer Services Inc. (including Contingency) | \$4,044,125 |
| Engineering – pre and post tendering (including design, survey, inspection, geomatics, CCTV and Geotechnical/Environmental Investigation) | 404,412 |
| Non-Recoverable HST | 71,177 |
| Miscellaneous (Advertising, Legal Searches, etc.) | 30,000 |
| | |
| ORIGINAL ESTIMATED TOTAL PROJECT COST | \$4,549,714 |
| ORIGINAL ESTIMATED TOTAL PROJECT COST Add: CHANGE ORDER FOR DELAYED START (Increase in materials costs, labour, and subcontractor pricing) excluding HST | \$4,549,714 573,624 |
| Add: CHANGE ORDER FOR DELAYED START (Increase in materials costs, | |
| Add: CHANGE ORDER FOR DELAYED START (Increase in materials costs, labour, and subcontractor pricing) excluding HST | 573,624 |

An estimated total of \$5,133,434 in funding is required to complete this project.

Administration recommends additional funds required to complete this project be transferred from the Flood Abatement Measures Project ID 7169001, in which there are sufficient uncommitted funds remaining, to the Ojibway Trunk Sewer Project ID 7223005. Administration has re-evaluated and re-prioritized the remaining funds as well as the 10-year plan for all works under the scope of the Flood Abatement Measures Project to incorporate the additional cost of the work on Ojibway. Should there be a need to complete work in 2024 under the scope of the Flood Abatement Measures

Project that will exceed the balance of funds remaining in the program, a request will be prepared to pre-commit funds from future years as required.

As such, Administration recommends that an additional \$583,720 be transferred from the Flood Abatement Measures Project 7169001 to the Ojibway Trunk Sewer Maintenance Hole Rehabilitation Project 7223005 to fund this work.

Consultations:

Natasha Gabbana, Senior Manager of Asset Planning

Cindy Becker, Financial Planning Administrator – Public Works Operations

Alex Vucinic, Manager, Purchasing and Risk Management

Mike Dennis, Manager, Strategic Capital Budget Development and Control

Conclusion:

The rehabilitation of Ojibway trunk sewer maintenance holes by the methods proposed by Andrews.engineer is necessary work in order to protect the long-term integrity of the Ojibway trunk sewer. Administration recommends the amendment of the existing contract value of 159-22 to Capital Sewer Services Inc. as well as the transfer of funding to cover the additional \$583,720 costs. The work under tender 159-22 is anticipated to be undertaken during the upcoming 2024 construction season.

Planning Act Matters:

N/A

Approvals:

| Name | Title |
|----------------|---|
| Cindy Becker | Financial Planning Administrator – Public Works |
| Andrew Lewis | Coordinator, Right of Way & Field Services |
| Phong Nguy | Manager, Contracts, Field Services and Maintenance |
| Shawna Boakes | Executive Director of Operations |
| Mark Winterton | (A) Commissioner, Infrastructure Services and City Engineer |
| Janice Guthrie | Commissioner, Finance and City Treasurer |
| Joe Mancina | Chief Administrative Officer |

Notifications:

| Name | Address | Email |
|------|---------|-------|
| | | |

Appendices:

- 1. CR231 2022
- 2. Change Order 1 Delayed Commencement



Council Report: C 231/2022

Subject: Ojibway Trunk Sewer Maintenance Hole Rehabilitation - City

Wide

Reference:

Date to Council: January 16, 2023

Author: Andrew Lewis

Coordinator, Right of Way & Field Services

519-255-6560 x 4229 <u>alewis@citywindsor.ca</u> Public Works - Operations

Report Date: December 29, 2022

Clerk's File #: SW/14515

To: Mayor and Members of City Council

Recommendation:

I. THAT the following low tender **BE ACCEPTED**:

TENDERER: Capital Sewer Services Inc.

TENDER NO: 159-22

TOTAL TENDER PRICE: \$4,044,125 (excluding HST)

ACCOUNT CHARGED: 007-5410-9998-02942-7223005

and,

THAT the CAO and City Clerk **EXECUTE** an agreement with the low bidder, Capital Sewer Services Inc., in the amount of \$4,044,125 excluding HST, with said contract being satisfactory in form to the Commissioner of Legal & Legislative Services, satisfactory in technical content to the Commissioner of Infrastructure Services, and in financial content to the Commissioner of Corporate Services CFO/City Treasurer; and,

II. THAT City Council **APPROVE** a transfer of \$4,550,000 in funding, from the Flood Abatement Measures Project 7169001 to the Ojibway Trunk Sewer Maintenance Hole Rehabilitation Project 7223005, as detailed in the financial matters section of this report.

Executive Summary:

N/A

Background:

A complaint of a hole in the right-of-way along Ojibway Parkway was received in July 2020. It was discovered that a section of the Ojibway Sanitary Trunk Sewer had, in fact, collapsed. Subsequently, a second collapse was also discovered. The Ojibway trunk sewer services the industrial section from Ojibway Parkway to the Detroit River – from Sprucewood Avenue easterly to Black Oak Heritage Park.

The combination of waste from a food processing plant and heavy industrial discharge resulted in the creation of hydrogen sulfide gas, which in turn resulted in the degradation of the concrete sewer line and adjacent maintenance hole walls to the point of collapse.

Andrews.engineer, a consulting civil engineering company specializing in sewer inspection and design were hired to undertake the initial rehabilitation design. In total, Andrews.engineer concluded that 1,100 metres of pipe (varying in diameter from 675 to 975 millimetres) had to be rehabilitated and recommended using the Cured in Place Pipe (CIPP) method. Through the City of Windsor tender procurement process, the City of Windsor engaged Clean Water Works (CWW) to provide sewer and maintenance hole cleaning and rehabilitation services in relation to the Ojibway sewer collapse.

As required under Tender 151-20, Ojibway Trunk Sewer Rehabilitation, the issues with the trunk sewer were addressed through rehabilitation using the CIPP method. However, while undertaking the rehabilitation works on the maintenance holes, it was discovered that some of the maintenance holes that allow access to the trunk sewer were in a state of deterioration greater than originally anticipated. This deterioration was uncovered when the maintenance holes were prepared for rehabilitation. As the hydrogen sulfide gas produced in the sewer reacted with the exposed concrete in the maintenance holes, a sludge-like material was formed inside the maintenance holes. This sludge coating was deteriorating the concrete inside the pre-cast sections of the maintenance holes. The sludge was removed during the preparation for the rehabilitation. At the time of its removal, the extent of the corrosion to the pre-cast concrete was observed to be so deep that the reinforcing steel bars were falling out. The extent of the damage to some of the maintenance holes was far greater than anticipated and could only be discovered when the failing materials were removed. CWW was not able to rehabilitate all of the maintenance holes within the original planned scope, and as result, the rehabilitation work on the maintenance holes under Tender 151-20 was halted.

As Andrews.engineer is very familiar with this project and has the knowledge and expertise to assist us with the next challenge of this project, they were retained (via Sole Source) to:

 provide the City with a structural evaluation and repair design for the remaining maintenance holes;

- conduct a geotechnical and hydrogeological investigation;
- identify possible maintenance hole elimination candidates;
- prepare contract drawings and specifications;
- provide tendering, bid review, and support; and,
- provide contract administration/construction support.

Discussion:

Andrews.engineer was contracted to come up with the design for a long-term solution to address the deterioration of maintenance holes caused by the presence of hydrogen sulfide gas. Of the twenty-one (21) maintenance holes along the Ojibway Trunk Sewer, sixteen (16) were in scope for the detailed design effort.

The four (4) rehabilitation options considered by Andrews.engineer included:

Option 1: Man-entry Internal Repair + Full Chamber Lining

Option 2: Partial Chamber Replacement + Full Chamber Lining

Option 3: Full Chamber Replacement + Full Chamber Lining

Option 4: Chamber elimination and abandonment

As part of this tender, work will be undertaken using a variety of the above noted rehabilitation options (options 1, 2, and 3) in order to be as cost effective as possible in completing the required work. Option 4 was not considered as there would be too great of a risk to leave the existing deteriorated infrastructure in the ground.

As proposed in the initial rehabilitation project, the lining of the maintenance holes will protect the pre-cast concrete from the dire effects of the hydrogen sulfide gas. After the structural repairs or replacements are completed according to options 1, 2, and 3, lining will then be undertaken in the maintenance holes to prevent this issue moving forward.

Risk Analysis:

The Ojibway trunk sewer runs parallel to Ojibway Parkway and services the industrial plants in the Sprucewood Avenue area between the parkway and the Detroit River, bringing effluent east to the Lou Romano Pollution Control Plant. If a maintenance hole were to collapse, it could block the trunk sewer. Businesses currently discharging into the sewer would have to stop discharging until a repair is completed creating some potential liability exposure for the City.

Climate Change Risks

Climate Change Mitigation:

N/A

Climate Change Adaptation:

N/A

Financial Matters:

Based on the low tender for the Ojibway Trunk Sewer Maintenance Hole Rehabilitation, the funds estimated to be required are as follows:

| EXPENSES | |
|---|-------------|
| Low Tenderer – Capital Sewer Services Inc. (including Contingency) | \$4,044,125 |
| Engineering – pre and post tendering (including design, survey, inspection, geomatics, CCTV and Geotechnical/Environmental Investigation) | \$404,412 |
| Non-Recoverable HST | \$71,177 |
| Miscellaneous (Advertising, Legal Searches, etc.) | \$30,000 |
| GROSS ESTIMATED PROJECT COSTS | \$4,549,714 |

An estimated total of \$4,549,714 in funding is required to complete this project.

Administration has reviewed existing capital projects in both the Public Works Operations and Engineering departments and have identified there were no available surpluses to transfer into the Ojibway Trunk Sewer Maintenance Hole Rehabilitation Project, with the exception of the Flood Abatement Measures Project.

Given the high priority of the Ojibway Trunk Sewer Maintenance Hole Rehabilitation work, Administration recommends funding this project with available, uncommitted funds in the Flood Abatement Measures Project. The current Flood Abatement Measures project has an available balance of approximately \$5,500,000 as at December 31, 2022, with total approved in principle funding of \$40,514,750 earmarked for this project in years 2023 to 2031 in the current 10-year capital budget. While available funds in the Flood Abatement Measures Project were incorporated into the current 10-year plan for the project, Administration has re-evaluated and re-prioritized the 10-year plan to incorporate this work on Ojibway. If there is a need to conduct 2023 work under the Flood Abatement Measures Project that exceeds the allotted 2023 budget approval, a request will be submitted to Council to pre-commit funds from future years as required.

Administration recommends that \$4,550,000.00 be transferred from the Flood Abatement Measures Project 7169001 to the Ojibway Trunk Sewer Maintenance Hole Rehabilitation Project 7223005 to fund this work.

Consultations:

Natasha Gabbana, Senior Manager of Asset Planning

Cindy Becker, Financial Planning Administrator – Public Works Operations

Conclusion:

The rehabilitation of 16 Ojibway trunk sewer maintenance holes by the methods proposed by Andrews.engineer is necessary work in order to protect the long-term integrity of the Ojibway trunk sewer. Administration recommends the award of tender 159-22 to Capital Sewer Services Inc., as well as the transfer of \$4,550,000.00 in funding from the Flood Abatement Measures Project 7169001 to the Ojibway Trunk Sewer Maintenance Hold Rehabilitation Project 7223005. The work under tender 159-22 is anticipated to be undertaken during the upcoming 2023 construction season.

Planning Act Matters:

N/A

Approvals:

| Name | Title |
|--------------------|---|
| Andrew Lewis | Coordinator, Right of Way & Field Services |
| Chris Nepszy | Commissioner, Infrastructure Services |
| Shelby Askin Hager | Commissioner, Legal & Legislative Services |
| Joe Mancina | Commissioner, Corporate Services CFO/City Treasurer |
| Onorio Colucci | Chief Administrative Officer |

Notifications:

| Name | Address | Email |
|------|---------|-------|
| | | |

Appendices:

Capital Sewer Services Inc 31 Keyes Crescent Woodbridge, ON L4H 4V6 (905) 266-1500



CHANGE ORDER REQUEST

| PRC | DJECT NAME | | Change Order Request DATE OF REQUEST | | | | |
|---|--------------------|---------------|--------------------------------------|--------------------|-----------------|--|--|
| 159-22 Ojibway Manhole Rehab Project | | | 002 | 11/03/2023 | | | |
| PRC | DJECT LOCATION | | | CONTRACT NO. | DRAWING ID/SPEC | | |
| Windsor | | | | 159-22 | XX | | |
| | CHANGE ORDER REQ | UEST SUBJECT | | SECTION(S) REF | RENCED | | |
| Additional Costs due to Delayed Commencement Date | | | | | | | |
| | CHANGE IN (| COST | | CHANGE IN | TIME | | |
| | | | | NO CHANGE | | | |
| | CHANGE IN COST TBD | | X CHANGE IN TIME TBD | | | | |
| Х | INCREASE IN COST | \$ 573,623.83 | | INCREASE IN TIME # | of Days = | | |
| | DECREASE IN COST | \$ | | DECREASE IN TIME # | of Days = | | |

CHANGE ORDER REQUEST RATIONALE

Capital Sewer Services is writing to formally request a change order for the Ojibway Manhole Rehab Project, which was originally scheduled to commence in April 2023. The Project has now been tentatively rescheduled to start in April 2024. This delay has been caused by circumstances beyond our control, specifically, the City of Windsor's effort to acquire a necessary MTO permit that was not available at the time of tender and award, as well as a desire to avoid complexity and costing associated with completing winter work.

The purpose of this change order request is to address the additional costs that Capital will incur due to this delay, which can be attributed to:

- Increases in subcontractor pricing.
- Increases in supplier / supplied material costs.
- Increases in project burden costs.
- Material, equipment & labour Increases.

Increases in Subcontractor Pricing.

Capital Sewer Services has obtained updated pricing and quotation information from the subcontractors required to complete work on the Project. Original pricing was obtained December 2022 with the expected commencement date of April 2023. Updated pricing has been obtained for a revised start date of April 2024. Subcontractor costing has increased by \$337,409.04 – from Dec 9, 2022, to Nov 2, 2023. Discussions with the entities in questions have resulted in rationale consistent with what is being seen market wide, including, but not limited to:

- Increased market demand
- Substantial inflationary pressures
- Supply chain disruptions & logistical challenges
- Increases in regulatory and compliance spending

Additionally, CSS is requesting a 15% administration and handling fee to be applied for a total of: \$50,611.36.

This brings the total value of the required subcontractor increase in price to \$388,020.40.

Increases in Supplier Costs - Warren Epoxy

CSS has evaluated the relevant equipment and material requirements to successfully complete the Project. Fluctuations in commodity pricing, currency exchange rates, and ongoing risks relating to supply chain constraints. While we have diligently worked to mitigate these rising costs through various strategies, including negotiating contracts and seeking alternative sourcing options, the prevailing economic conditions have made it challenging to entirely offset these inflation-induced cost escalations. CSS has negotiated with its suppliers to obtain a revised material cost. The increase in material cost is \$53,187.94.

Additionally, CSS is requesting a 15% administration and handling fee to be for a total of \$7,978.19.

This brings the total value of the required supplier cost increase to \$61,166.13.

Part A - Project Burden Increases

Increases in labour expenses are seen industry wide and beyond, stemming from the changing dynamics of an employee driven job market. Increases in the demand for skilled labour, as well as inflationary pressures resulting from fiscal policy changes have increased labour rates substantially. CSS has specified the total burden costs associated with Part A – Maintenance Hole Items – of the Project, and determined that the above-mentioned factors have resulted in a 7.7% increase vs. Dec 2022.

This burden increase has a total value of \$17,325.63.

Part B - Material, Equipment & Labour Increases

CSS has thoroughly assessed the requirements to fulfill contract items relevant to Part B – General and Restoration Items. In addition to the surges in labour expenses relevant to these items, there are also prevailing industry wide escalations in material and equipment costs. When all cost increases are considered, a total increase of 7.5% across Part B pay items. These increments spotlight the complexities faced in managing project costs, underscoring the necessity for the strategic evaluation and analysis that has been completed to mitigate these increases on the project's bottom line.

These increases result in a total increase in value of: \$107,112.30

Summary

The below table summarizes the increases requested across each of the key categories described above.

The total increase requested by CSS resulting from the delayed project commencement date is: \$573,623.83.

*Please note, provided quotations have been appended to this change order for your review and reference.

| Item | Increase | |
|--|---------------|--|
| Subcontractor | \$ 337,409.04 | |
| Admin & Handling (15%) | \$ 50,611.36 | |
| Sub-Total | \$ 388,020.40 | |
| Supplier | \$ 53,187.94 | |
| Admin & Handling (15%) | \$ 7,978.19 | |
| Sub-Total | \$ 61,166.13 | |
| Part A - Project Burden Increase | \$ 17,325.00 | |
| Part B – Material, Equipment & Labour Increase | \$ 107,112.30 | |
| Total | \$ 573,623.83 | |

| NAME OF REQUESTING PARTY | SIGNATURE | DATE OF REQUEST |
|--------------------------|-----------|-----------------|
| Capital Sewer Services | 3 | 11/03/2023 |

| RESPONSE | | |
|--------------------------|-----------|------------------|
| | | |
| NAME OF RESPONDING PARTY | SIGNATURE | DATE OF RESPONSE |
| | | |
| | | |



Tender No. 159-22 - Ojibway Parkway - Maintenance Hole Rehabiliation

Submission Date - Dec. 12th 2022 (Valid for 90 days)

| | n Date - Dec. 12th 2022 (Valid for 90 days) | | Depth to Rim | Base Diameter | Surface | Cost per |
|------|--|---------|--------------|---------------|-----------|------------------|
| Item | Manhole ID | МН Туре | (m) | (m) | Area (m2) | Manhole |
| | MH repair and rehabilitation of 8S1435, including partial replacement of maintenance hole adjustment units, transition slab and grouting of annular space for existing sewer branch connection | 2 | 9.76 | 2.4 | 73.6 | \$ 101,346.43 |
| 2 | MH repair and rehabilitation of 8S1436 | 1 | 3.63 | 1.2 | 13.7 | \$ 25,866.31 |
| 4 | MH 8S3997 full chamber surface preparation and relining | 3 | 5.89 | 1.8 | 33.3 | \$ 92,645.77 |
| 4.1 | MH 8S3997 - Scenario 1 repair of transition slab (if 10% Steel Loss is encountered) | 3 | 5.89 | 1.8 | 33.3 | \$ 38,200.00 |
| 4.2 | MH 8S3997 - Scenario 2 repair of transition slab (if 30% Steel Loss is encountered) | 3 | 5.89 | 1.8 | 33.3 | \$ 46,300.00 |
| 5 | MH 8S3998 full chamber surface preparation and relining | 3 | 5.82 | 2.4 | 43.9 | \$ 104,457.94 |
| 5.1 | MH 8S3998 - Scenario 1 repair of transition slab (if 10% Steel Loss is encountered) | 3 | 5.82 | 2.4 | 43.9 | \$ 54,100.00 |
| 5.2 | MH 8S3998 - Scenario 2 repair of transition slab (if 30% Steel Loss is encountered) | 3 | 5.82 | 2.4 | 43.9 | \$ 75,900.00 |
| 6 | MH 8S1088 full chamber surface preparation and relining | 3 | 4.72 | 1.5 | 22.2 | \$ 103,588.21 |
| 6.1 | MH 8S1088 - Scenario 1 repair of transition slab (if 10% Steel Loss is encountered) | 3 | 4.72 | 1.5 | 22.2 | \$ 38,145.00 |
| 6.2 | MH 8S1088 - Scenario 2 repair of transition slab (if 30% Steel Loss is encountered) | 3 | 4.72 | 1.5 | 22.2 | \$ 46,580.00 |
| 7 | MH 8S4218 full chamber surface preparation and relining | 4 | 5.9 | 1.5 | 27.8 | \$ 119,258.11 |
| 7.1 | MH 8S4218 - Scenario 1 repair of transition slab (if 10% Steel Loss is encountered) | 4 | 5.9 | 1.5 | 27.8 | \$ 44,890.00 |
| 7.2 | MH 8S4218 - Scenario 2 repair of transition slab (if 30% Steel Loss is encountered) | 4 | 5.9 | 1.5 | 27.8 | \$ 54,200.00 |
| 9 | MH repair and rehabilitation of 8S3948 | 2 | 2.65 | 1.5 | 12.5 | \$ 29,821.33 |
| 10 | MH repair and rehabilitation of 8S1103 | 1 | 2.72 | 1.5 | 12.8 | \$ 28,789.66 |
| 11 | MH repair and rehabilitation of 8S1104 | 1 | 2.6 | 1.5 | 12.2 | \$ 31,761.01 |
| 12 | MH repair and rehabilitation of 8S1105 | 1 | 2.53 | 1.5 | 11.9 | \$ 28,554.88 |
| 13 | MH repair and rehabilitation of 8S4002 | 1 | 2.51 | 1.5 | 11.8 | \$ 28,236.77 |
| 14 | MH repair and rehabilitation of 8S1106 | 1 | 2.14 | 1.5 | 10.1 | \$ 29,789.44 |
| 15 | MH repair and rehabilitation of 8S2005 | 2 | 1.79 | 1.2 | 6.7 | \$ 22,891.55 |
| 16 | MH repair and rehabilitation of 8S2003 | 2 | 1.72 | 1.2 | 6.5 | \$ 21,568.33 |

\$ 1,166,890.74



Tender No. 159-22 - Ojibway Parkway - Maintenance Hole Rehabiliation

Submission Date - October 31st, 2023 (Valid until April 30th 2024)

| | Totale - October 313t, 2023 (Valid until April 30th 2024) | | Depth to Rim | Base Diameter | Surface | Cost per |
|------|---|---------|--------------|---------------|-----------|------------------|
| Item | Manhole ID | МН Туре | (m) | (m) | Area (m2) | Manhole |
| 1 | MH repair and rehabilitation of 8S1435, including partial replacement of maintenance ho | 2 | 9.76 | 2.4 | 73.6 | \$ 135,487.88 |
| 2 | MH repair and rehabilitation of 8S1436 | 1 | 3.63 | 1.2 | 13.7 | \$ 39,556.47 |
| 4 | MH 8S3997 full chamber surface preparation and relining | 3 | 5.89 | 1.8 | 33.3 | \$ 121,876.51 |
| 4.1 | MH 8S3997 - Scenario 1 repair of transition slab (if 10% Steel Loss is encountered) | 3 | 5.89 | 1.8 | 33.3 | \$ 44,600.00 |
| 4.2 | MH 8S3997 - Scenario 2 repair of transition slab (if 30% Steel Loss is encountered) | 3 | 5.89 | 1.8 | 33.3 | \$ 55,250.00 |
| 5 | MH 8S3998 full chamber surface preparation and relining | 3 | 5.82 | 2.4 | 43.9 | \$ 137,251.44 |
| 5.1 | MH 8S3998 - Scenario 1 repair of transition slab (if 10% Steel Loss is encountered) | 3 | 5.82 | 2.4 | 43.9 | \$ 62,540.00 |
| 5.2 | MH 8S3998 - Scenario 2 repair of transition slab (if 30% Steel Loss is encountered) | 3 | 5.82 | 2.4 | 43.9 | \$ 84,900.00 |
| 6 | MH 8S1088 full chamber surface preparation and relining | 3 | 4.72 | 1.5 | 22.2 | \$ 138,566.55 |
| 6.1 | MH 8S1088 - Scenario 1 repair of transition slab (if 10% Steel Loss is encountered) | 3 | 4.72 | 1.5 | 22.2 | \$ 46,250.00 |
| 6.2 | MH 8S1088 - Scenario 2 repair of transition slab (if 30% Steel Loss is encountered) | 3 | 4.72 | 1.5 | 22.2 | \$ 57,100.00 |
| 7 | MH 8S4218 full chamber surface preparation and relining | 4 | 5.9 | 1.5 | 27.8 | \$ 142,861.43 |
| 7.1 | MH 8S4218 - Scenario 1 repair of transition slab (if 10% Steel Loss is encountered) | 4 | 5.9 | 1.5 | 27.8 | \$ 53,190.00 |
| 7.2 | MH 8S4218 - Scenario 2 repair of transition slab (if 30% Steel Loss is encountered) | 4 | 5.9 | 1.5 | 27.8 | \$ 62,560.00 |
| 9 | MH repair and rehabilitation of 8S3948 | 2 | 2.65 | 1.5 | 12.5 | \$ 41,567.21 |
| 10 | MH repair and rehabilitation of 8S1103 | 1 | 2.72 | 1.5 | 12.8 | \$ 42,128.73 |
| 11 | MH repair and rehabilitation of 8S1104 | 1 | 2.6 | 1.5 | 12.2 | \$ 45,921.49 |
| 12 | MH repair and rehabilitation of 8S1105 | 1 | 2.53 | 1.5 | 11.9 | \$ 42,304.80 |
| 13 | MH repair and rehabilitation of 8S4002 | 1 | 2.51 | 1.5 | 11.8 | \$ 42,771.18 |
| 14 | MH repair and rehabilitation of 8S1106 | 1 | 2.14 | 1.5 | 10.1 | \$ 42,789.19 |
| 15 | MH repair and rehabilitation of 8S2005 | 2 | 1.79 | 1.2 | 6.7 | \$ 32,987.94 |
| 16 | MH repair and rehabilitation of 8S2003 | 2 | 1.72 | 1.2 | 6.5 | \$ 31,838.96 |

\$ 1,504,299.78



December 9th, 2022

Mr. Tyler Leeming Capital Sewer Services 31 Keyes Court Woodbridge, ON L4H 4V6

Re: City of Windsor RFT 159-22 - Ojibway Manhole Rehabilitation

Mr. Leeming,

Warren Environmental pricing for the (6) kits of 301-14-3 required for the (15) Manholes and (1) New Chamber for this project is:

(6) Kits (150 gallons each) - \$ 225,854.26 Estimated Freight - \$ 6,000.00

Please feel free to give me a call with any questions.

Sincerely,

Brian Brandstetter

President, Warren Environmental & Coatings, LLC



November 2, 2023

Mr. Tyler Leeming Capital Sewer Services 31 Keyes Court Woodbridge, ON L4H 4V6

Re: City of Windsor RFT 159-22 - Ojibway Manhole Rehabilitation

Mr. Leeming,

Warren Environmental pricing for the (6) kits of 301-14-3 required for the (15) Manholes and (1) New Chamber for this project is:

(6) Kits (150 gallons each) - \$ 275,542.20 Estimated Freight - \$ 9,500.00

This pricing is based on guaranteeing it thru 04/30/2024

Please feel free to give me a call with any questions.

Sincerely,

Brian Brandstetter

President, Warren Environmental & Coatings, LLC



Council Report: C 43/2024

Subject: Retention and Employee Experience Project – City Wide

Reference:

Date to Council: April 22, 2024 Author: Dana Paladino Acting Commissioner, Corporate Services 519-255-6100 ext 1845 dpaladino@citywindsor.ca

Marco Aquino Manager of Administration 519-255-6100 ext 6477 maquino@citywindsor.ca

Report Date: April 5, 2024

Clerk's File #: AS2024 & AF/14585

To: Mayor and Members of City Council

Recommendation:

THAT Council **RECEIVE** the Human Resources report entitled "Retention and Employee Experience Project" for information; and further,

THAT Council **SUPPORT** the Implementation Plan developed as part of the Retention and Employee Experience Project; and whereas,

On February 2, 2024 the 2024 Operating and 10 Year capital plan was approved via Mayoral Decision MD05-2024 and subsequently additional funding is required to support the Implementation Plan as presented, be it further resolved:

THAT the 2024 Operating impact on the Human Resources department, at a cost of \$237,000 be funded by way of a transfer from the Budget Stabilization Reserve (Fund 139) and further;

THAT the City Treasurer **BE DIRECTED** to identify the annualized operating cost as part of the 2025 Operating Budget; and further,

THAT the City Treasurer **BE DIRECTED** to establish a capital project (Employee Retention and Employee Experience) for purposes of tracking and monitoring expenditures related to the Implementation Plan; and further,

THAT City Council **SUPPORT** expenditures of up to \$500,000 to address the immediate needs with funding to be provided by way of a transfer from the Pay As You Go (PAYG) Reserve (Fund 169); and further,

THAT the Commissioner of Corporate Services **BE AUTHORIZED** to take any such actions as required to bring effect to these resolutions, and the Implementation Plan, within existing funding; and further,

THAT Council **PRE-APPROVE** and **AWARD** any procurement(s) necessary to carry out the Implementation Plan, provided that the procurement(s) are within approved budget amounts, pursuant to the Purchasing By-Law 93-2012 and amendments thereto; satisfactory in financial content to the City Treasurer and in technical content to the Executive Director of Human Resources or designates; and further,

THAT the Chief Administrative Officer and City Clerk or their designates **BE AUTHORIZED** to take any such action required to effect the recommendations noted above and sign any required agreements and additional documents, provided they are satisfactory in form to the City Solicitor, in financial content to the City Treasurer, and in technical content to the Commissioner of Corporate Services.

Executive Summary:

PwC was engaged to help the City identify action items that will help to improve employee experience and assist with employee retention. PwC undertook extensive employee consultation, reviewed existing documentation, and made a number of key findings. Based on those findings, PwC developed a number of recommendations, and together with Administration, developed an implementation roadmap setting out short term, medium term, and longer term activities. A number of the activities are already underway, with many to follow in the coming months and years ahead. It is the expectation of Administration that these various initiatives, both those currently underway and the future activities outlined in the roadmap, will serve as a catalyst to continue moving the employee experience in a positive direction, and assist with recognizing the City as an employer of choice.

Background:

The challenge of recruiting and retaining talented employees is not new, nor is it isolated to the Corporation of the City of Windsor. Over the past 10 years or so, with mass retirements of the Baby Boomer generation, both municipalities and the private sector have had to prepare for the impact this has on the workforce. In 2018, employee "attraction and retention" was deemed to be a "significant" corporate risk, as assessed by the Corporate Leadership Team in its semi-annual Enterprise Risk Assessment. This was exacerbated by a number of Windsor-specific circumstances, as well as the pandemic. The following are a few of the challenges the City has realized in the recent past:

- With rapid economic growth and the building boom, areas like Economic Development, Planning, and the Building Departments, as well as the departments that support them, have all been under increased strain.
- The pandemic resulted in burnout, vacancies, transfers, and retirements.
- The forced shift to remote work that the pandemic brought upon us also resulted in a wider employee competition pool. The City has lost a number of

- employees both to neighbouring municipalities, but even farther to municipalities across Ontario that allow for remote work.
- Losing staff to the private sector has also been a growing concern as the private sector has continued to actively compete for and attract new talent. Public sector wages have generally not kept pace with private sector wages, making it very difficult to recruit and retain for positions with strong private sector competition for qualified employees. Moreover, the increased public scrutiny faced by municipal employees may also be a factor whereby employees may favour working in the private sector.
- The elimination of post-retirement benefits in contrast to improved private sector benefit packages have further weakened the attractiveness of municipal jobs.
- The demographics of the workforce have changed, and pensions and benefits, which were historically viewed as attractive value propositions for municipal employees are no longer valued in the same way. The workforce now places a premium on work-life balance and higher pay.

In response to these challenges, the City enhanced or developed a number of programs, including:

- Succession Planning Program
- Talent Management Program
- Corporate Coaching Program
- Corporate Training and Development/Educational Assistance
- Apprenticeship Program
- Windsor Workplace Wellness Program
- Employee Family Assistance Program
- Student Internship/Co-Op/Lottery Programs
- Hybrid Work Program
- Disconnecting from Work Procedure
- Over Compliment Procedure
- Salary Compression Procedure
- Step Progression Procedure for NU employees

A report describing many of these initiatives was presented to Council on July 25, 2022. As part of that report, it was noted that while the various initiatives have helped, the increasingly challenging labour climate required additional strategies and a targeted approach. It was recommended that a longer-term strategy be put in place to address the City's recruitment and retention challenges. As a result, Council approved the hiring of a Human Resources Retention Specialist to review current recruitment and retention practices, recommend actions, and develop a strategy and implementation plan for the short, medium, and long term (CR336/2022).

In the fall of 2022, an RFP was issued to hire a Human Resources Retention Specialist to review current recruitment and retention practices, identify gaps and/or opportunities, recommend actions, and develop a strategy and implementation plan. There were initially no responses to the RFP, and as a result, the City was able to sole source a

consultant. As part of the process of sole sourcing, Administration reached out to various potential candidates and questioned why they did not bid on the RFP. While there were various reasons, one common theme that emerged is that recruitment is very different from retention, and that to address the concerns with which the City was presented would require the expertise of those who focus on retention. As explained by various experts consulted, when employees are satisfied such that they stay with an employer, that makes the employer attractive to prospective employees and assists with recruitment. Based on those discussions, the focus of the deliverables shifted to retention and employee experience, which will ultimately assist with recruitment.

PricewaterhouseCoopers (PwC) was ultimately chosen to undertake the work to better position the City to successfully retain top talent, optimize employee experience, and mitigate labour market challenges. PwC's approach to this engagement was to heavily engage staff to get a true understanding of employee sentiment, reasons for attrition, and of the City's cultural traits.

Discussion:

In the spring of 2023, PwC kicked off the Retention and Employee Experience engagement. The project timeline was completed over four phases, where PwC completed a current state assessment, leveraged past reports, held stakeholder interviews and focus groups and facilitated an online survey to broaden the understanding of the current state across all levels and departments. Their approach included:

- 14 interviews with the CLT, SMT, and the presidents of CUPE Local 543, CUPE Local 82, and CANUE;
- 7 Focus Group interviews consisting of 49 employees that included front line staff, supervisors, and managers;
- Corporate Wide Survey (the "Survey"), where **890 responses** from employees and leaders across the organization were received.
- Review of corporate policies and procedures, as well as an informal survey conducted by Local 82.

Once this information was gathered, it painted a clearer picture of what employees valued in an employer, and their sentiments about the City as an employer. PwC extracted key insights and emergent themes to prepare a current state assessment. This was summarized in a report entitled "Key Findings", which is attached hereto at **Appendix A**.

From there, PwC identified gaps between what employees are looking for in a place to work, and what the City provides. Based on this information, PwC was then able to identify areas of opportunity to better meet employee needs, and make several recommendations. Those recommendations were used to develop an implementation roadmap consisting of tangible activities with associated implementation information (prerequisites, dependencies, suggested resources/roles, estimated timeline, success

metrics, and other considerations). The Implementation Roadmap is attached hereto at **Appendix B**.

Key Findings

In their report, PwC highlighted some strengths regarding the City's existing processes:

- Robust catalog of training programs and learning opportunities
- Innovative approach of partnering with educational institution to offer leadership training
- Well-defined talent management programme outlining the key procedures, processes, and roles and responsibilities
- Wellness resources available to staff including fitness membership discounts, counseling, and wellness initiatives throughout the calendar year
- Communication within departments seems to be efficient and effective

However, the focus of PwC's findings centred around employee feedback and employee perceptions. Positive employee initiatives like the strengths noted above are of limited value if they are not known, trusted, and utilized by staff.

It was imperative in this engagement that staff felt they could speak candidly and were heard. Although the project was initiated by HR working with PwC, it was truly a corporate initiative that belonged to the employees.

Generally speaking, in hearing from employees, PwC heard both positive and negative feedback. A wide range of questions were asked, and a wide range of responses were received. While not an exhaustive list, a few themes emerged, and highlights of what employees reported were as follows:

• Employee sentiments in satisfaction of employee experience

- Employees enjoy the work they do (80% of employees Surveyed and focus group discussion);
- They are comfortable sharing opinions with teammates and leaders (69% of employees Surveyed)
- They feel supported by their managers (66% of employees Surveyed)
- Employees are open to change and want to contribute to make the City a great place to work (based on focus group discussion)
- Employees are seeing the value in some of the current talent management programs in place (based on focus group discussion)

- The sense of purpose serving the community is a distinctive employee value proposition that makes employees want to stay (based on focus group discussion)

• Employee sentiments in dissatisfaction of employee experience

- Competitiveness of base pay to similar positions in other companies (77% of employees Surveyed and focus group discussion)
- Prioritization of employee well-being (70% of employees Surveyed and focus group discussion)
- Workload management (61% of employees Surveyed and based on focus group discussion)
- Being rewarded and recognized for their work (59% of employees Surveyed and based on focus group discussion)
- Knowledge transfer and training for new hires (based on focus group discussion)
- Constrained career advancement opportunities (based on focus group discussion)
- Need for better employer brand (based on focus group discussion)
- Clarity and fairness around advancement opportunities (based on focus group discussion)

These are some high level generalizations. However, PwC reviewed all the survey data, along with all other documentation provided, and considered that in light of the information received from the focus groups and interviews. For complete survey results and PwC's findings, refer to **Appendix A**.

Based on all information gathered, PwC was able to draw a number of insights that they summarized into key themes and associated enabling factors. These themes/enabling factors form the basis for developing an action plan for meaningful change. The themes and enabling factors are as follows:

• Culture – The City can benefit from creating a more unified vision and goal so that employees are more invested in strategic direction. Given competing priorities, communication from senior leadership can be challenging, but it is important so that everyone throughout the corporation knows the corporate goals, and how their work supports those goals. This also extends cross functionally, as different departments have different sub-cultures. Other cultural improvement opportunities relate to discipline. Leading with empathy and practicing active listening are tools that can be used prior to discipline to reduce employee fear of taking informed risks or fear of unwanted consequences. Lastly, despite current processes in place to encourage fairness and equity in hiring, some employees still perceive inequity in hiring practices. This underscores the importance of transparency, communication, and process consistency so that any suspicions can be eased.

- Leadership The City's leadership training is of value, but there is an opportunity to assess leadership effectiveness to align with the cultural shift. Employees who perceive leaders as open and transparent, active listeners, empathetic, fair, and equitable are more likely to feel valued and supported. Fear-based and authoritarian leadership suppresses employee contribution and does not foster employee empowerment. More leadership development can enable leaders to build motivation, inspiration, pride, inclusion, and trust in employees.
- Talent and Career Development Opportunities While the City's investment in training is noted, employees are not always aware of how training can assist them with their career and note limited upward mobility, and there is growing frustration with wait lists to get into workshops. Not all employees are aware of career opportunities and become disengaged when opportunities arise and the selection process is perceived as biased, non-transparent, or not communicated. Some employees expressed frustration with union requirements that prevent jobs to be offered on the basis of educational requirements OR years of experience, as it puts too much focus on a specific degree/diploma. Promoting engagement and increased communication is a way to keep employee cynicism at bay.
- Diversity, Equity & Inclusion (DE&I) Lack of transparency and communication can lead to feelings of inequity amongst employees. The employee perceptions reported to PwC centred around inequity between men and women, despite considerable progress the City has made in advancing women within the workplace. A focus on DE&I and putting business leaders at the core of DE&I efforts will strengthen inclusive leadership.
- Recognition and Reward Employees are more motivated when they are given
 the opportunity to satisfy higher needs, such as accomplishment, competence,
 fulfillment, and self-determination. While there are formal ways that the Corporation
 addresses financial recognition (ex. salary market review, labour negotiations), there
 is an opportunity to focus on non-financial recognition. Recognition and reward help
 employees feel respected and appreciated, and can be similarly meaningful and
 motivating to financial recognition.
- Workplace Flexibility Despite some investments in the City's Workplace Wellness Program, participation and involvement in the program can be strengthened. Some employees reported burnout, believing that the talk around employee wellness is discordant from the walk. Notably, improvements around culture, leadership, and other factors can help address root causes of burnout, as can a shift in organizational systems to redesign work.
- Enabling factors: HR Processes and Technology investment in HR processes around talent acquisition, onboarding, and labour relations will allow for better employee experience and retention by increasing confidence and trust in HR's ability to provide the support employees need. Investment in technology and automation of processes can help streamline work in HR, and across the organization generally, to strengthen efficiencies. Additional resources in HR to assist with ongoing growing demands will also strengthen the overall employee experience as employees will get the required assistance in a timely basis. Employees are looking for modernization

to enhance productivity, increase knowledge sharing/communication, improve flexibility, and make data-driven decisions.

Implementation Roadmap

At the conclusion of their review, PwC developed 19 strategic objectives and 62 detailed action items aligned with the themes noted above. Those 62 action items were then reviewed with Administration to determine what action items were already underway, and to assign timelines to those that had yet to be started. The expectation is that implementation of these action items will increase employee value proposition and increase employee retention. Page 13 of **Appendix B** includes a cluster roadmap, outlining the various action items to be undertaken in the short term, medium term, and long term.

Administration is recommending the following three projects to be commenced in short order that will encompass the majority of the short to medium term action items that are not already under way. Specifically, these larger projects should address action items 1.1, 1.2, 2.1, 2.2, 2.3, 9.1, 9.2, 10.1-10.3, 11.1, and 11.2. These projects are as follows:

- Vision Statement and North Star Project A North Star is an overarching, aspirational goal or guiding principle that aligns and directs the organization's strategy and decisions towards its ultimate vision and purpose. To foster employee buy-in and a better understanding of business imperatives, it is important for employees to know the overall vision, mission, and values of the Corporation so that there is a clear understanding of the strategic direction and what employees are working towards. This project will include the development of a vision and mission statement based on strategic objectives, and a campaign to communicate that to employees. The results of this project form the foundational pieces in developing a culture that fosters, amongst other things, a clear and shared goal.
- Leadership Assessment and Career Development Consulting PwC identified a number of objectives relating to leadership and career development. They include strengthening leadership development programs to build motivation, pride, trust, and inclusion in employees, providing more equitable opportunities in talent and career development, enhancing individual growth through effective career pathways, and embracing and prioritizing skills and competencies to enhance internal talent mobility. By working with an external consultant(s), Administration is looking to undertake the following tasks in the short to medium term:
 - Conduct a leadership assessment to evaluate current leadership capabilities and traits, identify improvement opportunities, assess effectiveness of current leadership development training, and refresh/refine as needed:
 - Establish a career path framework and strategy and implement learning pathways to support career trajectories;

- Review current process of talent and career development programs to identify gaps and improve communication and transparency;
- Identify current skills and future skills needs, identify the current gap, and create skills-based pathways for talent development and redeployment.

By working with an external consultant(s), Administration will also seek tools that can be applied by internal staff going forward so that the institutional resources are gained to assist employees with leadership and career development goals on a go-forward basis.

Psychological Health & Safety – Throughout the Implementation Plan, there are a number of activities that relate to psychological safety. This is imbedded in the recommended activities around leadership development, DEI and inclusive practices, identifying burnout, and the launching of a safety communications campaign. PwC Psychological Safety as an environment or setting where individuals feel comfortable, accepted, and empowered to express themselves, take risks, and contribute without fear of negative consequences. The foundational pieces of this project have already been completed, as described in the next section of this report, but it is now time to embark on the next steps by allocating required funding and launching the initiative. The planned work includes a number of training sessions for leaders to obtain a Psychological Health & Safety Certificate as well as a series of e-learning courses for all staff focusing on mental health, enhancing psychological health, wellness and resilience, and mental health as it relates to diversity, equity, and inclusion.

While these projects only touch on some of the recommendations in the Implementation Roadmap, it is important to consider them in light of the number of initiatives that are ongoing and will continue simultaneously as these projects are rolled out.

What Is Already Underway?

The timelines outlined by PwC were estimates based on the effort involved and available resources. Meeting the timelines will be dependent upon resourcing. However, Administration already has some key initiatives underway:

• 2.3 Design and develop leadership program focused on psychological safety, consider partnership with 3rd party vendor; 7.1 Launch psychological safety communication and awareness campaign to drive awareness on the importance of psychological safety and its alignment to the city's values – The Health, Safety and Wellness Division, along with Corporate Training, have been working on the development of a program that includes a focus on a psychologically healthy and safe workplace that promotes workers' psychological well-being and actively works to prevent harm to worker psychological health including negligent, reckless or intentional ways. It is about considering the impact of workplace processes, policies and interactions on the psychological health and safety of all

workers. The goal is to build an ongoing and flexible framework that is built over time and integrated into how business is done and work is carried out. Essentially there are 13 factors to consider, some of which have been implemented within the corporation and others that need to be improved upon. A 3rd party company has provided HR with the concepts to move forward, starting with workshops and sessions to equip leaders with the health, business, and legal imperatives for implementing the standards and is ready for roll out once a funding source is available.

- 3.1 Conduct a thorough culture assessment to understand the culture traits and alignment with the City's vision and strategy A consultant has recently been engaged to conduct a workplace assessment. The purpose of this assessment is to identify where cultural shift is required and how to do so. The consultant proposes to conduct a workplace assessment by means of surveys, reviews and discussions to address concerns about employee well-being and its relationship to organizational success. The aim is to identify the scale and source of employees' concerns in relation to harassment, discrimination, misconduct and interpersonal conflict and provide concrete recommendations to target and improve these aspects of their work at the City.
- 4.1 Conduct a DEI training needs assessment and establish DEI training initiatives; 4.2 Design and rollout inclusive leadership training and toolkit to equip leaders with necessary DEI resources; 8.1 Review existing DEI initiatives document established in 2018. Check for relevance, gaps, current state of implementation; 8.2 Based on results of document review, develop renewed DEI strategy and roadmap – Work relating specifically to Accessibility has been ongoing for many years within the HR department, and the Corporation has demonstrated a strong commitment in this area as we continue to meet our However, as part of a recent corporate remediation and reporting targets. reorganization and facilitated through the 2024 budget (Budget Issue 2024-0258), a new department is being established that will be devoted to Equity, Diversity, and Inclusion ("EDI"). This department will develop a strategic roadmap, and focus on EDI training initiatives, identifying and reducing systemic barriers and inequities that may exist in the workplace, creating a more inclusive work culture, implementing foundational changes to policies, practices and accountability mechanisms, and engaging the community. The establishment of the department will be in a phased approach. The first step will be the recruitment of a leader for the area (Executive Director of Diversity, Equity & Inclusion) and the transfer of the Accessibility and Diversity Officer from the HR department to the EDI department. From there, the goal is for the department to expand to include specialists in key areas including Anti-racism/Anti Discrimination, Accessibility, Indigenous Relations, and Diversity Once this department is established, there will be dedicated and Inclusion. resources to carry out PwC's recommendations in this area.
- 5.3 Assess opportunities to increase the flexibility of the 5% Rule for compensation of internal non-union hires The 5% rule is a mechanism that ensures that when a current employee is promoted into a new non union position in a higher pay grade, they will earn at least 5% more than their previous rate of pay by being slotted into the next closest step within the applicable pay band. This has

historically been non-negotiable, but created inequities when compared to the hiring of external candidates entering non union positions who are able to negotiate the step they start at (within the applicable pay band) on a one-time basis. recognition of this, HR developed a step progression procedure and form that allows for deviation from the 5% rule under certain defined and strict circumstances. In other words, depending on the work experience/education/life experiences of the employee, they may be able to start at the second or third step within the applicable pay band, even if the 5% rule would dictate otherwise. The practical implication is that an employee will be given recognition for what they are able to bring to the new position, and while they will progress through the steps quicker and reaching the top level in a shorter period of time, there will be short-term budgetary implications to this. This procedure was only recently implemented and is applicable only on a goforward basis. This will serve as a useful tool to ensure retention of existing staff within the corporation as they progress through their career path and serve to assist in combating the exodus of talent to other employers both in the public and private sector.

13.5 Use technology to reduce work volume and create capacity; Enabling Factors HR Processes and Technology Enablement – There has been a large momentum shift over the past several months within both the Human Resources Department and the IT department, with IT dedicating resources to move forward In addition to the IT Master Plan that was recently adopted by with automation. Council, IT has been working together with HR and the Perry Group on automating processes relative to employee experiences on recruitment and onboarding. The Perry Group mapped out the current recruitment and onboarding processes and developed an ideal "to-be" state. In its analysis, various bottlenecks were identified, and a short term action plan was developed to improve processes with the utilization of primarily existing software and resources. A longer term process improvement plan was also developed. Using the Perry Group's short term recommendations as a starting point, HR and IT are taking an agile approach and undertaking a number of "sprints" that will see tangible results throughout 2024. The deliverables will include a more seamless onboarding experience for new employees, by eliminating redundancies and manual processes within the HR and IT department for new hires. The ultimate result will be a shorter recruitment and onboarding period, increased capacity for staff, seamless employee experience and the establishment of more robust recruitment practice.

In addition to the work that the Perry Group is doing, HR has undertaken a reorganization over the past year, aligning business processes to allow for better sharing of information and focusing appropriate resources on business partner development. A pilot was launched in early 2023 that transitioned Human Resource Business Partners from a focus on talent acquisition to HR generalists and true HR partners for the lines of business they serve. Following a very successful three-month pilot, this was expanded corporate-wide. One of the main aspects of the pilot was giving managers across the corporation tools to run their own interviews, thereby creating internal capacity for HRBPs to focus on learning the operations and strategizing on departmental HR needs. This better utilizes the talents and time of the HRBPs, and is of better value to departments.

- HR, with the support of IT, continues to look at opportunities for synergies, possibilities for realignment, and ways to leverage technology to create capacity.
- 14.1 Through employee inputs, conduct evaluation of available mental resources to verify relevance and effectiveness of current health and wellness services; Through employee consultation, HR determined that employees were seeking an outlet for a confidante outside of a practitioner setting, and particularly someone with shared experience. A Peer Support Program is in the process of being developed, whereby staff seeking support will be matched up with an employee who has undergone similar trauma, and peer connections will be made. An RFP process was undertaken and the selection committee has recommended a proponent to move forward with a Peer Support Program for which funding has been allocated by City Council (CR208/2021).
- 14.2 Regularly revisit the plan that consistently promotes health and wellness programs (e.g. EAP/EFAP program, extended benefits) and events within the City, incorporating insights from pulse checks and surveys; 14.3 Integrate the use of gamification and incentives (e.g. additional paid day(s) off, etc.) to encourage participation in health and wellness initiatives, which are regularly communicated (e.g. via email communications from the CAO's office) - There are a number of wellness initiatives at the City that use gamification such as physical challenges in teams or individually, both amongst staff and departments, and incentives such as wellness days off and other prizes for participating in programs. These wellness initiatives are primarily promoted via email, dashboard, wellness kiosks, city circuit newsletters, and various committees. The Health Screening Forum and Flu Clinics continue to be very well received by the employees. Further, many Wellness Programs are held in a variety of sites to provide access for a broad spectrum of employees. However, both the Wellness Steering and Wellness Working committees continue to work with the union executive in an effort to ensure that wellness and other employee programs reach all employees. Just recently, discussions have been had to implement a mailing campaign so that employees and dependents are aware of our Wellness and EFAP programs. The work of the Wellness Committees has been showcased by wining outstanding Gold or Platinum awards for the last 15 years. Despite the numerous initiatives undertaken, the committees are always looking at ways to reach out to more employees through creative means.
- 15.1 Engage employees across the City to understand current recognition practices and assess the effectiveness; 15.2 Identify strengths and gaps between recognition desired and recognition received by employees within departments and across the organization In January 2022, the STAR Committee conducted a survey amongst employees of the Corporation; 491 responses were received. Based on the feedback received, the STAR Committee revamped the corporate employee recognition and appreciation program for the following year. From fostering a sense of camaraderie to recognizing and celebrating the hard work of staff, the STAR Committee was at the forefront of creating a positive and engaging workplace environment in 2023. Throughout the year, STAR had over 4000 interactions with employees through events, STAR Patrols, coffee

breaks, lunches with the CAO, giveaways, and a number of new initiatives that were introduced. The following are a few highlights from 2023:

- o The STAR Sponsorship initiative was introduced in January and allowed employees to submit ideas for departmental events that fostered recognition, appreciation or team building and be eligible for up to \$100 reimbursement from the STAR budget for expenses incurred.
- On a Positive Note was reintroduced and highlighted positive stories about employees across the Corporation.
- Each month, one employee was highlighted in STAR of the Month.
- o In February, STAR once again held its Valentine Card initiative that provided employees the opportunity to send a Valentine to their peers. Due to the popularity, the Committee introduced Gratitude Grams in November for Employee Appreciation Month. From these two initiatives over 800 grams were sent out to employees across the Corporation.
- STAR SharePoint was launched in August providing the Committee with more ways to reach employees and providing employees with a better way to learn about events and initiatives and to communicate with STAR.
- Online City of Windsor clothing store was launched in November. This
 initiative was launched to help promote pride in the workplace encouraging
 staff to proudly wear "City of Windsor" active gear.
- STAR Update, a monthly events e-newsletter, was redesigned and introduced as the STAR News Digest.
- Recognition Resources was developed to provide helpful tips and ideas to Managers and Supervisors for their staff.
- Numerous events hosted throughout the year.

With each event and initiative, participants are asked to fill out post event surveys to help the Committee gather information on what was liked most and what could be improved upon. The Committee reads through each submission and uses the comments and suggestions to improve future offerings.

Further to the STAR's initiatives, research is currently underway in the CAO's office to gather information from Senior Managers, Managers of Administration and Financial Planning to achieve a clear understanding of the different approaches and initiatives that are being undertaken to address employee appreciation within various departments and work areas of the Corporation. Determining the various methodologies that individual departments undertake to celebrate and demonstrate corporate appreciation to employees will help identify any gaps or inconsistencies across the corporation. Once this information is gathered, CLT will be examining ways to standardize this process and ensure appropriate recognition and appreciation practices are undertaken corporate-wide.

In addition to examining methods of non-monetary recognition, Administration has also undertaken a Salary Market Review from 2019-2022. This has been a highly anticipated review because of the duration of time that has passed and the changes in the labour market throughout that period. The extended duration of time for completion of the Salary Market Review is due to the unfortunate passing of the previous consultant. Given that the review was incomplete, a new consultant was hired to review those years, as well as the additional years that had passed. The results of the Salary Market Review are being brought forward to Council under a separate report currently council's direction is for NU employees to be compensated at the 50th percentile in wages relative to comparators. With 77% of employees surveyed noting base pay was not competitive, and the high employee turnover rates being experienced, the expectation of the employees is that the committee working on the Salary Market Review is requesting an amount greater than the 50th percentile. This is in an effort to retain employees who may look to go to the private sector, neighbouring municipalities or municipalities outside of the area who may now be allowing remote work and hence are more attractive to employees wishing to remain residents in the Windsor-Essex area but now able to seek out a broader range of choices for employment.

While not specifically aligning with a PwC recommendation, it is noteworthy that the Corporation continues to offer corporate coaching and allow for over-complement hiring to allow for succession planning.

As Administration progresses through the implementation roadmap, City Council will receive status updates, reporting on the progress of each initiative at the one-year, three-year, and five-year milestones.

Risk Analysis:

The repercussions of staff turnover are multifaceted and extend beyond the immediate personnel changes. High turnover results in higher recruitment costs, more demand within HR and operating departments, unavoidable overtime, burn-out of existing staff having to fill in the workload gaps, and the considerable time invested in onboarding and training new hires. Moreover, the higher the turnover, the higher the risk of losing the accumulated knowledge base. A critical piece influencing the overall risk landscape is the impact on employee experience, which serves as the foundational catalyst for engagement, job satisfaction, and enhanced productivity.

In a landscape where employers are competing for talent, it is important that the City be seen as an employer of choice so that it can secure high caliber employees to deliver services. Hiring a candidate only because they are the best available, or being unable to fill positions at all, is an imminent risk that a number of departments are facing. The City is at a critical point of unprecedented growth. Administration has, and will continue to play an integral role in shaping this transformation. The demands on staff are at a high point, and staff generally, are excited to take on these challenges and be part of the change. However, holistically, staff are also seeking more to balance out these demands. The recommendations and plan set out within this report are steps, that if taken, will foster employee satisfaction. Ultimately, a positive employee experience will garner a greater degree of employee attraction and retention, and mitigate any

reputational risk associated with high turnover, and ultimately result in better output for the City.

Climate Change Risks

N/A

Financial Matters:

Working with PwC, Administration has identified a series of actions and initiatives designed to enhance employee experience and bolster retention in the short, medium, and long term. High level cost estimates have been made for each high priority initiative that involve both operating and capital expenditures, whether in terms of product or service acquisition.

Operating Impacts

As detailed in the corresponding in-camera report, Administration has identified an operating impact to the Human Resources department, at a cost of \$237,000. Funding in 2024 will be provided by way of a transfer from the Budget Stabilization Reserve (Fund 139). Administration confirms there is sufficient funding available. Annualized funding will be brought forward as part of the 2025 Operating Budget development process.

Capital Impacts

Over the next five years, the following projects will be undertaken in addition to the ongoing work that has already been mentioned within this report:

- Vision Statement and North Star Project;
- Leadership Assessment and Career Development Consulting;
- Psychological Health & Safety;

It is estimated that \$500,000 will be required to carry out these projects, in addition to the culture assessment that is currently under way. This is primarily a high level estimate, as the bulk of it will be utilized toward leadership assessment and career development consulting, which is likely to span over a period of a few years and be broken down into a number of smaller components.

Administration is recommending that a capital project be established to monitor and track expenditures related to the above noted initiatives and that an amount up to \$500,000 be transferred from the PAYG Reserve as expenditures are incurred. There is sufficient funding available for this plan. Any further capital funds needed in future years to carry out the Implementation Roadmap will be brought forward as future budget requests and considered in the context of corporate priorities.

Consultations:

PricewaterhouseCoopers

Larissa McCorkell – Senior Manager of Administration/Executive Assistant to the CAO Rania Toufeili – Executive Initiatives Coordinator to the CAO

Conclusion:

As Administration continues its efforts to address employee retention and experience, the maintenance of a stable, productive, and positive work environment will ultimately contribute to the success and growth of the Corporation of the City of Windsor's workforce.

Based on extensive consultation with City employees, PwC was able to identify what it is that staff are looking for from the City as its employer. Staff generally like the opportunities that working for the City provides, feel that their opinions are respected, are open to change, and take pride in serving the public. But generally, staff also feel burnt out, limited in their development and engagement, and not adequately valued. Public sector jobs are under public scrutiny, and with increased pools of competition, it is difficult to maintain valuable employees.

Over the next several years, Administration is committed to revitalizing our workforce so that all employees enjoy coming to work each day, feel valued and supported, and feel inspired to do great work. This commitment is already under way, as evidenced by the number of initiatives already started within the past year. With Council's support, the initiatives will continue, and with time, Administration is optimistic that City jobs will be the most coveted throughout Windsor and Essex County. The momentum is there, and there is excitement for what lies ahead.

Planning Act Matters:

N/A

Approvals:

| Name | Title |
|-----------------|--|
| Kristen Karam | Financial Planning Administrator |
| Marco Aquino | Manager of Administration |
| Vincenza Mihalo | Executive Director Human Resources |
| Dana Paladino | Commissioner Corporate Services (A) |
| Mark Winterton | Commissioner Infrastructure Services (A) |
| Jelena Payne | Commissioner Economic Development |

| Ray Mensour | Commissioner Community Services |
|----------------|---------------------------------------|
| Andrew Daher | Commissioner Human & Health Services |
| Janice Guthrie | Commissioner Finance & City Treasurer |
| Joe Mancina | Chief Administrative Officer |

Appendices:

- Retention and Employee Experience Key Findings Retention and Employee Experience Roadmap 1
- 2

Retention and Employee Experience Key Findings November 2023



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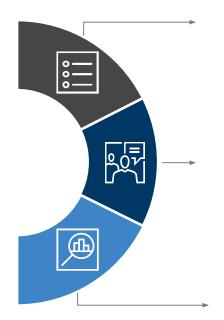


1. Executive Summary



Executive Summary

The labour market has shifted significantly post-pandemic. Across industries, employee needs have evolved as employees seek greater flexibility, career development opportunities, equitable pay and work-life balance. Understanding the needs of its employees and turning current talent challenges into opportunities will enable the City of Windsor (the City) to gain an edge in the "war for talent".



Scope

PwC was engaged to help the City **identify activities** to **address and improve employee experience and retention** in the short, medium and long term.

Activities

In order to understand the current employee needs, the engagement team conducted **internal stakeholder interviews** (with Corporate Leadership Team (CLT), Senior Management Team (SMT) and union heads), **focus groups** (front line staff, supervisors and managers) and **a retention and employee experience survey**.

Next, an **environmental scan** was conducted to analyze industry best practices and workshops were facilitated with the Chief Administrative Office (CAO) and Human Resources (HR) Executive Director to **co-create a roadmap** of suggested activities to implement.

Solution

Five **key themes** were identified as areas of opportunity for the City: **Culture and Leadership, Talent and Career Development, Diversity, Equity and Inclusion (DEI), Recognition and Rewards and Workplace Flexibility**. In addition, two enabling factors (HR Processes and Technology) were identified to support the key themes. Each theme was broken down into **actionable initiatives** and an **implementation roadmap** was developed to prioritize these initiatives over the short, medium and long term.

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Objectives



The key objective of this engagement is to understand and assess the City's current challenges related to employee experience and suggest improvements in order for the City to retain its workforce. **This report is a summary of the current state assessment** (i.e. Focus 1).

Focus 1

Assess Current State

Conduct a **current state assessment** through focus groups, interviews and a survey to understand employee sentiment and reasons for attrition.

Focus 2

Identify Opportunities

Identify **recommendations** from 2019 findings related to employee experience and retention and any **new activities/initiatives** to **address challenges** from the current state assessment.

Focus 3

Co-create Implementation Roadmap

Co-create a **roadmap** with the **prioritized activities** and understand dependencies and factors to support the implementation of the activities.



2. Approach

Approach and Inputs



The following are the inputs used to complete the current state assessment:

Focus 1

Assess Current State Conduct a current state assessment through focus groups, interviews and a survey to understand employee sentiment and reasons for attrition.



Document Review



Reviewed 50 HR documents to understand current HR processes and initiatives and the progress the City has made to date (see pg. 8 for details)



Interviews / Focus Groups



Conducted 14
interviews and seven
focus groups with
employees and leaders
at all levels of the
organization
(see pg. 9 for details)



Survey



Conducted a retention and employee experience survey with 890 employees and leaders (see pg. 10 for details)





Documents related to current practices in talent management, exit interviews, performance management and employee wellness programs at the City were reviewed. In addition, previous survey results on employee engagement and DEI were also assessed. The insights from these documents were used to support interviews and focus group sessions. The insights obtained were as follows:

Strengths



Opportunities



- Robust catalog of training programs and learning opportunities
- Innovative approach of partnering with educational institutions to offer leadership training
- Well defined talent management program outlining the key procedures, processes, roles and responsibilities
- Wellness resources available to staff including fitness membership discounts, counseling and wellness initiatives throughout the calendar year
- · Communication within departments is efficient and effective

- Evolve talent management program to address talent needs across the organization
- Investigate opportunities to enhance DEI among employees (e.g. racialized individuals, LGBTQ+ individuals and those with mental health conditions)
- Proactively define skills needs and identify gaps (skills are fluid and flexible and can be trained easily) to hire/offer upskilling opportunities
- Opportunities to improve communication across the organization



Stakeholder Interviews Summary

Listed below are 21 departments/business units that stakeholders and focus groups were involved in. 14 interviews were conducted with members of the CLT, department heads and union heads. Seven focus group interview sessions were held with four to ten employees per group. Participants in the focus groups included both union and non-union employees from various departments.

These sessions were designed to identify employee sentiments and perceptions about their experience with City while maintaining anonymity; as a result, they were not filtered by department or type of employment and are reflective of commonly shared employee sentiments and perceptions.

| Employment and Social Services | Communications and Customer Services | Parks and Facilities | CAO | Infrastructure Services | Operations | Building Services |
|-----------------------------------|--|-------------------------------------|--------------------------------------|-----------------------------|-----------------------------|-----------------------|
| Finance | Legal Services | Council Services | Human Resources | Recreation and Culture | Information Technology | Community Services |
| Huron Lodge | Engineering | Housing and Children Services | Legal and Legislative Services | Fire and Rescue Services | Planning and Development | Unions |
| Pollution control | Front line staff | Transit | By-Law En | forcement | Economic D | evelopment |



Survey Summary

The survey was completed by 890 participants across eight different departments. Approximately 50% of the participants have worked for the organization for 10+ years and 61% of the participants are employed in unionized roles. The survey sought perspectives on the current state of retention and employee experience. Additional details of the survey can be found in the Appendix. Below are the summary results:

Strengths:

- Employees enjoy the work they do (80%)
- Employees are comfortable sharing opinions (69%)
- Employees feel supported by their managers (66%)

Opportunities:

- More competitive base pay (77%)
- More wellness support (70%)
- Improved workforce planning strategy for resource/workload issues (61%)
- Opportunity to improve rewards and recognition strategy (59%)

Note: Survey data is consistent with CUPE L82 Union survey results, especially around the topics of "feeling valued and recognized", "salary", and "wellness/caring".



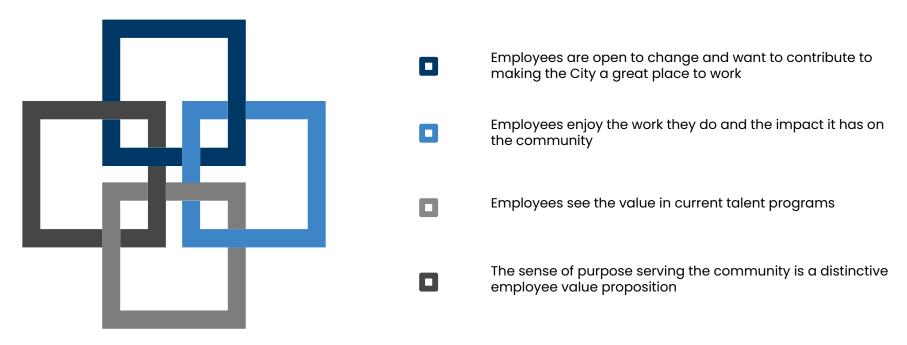


3. Identified Opportunities





Based on the interviews, focus groups and survey, we learned about motivation factors that current employees value. The City can continue its efforts in these areas to improve its employee experience.





Key Themes: Areas of Opportunities

The insights from the current state assessment are summarized into five key themes and two enabling factors. The following pages detail these themes and factors based on the findings from the current state assessment.

Culture and Leadership

Establish a distinctive organizational culture that serves as the cornerstone of retention and employee experience. Encourage leaders to promote a psychologically safe environment to foster collaboration and innovation and breathe life into the organizational strategy.

HR Process and Technology

Update and optimize technology platforms to streamline HR processes to support focus areas outlined above.

Recognition and Rewards

Provide a holistic set of financial and non-financial rewards to retain the employees.



Diversity, Equity and Inclusion

Continue to create a diverse and an inclusive work environment that minimizes unconscious bias and enables equality of opportunity through fairness and transparency.

Talent and Career Development

Emphasize a skills-first approach that unlocks the full potential of talent by providing upskilling opportunities and new career pathways.

Workplace Flexibility

Expand the hybrid work model and improve implementation to empower employees with the flexibility on when and where they work.

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Theme 5

Culture and Leadership (Theme 1) Findings



Cross-functional collaboration

As often seen in organizations of similar size as the City, each department is perceived to have its own identity, ways of working and policies. It is important to understand any subcultures within the City to enhance interaction and collaboration between departments and levels of the organization. "Us-them" discourse was used frequently during the interview process as interviewees felt there is a disconnect between siloed departments and employees. This divide may also be one of the causes of tension between union and non-unionized employees.

Approach to employee discipline

The survey conducted for this engagement found 68% responded favourably to "I am comfortable sharing my opinion with my teammates and leaders". However, in a survey conducted by Local 82, 64% of respondents felt that "there is reprisal when reporting claims against management," indicating that this is felt predominantly by union employees. This has also caused some employees to avoid taking informed risks that may be beneficial and meaningful to the organization. These concerns highlight the need for enhanced psychological safety in the workplace and further amplifying a culture of positive safety where all employees feel empathy, are encouraged to speak up, model curiosity and avoid blaming to build trust.

Perceptions of preferential treatment

Although the city has processes in place to encourage fairness and equity, some employees shared accounts of situations they deemed inconsistent and unfair. Many employees emphasized the need for transparency where opportunities for promotion or advancement to higher/leadership roles. Some employees noted that preferential treatment has been observed where employment opportunities are granted to individuals based on advantageous connections. In six out of seven focus groups and several times in the survey, favoritism was raised as a factor affecting employee experience. However, many employees commented that there is organizational support for advancement across departments and divisions.

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What does this mean for the City?

Focus on a people-first culture: From multiple comments from the engagement sessions, employees wish to be treated with more empathy and understanding of their individual circumstances. Before disciplinary action is taken, they want leaders to seek more understanding of the root of the issue, to practice active-listening and to provide different ways employees can be supported going forward. A well-supported employee increases work productivity, thereby driving forward overall efficiency of the workforce.

Ensure consistency and fairness in process:

Employees also want transparency and consistency in processes to improve current ways of working. There is an opportunity for clearer communication on job positions being posted in a consistent manner and a fair chance for any qualified employee during selection process. This will help build trust between staff and management and improve employee morale and perception of fairness.

Culture and Leadership (Theme 1) Findings (cont.)

The City offers leadership and management training to potential and existing supervisors and managers (e.g. Management Windsor Certificate, Emerging Leader Program). Employees that have taken these training programs spoke highly of the value they offer. To develop impactful leaders, there is an opportunity for the city to combine essential course work with additional leadership effectiveness training across all levels of the organization. Employees commented that they value the impact of compassionate, empathetic and engaging leaders and emphasized the importance of investing in effective leadership training.

Perceived organizational and leadership support

From the org-wide and the L82 surveys, employees (66% and 55%, respectively) feel supported by their managers. This changes when employees are asked about their perception of the organization, with 30% responding positively to "my organization cares about my wellbeing", and 40% of L82 respondents agreeing that management cares about their wellbeing. These sentiments were echoed in focus groups, interviews and survey comments. While most employees acknowledge support from their managers, some noted their desire for leaders to enhance their support towards employee wellbeing, adequate resources to do work effectively, workload balance, support for career development, increased support for onboarding and on-the-job training support for new hires, etc. These actions would increase the positive perception of organizational and leadership support.

Leadership styles and effectiveness

Employees want to see more active listening from management and leaders continuing to lead with empathy and compassion to foster a sense of belonging across the organization.

According to some employees there are concerns with speaking up and expressing thoughts freely. Employees have expressed the continued need for leaders to engage meaningfully and provide a safe environment for staff to share diverse perspectives. Some employees commented on the desire to see more trust and be provided with an increase in autonomy from leaders. While most employees feel supported by their managers, some employees commented on feeling micromanaged. Employees acknowledge the benefits of the current mentorship programs. Some employees mentioned the need to continue to offer adequate and consistent coaching and mentorship and ensure leaders have sufficient capacity for mentorship. There is an opportunity to assess the mentorship program, better communicate its presence and purpose and prioritize creating the capacity for leaders and employees to privile and the capacity for 1323 program.

What does this mean for the City?

Perceived organizational support: Leadership plays a crucial role in contributing to employees' perceptions of support within the organization. Leadership practices that prioritize open and transparent communication, active listening, empathy, fairness, equitable access to growth opportunities, etc. are most effective at creating environments were employees feel valued and supported. This will ultimately lead to increased employee satisfaction, engagement and commitment to the organization

Psychological safety is a must-have: One of the causes of attrition is lack of psychological safety, where employees are afraid of repercussions when speaking up. Leaders play an important role in fostering psychological safety and with the right training, skills and tools, can improve the sense of equity and belonging, build trust and empower employees, resulting in a more engaged and productive workforce.

Visible leadership is imperative: Leaders at all levels are in a unique position to create and sustain a better employee experience at the City. Today's leaders must move from managing work and directing people, to creating an environment where employees are engaged and empowered. There is an opportunity for the City to re-evaluate its leadership training programs to ensure they meet the development needs of leaders in today's workforce. The City should focus its effort on leadership development that enables leaders to build motivation, inspiration, pride, inclusion and trust in employees.

DEI (Theme 2) Findings



There is a general awareness of the importance of DEI among employees and a desire to be more diverse and equitable. The City has taken significant steps in addressing DEI, including the DEI initiative that was launched in 2018. There is an opportunity to revisit the initiative, evaluate it and proceed with relevant actions to advance DEI.

02

Inclusive leadership and behaviours

- Some employees reported feelings of discrimination (including microaggressions) and favoritism impacting their psychological safety.
- Some employees reported not feeling comfortable or supported when sharing sensitive topics or voicing their concerns (e.g. about harassment, bullying or other unfair treatment) to leadership. Based on the L82 survey, some employees are not confident that their concerns would result in a fair and serious investigation.

Pay equity and compensation:

- Pay inequity seems to exist between non-union internal and external hires. External candidates are often able to negotiate their compensation, while internal hires are limited to The 5% Rule.
- There are perceptions of wage disparity between women and men in similar roles; however, it is important to note that the City is bound by equity standards, and there are channels through which employees can challenge issues of perceived inequity. The City should ensure that employees are aware of and use these channels.
- Certain biases are also factors perceived to be affecting career development and advancement of female employees. The City has made considerable progress advancing women. It was noted that several women are managers, department heads and members of the CLT. Through mentorship programs and frequent communication about initiatives, the City will be able to address perceived bias in advancement.

Equitable career management

There is a traditional perspective embedded into hiring decisions around the importance of formal post-secondary education, academic credentials and other formal training/certification. This is a concern felt mostly by union employees. They feel there is little consideration given for work experience and acquired skills/competence. This process creates a barrier to cognitive diversity (e.g. during focus group discussions, we commonly heard issues around being passed up for roles because of a lack of degrees/academic credentials despite the proven ability to fulfill job requirements). This results in limited career opportunities for employees.

Proactive and transparent communication:

Many employees feel that there are limited feedback loops between senior leadership/management and employees, and across departments. This can lead to assumptions that DEI concerns may not be addressed equally and consistently. In order to build trust and drive change that is sustained and expansive, accountability and transparency will be required.

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What does this mean for the City?

Enable equality of opportunity through fairness and transparency: Perceived inequality in advancement and lack of transparency lead to employee dissatisfaction and turnover at the City. Leveraging analytics tools to show transparency and fairness in promotions and other corporate processes can be considered.

Strengthen leadership accountability and capabilities for DEI: Making DEI part of the mandate of the senior leadership team and effectively putting business leaders, beyond the HR team, at the core of DEI efforts strengthens the inclusive-leadership capabilities. Emphatically holding all leaders to account for progress on DEI is critical.

Create openness and tackle microaggression:

There is an opportunity to make existing procedures regarding reports of discrimination more well known and utilized and to encourage staff and managers to have more open discussions to address the concerns. An open environment should be established to welcome feedback and ask leaders and employees to assess each other on how they are living up to the City's standards.



Career and Talent Development (Theme 3) Findings

Employees spoke highly about the value of existing training and development programs, and those that have taken the programs had positive experiences. 43% of org-wide survey respondents acknowledged that there is adequate support for their skill development while others mentioned the need to improve transparency and access as well as offer more advanced skills development training. Most employees stated that increased access to training and development would improve employee job satisfaction.

Heavily invested in training: There was positive feedback about the City's progress in providing employees with training and development opportunities; employees recognize the City's investment in learning and development (e.g. partnership with educational institutions). The City provides educational assistance and skilled trade apprenticeship programs, among other learning and development programs, contributing positively to employee experience.

Unequal access and lack of transparency: While the City invests in training and internal mobility is encouraged, some employees feel talent programs are made available to employees who are more visible. Greater transparency and visibility towards the selection process would lead to a positive experience and increased trust in the workforce.

Limited upward mobility: Flat organizational structure results in limited upward mobility for people who have reached the managerial level. Some employees mentioned they have reached a career "ceiling" or limited career advancement as the ability to be promoted was contingent upon a senior leader's retirement. However, most acknowledged the need to balance career advancement with a perceived top-heavy organizational structure.

Improvement in career pathing: Employees spoke highly about the value in current training and development; however, some noted that improvements need to be made in advancing career pathways that allow individuals to grow. This poses an opportunity for the City to consider agile career management built on a skills-based pathway.

What does this mean for the City?

Focus on a skills-first approach: Some employees expressed frustration on being limited to advancement opportunities based on degree requirements. The current talent development approach (particularly for unionized positions) focuses heavily on the role and post-secondary degree requirements. This increases barriers to entry and discourages candidates with non-traditional backgrounds from applying for roles and other advancement opportunities. Shifting to a skills-first approach focuses on whether a person has the right skills and competencies for a particular role. It democratizes access to good jobs for people who have the competencies but not the right formal credentials for a role. By focusing on each individual's diverse skills, potential and motivation, the City can help remove unintended bias from the talent development process. Although this is already often practiced for non-union positions, it may be more difficult to accomplish with union positions as it may receive push back from unions. However, a case can be made for it as it appears to have a significant influence on employee experience at the City.

Promote fairness: Some front line workers feel that they are not treated equitably at work relative to colleagues. This presents an opportunity for the City to review current processes to ensure equal access to opportunities, promote engagement and keep employee cynicism at bay.

Workplace Flexibility (Theme 4) Findings



Creating a flexible work environment has been rated as one of the top three elements that matter most to the City. Although the current "work from home" model has been adopted, there are opportunities for the City to continuously improve and optimize when it comes to implementation.

Mixed feedback on implementation of hybrid work from home program

The City has initiated a hybrid working model, which has been welcomed by employees. However, when it comes to the implementation of the program, employees express challenges with the application and approval process. There is also inconsistency across departments with respect to application approval timelines.



Lack of autonomy in work

Employees desire more autonomy, control and freedom over when, where and how they do their work. Some employees feel like they have no control over their schedule/calendar, which makes it difficult to manage their caseload as individual schedules are constantly changing.

What does this mean for the City?

Take a systematic approach to improving employee mental health and wellbeing: Research shows that the most powerful drivers of burnout are systematic organizational imbalances across job demands and job resources. The City can view high rates of burnout as a sign that there is a need for a reassessment of the utilization of existing mental health and wellness programs being offered as well as meaningful systematic change within the organization

Taking a systemic approach means addressing root causes of burnout. Often, root causes relate to poor workplace behaviors that can be addressed through an improvement of culture, leadership and employee upskilling, among other factors. It can also mean reimagining organizational systems, processes and incentives to redesign work, job expectations and team environments.

More emphasis on employee wellness by "walking the talk"

The City has made progress highlighting the value of employee wellness, and the annual wellness survey suggests that employees see value in the Workplace Wellness Program. However, increased communication and promotion of what is available is needed to improve participation in the programs. From our analysis, employees believe that more could be done with regard to the actual execution of the wellness program and initiatives. They raised the issue of burnout from increasing workload and expressed dissatisfaction in the mental health resources and wellness benefits available to support the workforce.

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WINDSOR

Recognition and Rewards (Theme 5) Findings

The current state assessment indicates a need to refresh both financial rewards and non-financial recognition. The City should focus on providing a holistic employee experience that puts equal emphasis on benefits, career growth and wellbeing.

Living in the "fishbowl": Some employees want to be mindful while celebrating successes due to the risk of negative perceptions externally.

Lean budget model: The organization has been operating under a lean approach, which aims to minimize overhead and stay focused on delivering strategic objectives and customer value in a more iterative and continuous manner. However, this has resulted in some employees feeling that they are working more hours with less resources available.

Lack of appreciation and recognition culture: Low staff morale can be attributed to a lack of recognition for hard work. The role of recognition and rewards was mentioned as an important retaining factor for employees, in addition to motivating individuals to maximize their performance.

Total rewards: Employees reported that the current work schedule of 33.75 hrs/week does not meet requirements when applying for loans and mortgages, and forces employees to take on supplementary employment. The union is actively looking at ways to increase hours worked to 35 hrs/week. Employees also raised a need to improve other benefits (e.g. more mental health support and flex benefits based on individual needs) as these may help mitigate burnout.

Joint job evaluation (JJE) and non-union job evaluation (NUJE) as barriers: Several employees mentioned JJE and NUJE as barriers to progression. According to employees, it is a long and onerous process that hinders them from earning more money based on limited criteria. Additionally, some employees reported evaluation questions are often impertinent and do not allow for adequate consideration in alignment with the full scope of job requirements.

What does this mean for the City?

Highlight opportunities for informal recognition with "moments that matter": Many participants agreed acknowledgment in the moment is something that needs to happen within departments. While many participants acknowledge the importance of financial rewards, it was recognized that small gestures of appreciation are similarly meaningful and motivating.

Shift gears to intrinsic and non-monetary rewards: Intrinsic rewards come from the internal factors and enjoyment an individual receives. Managers and leaders should recognize the needs of workers where possible and enable them to find meaning in their work by giving them more autonomy and freedom to work, thereby enhancing creativity, innovation and productivity.

HR Processes (Enabling Factor 1) Findings



Findings from our analysis suggest that investment in key HR processes will allow for better employee experience and retention. Below we have summarized the key areas of improvement opportunities.

Talent acquisition

Long and cumbersome recruitment processes negatively impacts talent attraction.

- The perception of unfairness and unequal consideration in the recruitment process leads to a negative employer brand. Employees reported events where jobs were filled based on connections as opposed to a standard recruiting process.
 where it took a while for no to obtain employee number access to the City's intransemal, etc.
 There is an opportunity to improve the level of support of support of the level of support of th
- Due to restrictions in the collective agreement, permanent employees are given priority over temps equally or better qualified for roles. This limits the opportunities for temps to get into permanent roles and adds to the perception of unfairness.
- Employees feel the interview process is inconsistent and suggest a revamp of the process. Although testing for jobs is supported by the union, employees feel the tests may not appropriately reflect the responsibilities expected for associated positions.

Onboarding

- There is an opportunity to reimagine the existing process.
 There were accounts of events where it took a while for new hires to obtain employee numbers, access to the City's intranet, email. etc.
- Inere is an opportunity to improve the level of support provided to new hires when settling in including orientation on internal systems and processes. Employees reported additional workload due to the absence of supporting documents (e.g., manuals) for new employees to read.
- In multiple departments, there is lack of relevant formal training for new hires, resulting in current team members spending a lot of time doing knowledge transfers.

HR partnership and effectiveness

- Employees and managers raised a concern around long response time from the HR team. This might be related to a shortage of HR resources and increased service demand within the department. There is an opportunity for the corporation to conduct a review to understand current workloads and response times.
- There is also an opportunity for HR to support and drive employee relations when it comes to managing relationships between union and non-union employees and to be a business partner for departments across the organization.

What does this mean for the City?

Attract the right talent and build trust through the recruitment process: The employee experience begins with the recruitment process. When employees feel that the process is fair, transparent and efficient, it enhances their overall experience from the beginning. For internal candidates, it builds trust in the organization and improves retention.

Rethink the onboarding process: A well designed onboarding process that provides necessary information, training and support will ensure that new employees feel welcomed, understand their roles and have the resources needed to succeed. It will set the stage for the employee's journey with the City. When designed with input from managers and teams, it can also alleviate the burden on existing employees to onboard new joiners.

Improve employee relations and communication:

HR plays a significant role in creating safe spaces for communication, addressing concerns or grievances and fostering a supportive work environment. Effective employee relations, HR collaboration and timely communication will increase loyalty and contribute to a positive experience for employees.

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Technology Enablement (Enabling Factor 2) Findings

With concerns raised around constrained employee capacity, there is an opportunity for the City to harness the benefits of existing or new technology to streamline workflows and improve process efficiencies. Through interviews, focus groups and surveys, employees have expressed the need for the right tools and technology to do their jobs. They want the City to modernize (i.e. to update and optimize technology platforms to streamline existing processes to improve their on-the-job experience).

There was progress made by moving to paperless during the COVID-19 pandemic; however, there are more opportunities to embed the use of technology within the City.

Employees voiced the need to accelerate the modernization of processes that improve efficiencies in their work. It was mentioned that support areas are often stuck in administrative and repetitive tasks instead of spending time on their core work. Across the organization, there is heavy reliance on manual and paper-based processes, which results in less time spent on more meaningful and value-add work.

Employees want the opportunity to upskill and have access to more advanced technology to improve the quality of their work and provide better service to the public.

Presently, the process of requesting technology updates, software and hardware needed for work and fulfillment can take weeks or months to complete. Employees seek easier access to up-to-date technology and tools relevant for their roles.

What does this mean for the City?

Enhance productivity: Adopting an organization-wide technology enablement strategy and vision prioritizes system upgrades and optimizes processes, helping alleviate workload and improve productivity through automation.

Increase knowledge-sharing, communication and collaboration: Technology enables employees to collaborate more effectively, regardless of physical location, reducing silos within the organization, fostering a sense of teamwork and improving overall employee experience.

Improve flexibility and work-life balance: With the right technology in place, employees will have greater flexibility in terms of where and when they work. This can result in better work-life balance and increased job satisfaction.

Make data-driven decisions: By leveraging data on DEI, employee engagement, performance and satisfaction, the City can identify areas of improvement and implement targeted interventions to enhance the employee experience.



4. Environmental Scan Summary



Summary of Environmental Scan

An environmental scan was conducted to provide additional context on talent retention and employee experience best practices in the public sector. The environmental scan looked into the practices of the City of Toronto and the City of Kitchener, both cities in Ontario, to validate the City of Windsor's present practices as well as identify new opportunities related to retaining talent and providing great employee experience at the City. Some of the practices listed might already exist at the City of Windsor. However, those listed in the best practices for the City to take away are to be viewed as ideas for the City to consider going forward.

| City of Windsor | Ci | ity Profile: Kitchener | C | City Profile: Toronto |
|--|-------------------------------------|---|-------------------------------------|---|
| | Population | 256, 885 | Population | 3,025,647 |
| With a population of 229,660 residents (32.4% of whom | Demographics | 21.8% visible minority, 1.9% Indigenous | Demographics | 55.7% visible minority, <1% Indigenous (2016) |
| identify as a visible minority and 2.1% of whom identify as Indigenous), the City of | Corporation size | 1000+ employees | Corporation size | 41000+ employees |
| Windsor ranks in the top 25 of Canada's largest municipalities. Corporation size: 2300+ employees (2022) for Full-Time Equivalent | Relevance to the City of Windsor | Similar in size and location to the City of Windsor, the City of Kitchener is a comparable organization to provide insights into how a corporation of the City of Windsor's size will execute a revamped talent and employee experience strategy. | Relevance to the City of Windsor | Although a much larger city, Toronto is a hub for diversity and inclusion, which means there are many DEI practices to draw upon. In addition, the City of Toronto has been building and reworking its talent initiatives for the past few years. |

Data sources: City of Windsor 2023 Approved Operating Budget (2022); Statistics Canada (2016, 2021); Toronto at a Glance (2022); City of Toronto Workforce Statistics (2023)



The City of Kitchener





Best Practices from the City of Kitchener

| | Current Practices |
|---------------------------------------|--|
| Training and Career Development | Bi-annual employee-manager sessions to discuss performance and development opportunities Different methods of training on a broad range of topics e.g., personal/professional development, corporate health and safety, information technology and more Clear succession and career path planning |
| Culture | Wellness programs covering topics such as nutrition, fitness, mental health awareness and more Sponsorship of organizational culture initiatives focused on talent recruitment and retention and workplace wellness and wellbeing Dedicated recognition programs to celebrate both individual and team contributions Seasonal team building initiatives |
| DEI | Implemented corporate equity and anti-racism training Established a full-time team to lead equity, anti-racism and indigenous initiatives Dedicated equity, inclusion and anti-racism policy that outlines expectations from leadership and employees Developed an equity and anti-racism communications guide Conducted an equity audit of HR policies and practices in the area of recruitment and promotion |

Takeaways for the City

Expand targeted DEI initiatives

Appoint a team to develop and implement DEI initiatives. This will ensure that DEI initiatives are prioritized and monitored within the City.

Establish clear succession management and career pathing

Create clear succession and career pathing opportunities to enable internal mobility within the City. Foster mentorship between employees and leaders in an equitable way to enhance visibility of career pathing and prepare employees to enter into leadership roles.

Create a culture that empowers employees to perform at their best

Initiatives such as mental health and wellbeing programs as well as in-the-moment recognition are needed to demonstrate a strong appreciation culture across all levels. To shift the current culture, the City should consider implementing initiatives that are supported by leadership and driven by employees.

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The City of Toronto





Best Practices from the City of Toronto

| | Current Practices |
|---------------------------|--|
| Training | Training opportunities in priority areas such as customer service, change management, effective supervision and process improvement Implemented an enterprise Learning Management System (LMS) to increase access to learning for all employees Established an annual needs assessment to identify emerging corporate-wide learning needs |
| Culture | Contributions of employees across the organization are recognized through recognition programs Cross-collaboration across all levels and divisions is encouraged to achieve common goals and provide support to each other in the process |
| DEI | People and Equity Division that implements and monitors DEI policies and partners with clients Collaborate with city divisions to support areas that have below average scores in DEI by developing action plans to create a more inclusive work environment |
| Leadership Development | Implemented a leadership development program to support employees in transitioning to management positions Created specific Learning and Development (L&D) strategies for union and non-union employees and managers and above Established a corporate talent assessment tool that integrates performance and career aspirations |
| Talent | Targeted recruitment and HR policies to reach diverse candidates (e.g. Aboriginal Employment Strategy, Accommodation Policies for Disabilities and more) Simplified process that allows divisions to create developmental opportunities that are time bound to meet the talent needs and that are reflective of diversity goals |

Takeaways for the City

Equip employees with the tools they need

Use new technologies to optimize processes (including but not limited to the creation of developmental opportunity positions) across the organization.

Increase access to leadership training

Providing effective leadership training (e.g. inclusive leadership training) to all employees will enable employees to transition into management positions.

Embed DEI throughout the employee life cycle

Embed inclusive practices into the employee life cycle from talent acquisition and onboarding to succession management. Broaden the City's outreach to diverse communities to tap into diverse talent pools. Develop a DEI capability framework that will define the skills and behaviours needed to create an inclusive culture.



5. Appendix



Appendix A: Document Review

The following documents were reviewed to better understand employee experience within the City.

| Folder | Documents |
|--|---|
| | City of Windsor Corporate Training and Development Guide - January to June, 2023 |
| | Learning and Development Opportunities Program |
| | Learning and Development Opportunities Policy (Procedure) |
| | Learning and Organizational Development Policy |
| Talent Strategy | Succession Planning Program Reserve Fund Procedure |
| raient strategy | Succession Planning Reserve Fund FAQ |
| | Talent Management Program (HR Information Sheet) |
| | Talent Management Program: Frequently Asked Questions |
| | Talent Management Program Procedure |
| | Working Environment Policy |
| | 2021 Annual Wellness Feedback Survey |
| Francisco Francisco Escribo | 2022 Wellness Annual Feedback Survey |
| Employee Engagement Survey / Pulse Check Data | 2022 Gord Smith Health Workplace Award Application - Platinum Level (2022 Wellness Evaluation Evidence) |
| | 2022 Wellness/EFAP Initiatives Summary |



Appendix A: Document Review (cont.)

The following documents were reviewed to better understand employee experience within the City.

| Folder | Documents | |
|---|---|--|
| | 2020 Annual Wellness Feedback Survey (Summary of Suggestions) | |
| Employee Engagement Survey / Pulse Check Data | City of Windsor Employee Mental Health Survey - May 2021 | |
| Check bata | Mental Health Month Survey Results | |
| | Performance Appraisal and Development Plan Procedure - May 2005 | |
| Porformance Management | Performance Appraisal - Casual | |
| Performance Management | Performance Appraisal and Development Plan - Non-Supervisory | |
| | Performance Appraisal and Development Plan - Supervisory and Management | |
| | The City of Windsor Diversity and Inclusion Initiative | |
| | City of Windsor Workforce Census (Consultant Report) | |
| DEI Data | Results of the Corporation of the City of Windsor's 2018 Workforce Census | |
| | Workforce Census Information | |
| | Workforce Census Report (Presentation for City Council) | |
| | Windsor MBNC - 2019 | |
| HR Reports and Analytics | Windsor MBNC - 2020 | |
| Tik keports und Andrytics | Windsor MBNC - 2021 | |
| | Windsor MBNC - 2022 | |



Appendix A: Document Review (cont.)

The following documents were reviewed to better understand employee experience within the City.

| Folder | Documents | |
|----------------------------|--|--|
| | City of Windsor Wellness Program - 2022 Work Plan | |
| | City of Windsor Wellness Program - 2023 Wellness Work Plan | |
| | Disconnecting from Work (Wellness Strategies) | |
| | Disconnecting from Work HR Information Sheet | |
| | Disconnecting from Work Procedure | |
| Employee Melloge Bye grape | Healthy Eating at Work Guideline | |
| Employee Wellness Program | Healthy Workplace Policy | |
| | Municipal MBNC Comparative Data 2018-2021 re Turnover | |
| | Windsor Wellness Information Sheet | |
| | The Corporation of the City of Windsor Wellness Program Terms of Reference | |
| | Workplace Mental Health Survey 2021 Workplace Report: The Corporation of the City of Windsor | |
| | Workplace Physical Activity Guideline | |
| Union Cumray | Local 82 Survey Results - March 2023 | |
| Union Survey | Local 82 Survey Comments - March 2023 | |
| | Exit Interviews Procedure | |
| Exit Interview Data | Exit Interview Questionnaire | |
| | Eight (8) Completed Exit Interview Questionnaires | |



Appendix B: Survey Questions

Listed below are the retention and employee experience survey questions. The survey included a list of rating-scale and open-ended questions.



. I feel supported by my manager. Strongly disagree Neutral o Agree Strongly agree My workload is manageable Strongly disagree Disagree . In my team, we have sufficient resources to get our work done. Strongly disagree o Disagree o Neutral o Agree Strongly agree . I can see myself developing my career at the City. o Neutral n Anrea Strongly agree I feel recognized for my hard work and successes at work. Strongly disagree o Disagree o Neutral Strongly agree . I enjoy the work I do. Strongly disagree o Disagree o Neutral o Agree Strongly agree . I am comfortable sharing my opinion with my teammates and leaders. Strongly disagree o Disagree o Neutral o Agree Strongly agree . There is adequate company support for my skill development. Strongly disagree

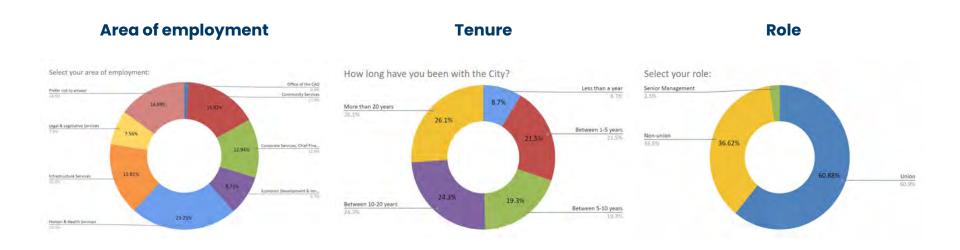
Disagree Neutral Agree Strongly agree · My organization cares about my well-being o Strongly disagree n Disagree o Neutral o Agree Strongly agree My base salary is competitive compared to similar positions in other companies o Strongly disagree o Neutral o Agree Strongly agree . I am satisfied with the benefits that are offered here. Strongly disagree o Disagree o Neutral Strongly agree . I am able to find a balance between work and my personal life that works for me. Strongly disagree o Disagree n Nautral o Agree Strongly agree Question 6: Please select the top 3 ways you would like to be recognized. Spot bonus . Base pay increase Performance bonus Progression / advancement Verbal recognition · Challenging work . New development opportunities (e.g., learning new skills) . Opportunity to coach / mentor · Other (If other, please specify) On a scale of 0-10, with 0 being 'not at all likely" and 10 being 'extremely likely," ... How likely are you to recommend this organization to your friends/colleagues?

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Appendix C: Survey Results

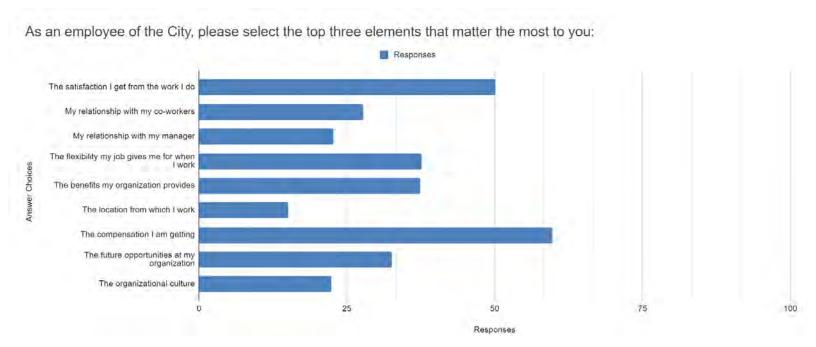
The survey was completed by 890 participants across eight different departments. Almost half of the participants have worked for the organization for 10+ years. The majority of the participants work in a unionized environment.





Appendix C: Survey Results (cont.)

The survey indicates elements that matter the most to current employees. The findings suggest that compensation, job satisfaction, workplace flexibility and benefits are key drivers of retention.





Appendix C: Survey Results (cont.)

The survey also includes different perspectives on retention and employee experience. There is greater opportunity to improve current approaches in rewards and recognition, employee wellness and strategic workforce planning for future staffing needs.





Appendix D: Environmental Scan

The following resources were reviewed as part of the environmental scan exercise to support the development of best practices of retention and employee experience.

Data Sources

People and Equity Division

https://www.toronto.ca/city-government/accountability-operations-customer-service/city-administration/staff-directory-divisions-and-customer-service/people-equity/

Talent Blueprint (2014-2018)

https://www.toronto.ca/wp-content/uploads/2017/10/8ed1-Final-Talent-Blueprint-AODA-compliant.compressed.pdf

Workforce Equity and Inclusion Plan

https://www.toronto.ca/city-government/accessibility-human-rights/equity-diversity-inclusion/workforce-equity-inclusion-plan/

Human Resources Management and Ethical Framework for Members' Staff

https://www.toronto.ca/city-government/council/policies-and-guidelines/human-resources-management-and-ethical-framework-for-member s-staff/

Fostering Diversity in the Toronto Public Service

https://www.toronto.ca/legdocs/mmis/2019/ex/bgrd/backgroundfile-137175.pdf

Employee Talent, Retention and Attraction

https://www.toronto.ca/legdocs/mmis/2022/ph/bgrd/backgroundfile-227742.pdf

Hiring Policies and Statements

https://jobs.toronto.ca/jobsatcity/content/Hiring-Policies-and-Statements/?locale=en_US

Long-Term Vision, Plans and Strategies

https://www.toronto.ca/city-government/accountability-operations-customer-service/long-term-vision-plans-and-strategies/ City Council Agenda - Monday, April 22, 2024



Appendix D: Environmental Scan (cont.)

The following resources were reviewed as part of the environmental scan exercise to support the development of best practices of retention and employee experience.

Data Sources

Accommodation

https://www.toronto.ca/city-government/accountability-operations-customer-service/city-administration/corporate-policies/people-equity-policies/accommodation/

Aboriginal Employment Strategy

https://www.toronto.ca/city-government/accountability-operations-customer-service/long-term-vision-plans-and-strategies/aboriginal-employment-strategy/

People Plan

https://www.kitchener.ca/en/jobs-and-volunteering/people-plan.aspx#Mental-health-and-resilience-and-wellness-programs

Corporate Strategy on Equity and Anti-Racism

https://www.kitchener.ca/en/strategic-plans-and-projects/corporate-strategy-on-equity-and-anti-racism.aspx#2023-2026-Strategic-Plan

Canada's fastest growing and decreasing municipalities from 2016 to 2021

https://www12.statcan.gc.ca/census-recensement/2021/as-sa/98-200-x/2021001/98-200-x2021001-eng.cfm

Culture and People - Top Reasons to Work for Us

https://www.kitchener.ca/en/jobs-and-volunteering/top-reasons-to-work-for-us.aspx

Population Demographics

https://www.toronto.ca/wp-content/uploads/2019/11/99b4-TOHealthCheck_2019Chapter1.pdf

Talent Blueprint Progress Update

https://www.toronto.ca/legdocs/mmis/2017/ex/bgrd/backgroundfile-99114.pdf

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Appendix E: Acronyms and Definitions

Below is the list of acronyms used in this document:

| CAO | Chief Administrative Office |
|------|--|
| CLT | Corporate Leadership Team |
| DEI | Diversity, Equity and Inclusion |
| EFAP | Employee and Family Assistance Program |
| HR | Human Resources |
| JJE | Joint Job Evaluation |
| L&D | Learning and Development |
| LMS | Learning Management System |
| NUJE | Non-Union Job Evaluation |
| SMT | Senior Management Team |
| | |

Below is the list of defined terms used in this document:

| Employee Value Proposition | The unique benefits and values employees can expect to receive by working for a particular organization |
|-----------------------------------|---|
| Psychological Safety | An environment or setting where individuals feel comfortable, accepted, and empowered to express themselves, take risks, and contribute without fear of negative consequences |
| Microaggression | A subtle, often unintentional, comment, action, or behavior that communicates derogatory or negative attitudes toward individuals based on their marginalized or underrepresented identity characteristics |
| North Star | City Council Agenda - Monday, April 22, 2024 Represents the overarching, asम्यूतिपानुष्टकी or guiding principle that aligns and directs the organization's strategy and decisions towards its ultimate vision and purpose |

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1. Executive Summary



Executive Summary

The labour market has shifted significantly post-pandemic. Across industries, employee needs have evolved as employees seek greater flexibility, career development opportunities, equitable pay and work-life balance. Understanding the needs of its employees and turning current talent challenges into opportunities will enable the City of Windsor (the City) to gain an edge in the "war for talent".



Scope

PwC was engaged to help the City **identify activities** to **address and improve employee experience and retention** in the short, medium and long term.

Activities

In order to understand the current employee needs, the engagement team conducted **internal stakeholder interviews** (with Corporate Leadership Team (CLT), Senior Management Team (SMT) and union heads), **focus groups** (front line staff, supervisors and managers) and **a retention and employee experience survey**.

Next, an **environmental scan** was conducted to analyze industry best practices and workshops were facilitated with the Chief Administrative Office (CAO) and Human Resources (HR) Executive Director to **co-create a roadmap** of suggested activities to implement.

Solution

Five **key themes** were identified as areas of opportunity for the City: **Culture and Leadership, Talent and Career Development, Diversity, Equity and Inclusion (DEI), Recognition and Rewards and Workplace Flexibility**. In addition, two enabling factors (HR Processes and Technology) were identified to support the key themes. Each theme was broken down into **actionable initiatives** and an **implementation roadmap** was developed to prioritize these initiatives over the short, medium and long term.

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The key objective of this engagement is to understand and assess the City's current challenges related to employee experience and to suggest improvements in order for the City to retain its workforce. **This report is a summary of the actionable initiatives and implementation roadmap** (i.e. Focus 2 and 3).

Focus 1

Assess Current State

Conduct a **current state assessment** through focus groups, interviews and a survey to understand employee sentiment and reasons for attrition.

Focus 2

Identify Opportunities

Identify **recommendations** from 2019 findings related to employee experience and retention and any **new activities/initiatives** to **address challenges** from the current state assessment.

Focus 3

Co-create Implementation Roadmap

Co-create a **roadmap** with the **prioritized activities** and understand dependencies and factors to support the implementation of the activities.



2. Approach



Recap of the 2019 Report to Indicate the Baseline

In 2019, the Internal Audit at the City conducted an advisory review of processes pertaining to HR recruiting and retention strategy. To serve as a reference, the engagement team reviewed and validated the 2019 HR Recruiting Processes and Retention Strategy Report to pinpoint recommendations aligning with the current scope of the employee experience and retention project. These recommendations are indicated by a checkmark below, and the corresponding actions are incorporated into the 2023 implementation roadmap. Recommendations without a checkmark fall beyond the scope of this project and will undergo review and consideration through alternate channels (i.e., Recruitment Review).

HR Process and Technology

- Do a cost-benefit analysis (i.e. operational impact of the job vs. waiting several weeks for police check (where the application is not eligible for a waiver)). Define scenarios and strategies where it is beneficial to wait and where absorbing the cost is the efficient choice.
- Explore applicant tracking software that allows uploading of digital versions of certificates required for hiring.

Recognition and Reward



Investment in employee recognition programs has significant benefits to retention and motivation. The City should revisit its overall budget on this area.

Recognition programs that are linked to organizational values and talent strategies positively impact retention, employee experience and productivity. They also help with financial goals. This should be evaluated as a long-term strategy.

Talent and Career Development

- Analyze root causes for courses that have long waitlists and if there is a need to offer more of them. This will help enhance employee experience and would make talent development timely and relevant.
- Reposition development plans as a development tool that will help with succession planning and offering growth opportunities to employees.
- Define a framework to capture training needs and align it with business needs.

Workplace Flexibility



Examine how other Canadian municipal organizations offer flex work and employee discounts. Revisit previous discussions and consider this as a requisite aspect to be addressed in the long term and its impact on attracting future workforce.

Talent Acquisition and Employer Branding

- Employer branding: Increase social media presence on sites like LinkedIn and Glassdoor to attract future workforce.
- Invest in making the Career Page more appealing. Highlight why a candidate should work for the City it's the 'first point of contact' with future employees.



Five Focus Areas Proposed for Implementation

Theme 1

Enabling

Factors

The key findings report provided a summary of some areas of improvement that impact the City's retention and employee experiences. The following sections in this report outline the recommendations for improving retention and employee experience and an implementation roadmap the City can execute over the short, medium and long term.

Theme 2

Theme 3

Theme 4

Culture and Leadership

Establish a distinctive organizational culture that serves as the cornerstone of retention and employee experience. Encourage leaders to promote a psychologically safe environment to foster collaboration and innovation and breathe life into the organizational strategy.

HR Process and Technology

Update and optimize technology platforms to streamline HR processes to support focus areas outlined above.

Recognition and Rewards

Provide a holistic set of financial and non-financial rewards to retain the employees.

Diversity, Equity and Inclusion

Continue to create a diverse and an inclusive work environment that minimizes unconscious bias and enables equality of opportunity through fairness and transparency.

Talent and Career Development

Emphasize a skills-first approach that unlocks the full potential of talent by providing upskilling opportunities and new career pathways.

Workplace Flexibility

Expand the hybrid work model and improve implementation to empower employees with the flexibility on when and where they work.



Theme 5



19 Strategic Objectives Were Reviewed to Address Current Gaps

Based on the outputs of the key findings report, 19 strategic objectives across focus areas are recommended to address existing pain points and challenges. Key stakeholders and other considerations have been identified in Section 4 to support the delivery of the objectives.

| Culture and Leadership | Objective 1: Foster employee buy-in and understanding of business imperatives through frequent communication | Objective 2: Strengthen the leadership development programme to build motivation, pride, trust and inclusion in employees | Objective 3: Improve the organizational culture |
|-------------------------------------|---|--|---|
| DEI | Objective 4: Strengthen leadership accountability and capabilities for DEI Objective 7: Launch a DEI and psychological safety communication campaign | Objective 5: Disrupt bias in career management by embedding DEI into policies and practices Objective 8: Renew long-term DEI strategy and roadmap for the City | Objective 6: Create openness, drive inclusive behaviours and tackle microaggression |
| Talent and Career Development | Objective 9: Provide more opportunities in talent and career development | Objective 10: Enhance individual growth through effective career pathways | Objective 11: Embrace and prioritize skills and competencies to enhance internal talent mobility |
| Workplace Flexibility | Objective 12: Continue to build a future-ready hybrid city | Objective 13: Identify and address root causes of burnout to solve the right problem | Objective 14: Increase employee awareness of available mental health and wellness services through frequent promotion and communication |
| Rewards and recognition | Objective 15: Embed recognition and celebrating success as part of the culture Objective 18: Leverage employee recognition technology platform to transform the City's people strategy | Objective 16: Establish (or refresh existing) recognition ambassador network Objective 19: Ensure employees fully understand the value of their current total rewards package | Objective 17: Provide training to managers and employees on meaningful recognition |
| | | Council Agenda - Monday, April 22, 2024 | |

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9



Initiatives Were Evaluated Based on Impact, Complexity and Relativity

A prioritization exercise was completed to identify the timeline and order in which initiatives could be implemented by the City. Factors such as the difficulty level of implementation, level of organizational impact and association with ongoing or other newly proposed initiatives were considered during this exercise.

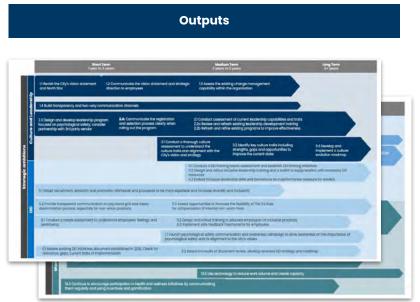
| | Factors Considered | | | | |
|----------|--------------------------|-------------|------------------------------|--|--|
| | Effort Level | <u>,0</u> , | Change Management Capability | | |
| *** | Resource Availability | | Subject Matter Expertise | | |
| \$ | Financial Constraints | | Union Implications | | |
| <u>@</u> | Risk Tolerance | (S)(G) | Related Ongoing Initiative | | |
| | Decision Making Autonomy | | | | |



Approach to Implementation Roadmap

To inform the design of the retention and employee experience roadmap, a number of inputs were considered. These inputs ensure the implementation roadmap addresses the retention and employee experience gaps identified during the current state assessment.

Inputs HR Recruiting Processes and Retention Strategy Report (2019) Retention and Employee Experience Key Findings Report Validation Workshops **Prioritization Exercise**





3. Implementation Roadmap



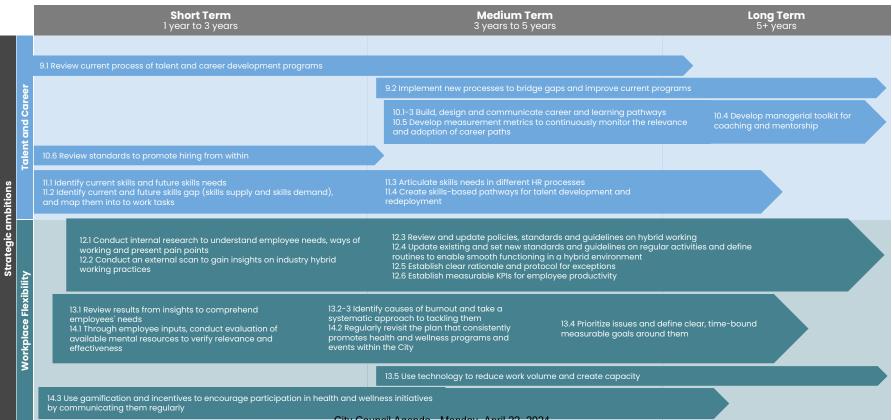
Cluster Roadmap

| | Short Term 1 year to 3 years | Medium Term 3 years to 5 years | Long Term 5+ years |
|------------------------|--|--|---|
| hip | 1.1 Revisit the City's vision statement 1.2 Communicate the vision state and North Star direction to employees | ment and strategic 1.3 Assess the existing change management capability within the organization | |
| aders | 1.4 Build transparency and two-way communication channels | | |
| Culture and Leadership | 2.3 Design and develop leadership program focused on psychological safety; consider partnership with 3rd party vendor 2.4: Communicate the reand selection process clarolling out the program | | ining |
| | | 3.1 Conduct a thorough culture assessment to understand the culture traits and alignment with the City's vision and strategy 3.2 Identify key culture traits includir strengths, gaps and opportunities to the current state | |
| Strategic ambitions | | 4.1 Conduct a DEI training needs assessment and establish DEI t 4.2 Design and rollout inclusive leadership training and a toolkit 4.3 Embed inclusive leadership skills and behaviours as a performance of the perfor | to equip leaders with necessary DEI resources |
| Str | 5.1 Adapt recruitment, selection and promotion standards and processes to | be more equitable and increase diversity and inclusivity | |
| DEI | 5.2 Provide transparent communication on pay band grid and salary determination process, especially for non-union positions | 5.3 Assess opportunities to increase the flexibility of The 5% Rule for compensation of internal non-union hires | |
| | 6.1 Conduct a needs assessment to understand employees' feelings and sentiments | 6.2 Design and rollout training to educate employees on inclusive praces. 3 Implement safe feedback mechanisms for employees | tices |
| | | 7.1 Launch psychological safety communication and awareness campaign to opsychological safety and its alignment to the city's values | drive awareness on the importance of |
| | 8.1 Review existing DEI initiatives document established in 2018. Check for relevance, gaps, current state of implementation | 8.2 Based on results of document review, develop renewed DEI strate ty Council Agenda - Monday, April 22, 2024 | egy and roadmap |

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Cluster roadmap (cont.)



City Council Agenda - Monday, April 22, 2024



Cluster roadmap (cont.)

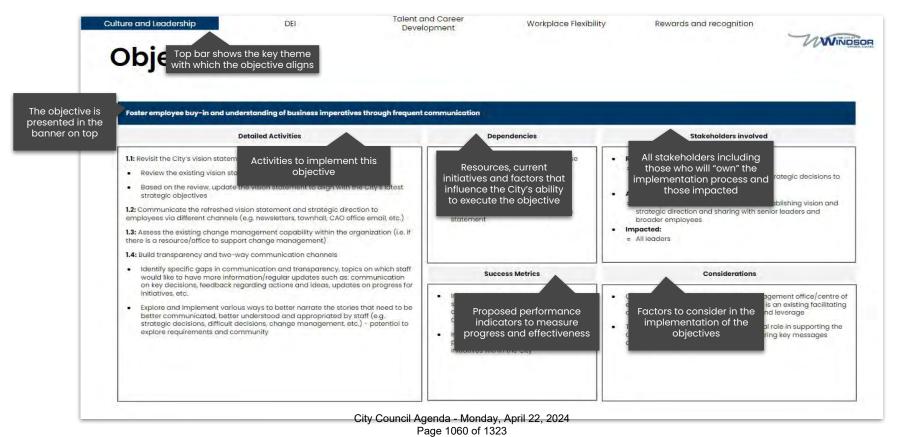
| | Short Term 1 year to 3 years | Medium Term 3 years to 5 years | Long Term 5+ years | | |
|-----------|---|--|--|--|--|
| | 15.1 Engage employees to understand current recognition practices and their effectivenes: 15.2 Identify strengths and gaps between recognition desired and recognition received by employees within departments and across the organization | 15.3 Leverage the strength of current practices and implement them organization-wide 15.6 Raise awareness of recognition programs and initiatives and communicate goals, guidelines and key behaviours | 15.4 Develop, implement and communicate recognition programs to address gaps in the City's recognition practices | | |
| ognition | 15.5 Implement celebrating success and recognition moments as agenda items | | | | |
| d rec | 16.1 Leverage existing recognition ambassador network to reach broader audiences, enable recognepresented and can participate in recognition initiatives | nition efforts and ensure staff at all levels are | | | |
| wards and | | d implement ways to drive accountability and track and ress with recognition culture | | | |
| Rew | 18.1 Consider partnership with an online/technology platform that allows employees to provide | recognition in a timely manner | | | |
| | 19.1 Design a holistic total rewards education program | | | | |
| | 19.2 Host live sess | ons that explain benefits and total rewards package and ampli | fies other ancillary perks | | |



4. Detailed Initiatives



Guide to the 'Objective' Pages



17



Culture and Leadership

| Foster employee buy-in and understanding of business imperatives through frequent communication | | | | |
|--|--|---|--|--|
| Detailed Activities | Dependencies | Stakeholders involved | | |
| 1.1: Revisit the City's vision statement Review the existing vision statement Based on the review, update the vision statement to align with the City's latest strategic objectives 1.2: Communicate the refreshed vision statement and strategic direction to employees via different channels (e.g. newsletters, townhall, CAO office email, etc.) 1.3: Assess the existing change management capability within the organization (i.e. if there is a resource/office to support change management) 1.4: Build transparency and two-way communication channels | Decision to either refresh vision or use existing one lies with city council Alignment with council to establish strategic plan Activity 1.2 dependent on the revision/refresh of the existing vision statement | Responsible: Department heads/SMT responsible for communicating/translating vision and strategic decisions to employees Accountable: CLT responsible and accountable for establishing vision and strategic direction and sharing with senior leaders and broader employees Impacted: All leaders | | |
| Identify specific gaps in communication and transparency, topics on which staff would like to have more information/regular updates such as: communication on key decisions, feedback regarding actions and ideas, updates on progress for initiatives, etc. Explore and implement various ways to better narrate the stories that need to be better communicated, better understood and appropriated by staff (e.g. strategic decisions, difficult decisions, change management, etc.) - potential to explore requirements and community | Increased read-receipts and other social metrics such as likes, shares and comments on content posted on the City's intranet Increased employee participation in providing feedback on ideas and initiatives within the City | Currently no organizational change management office/centre of excellence within the City; however, there is an existing facilitating change policy that the City can update and leverage The Communications team will play a vital role in supporting the CLT and other leaders in crafting and sharing key messages around the City's vision | | |

| Strengthen leadership development program to build motivation, pride, trust and inclusion in employees | | | | |
|---|---|--|--|--|
| Detailed Activities | Dependencies | Stakeholders involved | | |
| 2.1: Conduct leadership assessment to evaluate current leadership capabilities and traits and identify improvement opportunities 2.2a: Review and assess effectiveness of existing leadership development training (e.g. Management Windsor Certificate, Emerging Leadership Programme, Art of Supervision, etc.) possibly done by defining and measuring intended outcomes, collecting feedback and data collection 2.2b: Based on assessment findings (2.1 and 2.2a), refresh and refine existing programs to improve effectiveness 2.3: Design and develop leadership program focused on psychological safety; consider partnership with third party vendor | Availability of appropriate tools, resources and technology to support and streamline implementation 360 degree feedback to support development of leadership capabilities | Responsible: HR leaders responsible and accountable for engaging an external vendor to support activities (culture assessment to evolution) and advising leadership of culture change outcomes based on data Department heads/SMT responsible and accountable to support activities, model desired behaviours and drive change Accountable: Department heads/SMT accountable for ensuring all leaders participate in training and behaviours are included as performance factors Impacted: All leaders | | |
| Training should enable leaders to practice and embed new ways of working and communication and turn information into new skills and behaviours | Success Metrics | Considerations | | |
| 2.4: Communicate the registration and selection process clearly when rolling out the program | Increase in employee satisfaction and Level of participation in leadership training (i.e. number of managers/leaders who complete the training compared to the total number eligible) Trending increase in positive sentiment (especially in regards to clarity of expectations, effective communication, respect and care) captured through periodic surveys | Psychological Health and Safety Plan already underway - opportunity to assess and potentially build on ongoing work Consider partnership with third party vendor to support the development and delivery of psychological safety leadership program Consider mandatory and regular leadership training Ensure selection process for leadership development programs is equitable and followed consistently Continue to explore various training delivery methods including digital and asynchronous learning | | |

Embed elements of desired culture and promote key behaviour in HR processes and talent management lifecycle (e.g. assessing for desired behaviours during recruitment, incorporating cultural

values in performance assessment, delivering training that

promotes desired cultural values, etc.)

Objective 3

| Improve the organizational culture | | |
|--|--|---|
| Detailed Activities | Dependencies | Stakeholders involved |
| 3.1: Conduct a thorough culture assessment to understand the culture traits and alignment with the City's vision and strategy • Culture assessment should be done concrete, specific and objective terms through interviews, surveys, focus groups, etc. 3.2: Identify key culture traits including strengths, gaps and opportunities to improve the current state 3.3: Develop and implement a culture evolution roadmap. Development of roadmap could include the following activities: • Define cultural aspirations based on strengths, challenges and strategic needs • Establish and prioritize "critical few behaviours" to evolve the culture; these behaviours should align to the needs of the City | Clear definition and alignment of the City's North Star and vision, mission and values (VMV) Alignment with council on strategic objectives and direction Interdepartmental alignment on overall company culture | Responsible: HR leaders responsible and accountable for engaging an external vendor to support activities (culture assessment to evolution) and advising leadership of culture change outcomes based on data Department heads/SMT responsible and accountable to support activities, model desired behaviours and drive change Accountable: Department heads/SMT accountable for ensuring all leaders participate in training and behaviours are included as performance factors Impacted: All leaders |
| Integrate mechanisms to reinforce and sustain the desired behaviour changes , | Success Metrics | Considerations |
| Pilot initiatives within select groups/teams to demonstrate impact Roll out comprehensive culture program with clear, quantifiable measure of success | Increase in employee satisfaction and retention rate; decrease in employee turnover rate Company culture aligned with VMV statements (according to employee | Conducted cultural assessments previously in different areas of the organization, but none for the entire corporation - opportunity to align corporate culture across the organization Consider technology to collect and share accurate and timely data when evaluating work behaviour and culture |

Change of employees' behaviour (versus baseline behaviours)

feedback)

Culture and Leadership

Objective 4

| Strengthen leadership accountability and capabilities for DEI | | | |
|---|---|--|--|
| Detailed Activities | Dependencies | Stakeholders involved | |
| 4.1: Conduct a DEI training needs assessment and establish DEI training initiatives • Select a sample group of employees at different levels and in different departments to assess DEI training needs • Review existing training available and assess gaps • Use information from training needs assessment to establish training plans for DEI training initiatives 4.2: Design and rollout inclusive leadership training and toolkit to equip leaders with necessary DEI resources • Run pilot training with select leaders to gather feedback and revise training as needed • Roll-out training and toolkit to all leaders, coupled with communication from CLT on the business imperative of DEI | Development of clear and detailed criteria for availability of resources needed to conduct training needs assessment and design and rollout inclusive leadership training - may need to engage external consultant To avoid duplicate efforts, activities to implement will be dependent on outcomes from the anti-racism program | Responsible: HR leaders responsible for conducting training needs assessment, establishing training plans and rolling out training Accountable: Department heads/SMT accountable for ensuring all leaders participate in training and behaviours are included as performance factors Impacted: All leaders | |
| Make training modules mandatory and track participation | Success Metrics | Considerations | |
| 4.3: Embed inclusive leadership skills and behaviours as a performance measure for leaders Define what effective leadership looks like at the City With a clear leadership vision in mind, define the leadership behaviours to strive for Include leadership behaviours as performance factors for all supervisors/managers/leaders | Participation in DEI and Inclusive Leadership training Overall scores in the leadership component of the performance evaluation | This objective has been identified as a future goal pending the HR Modernization Projects. There is also an anti-racism RFP underway (as of June 2023) which includes other dimensions of diversity, and there is an opportunity to include Activities 4.1 to 4.3 as part of the anti-racism program, which can help address some of the existing DEI challenges as well as bringing DEI to council for budget consideration | |

Culture and Leadership

internal non-union hires

I

5.3: Assess opportunities to increase the flexibility of The 5% Rule for compensation of

Objective 5

| Disrupt bias in career management by embedding DEI into policies and practices | | | | |
|--|--|--|--|--|
| Detailed Activities | Dependencies | Stakeholders involved | | |
| 5.1: Adapt recruitment, selection and promotion standards and processes to be more equitable and increase diversity and inclusivity Conduct a comprehensive review of recruitment and promotion processes to identify potential biases and implement leading practices to mitigate them Adapt job descriptions to ensure requirements are not overestimated. Consider adjustments that could be made to criteria when reviewing internal candidate progression (e.g. is a specific designation required or a nice to have?) Mandate recruiters and hiring managers to complete unconscious bias training prior to interviews Provide hiring managers with formal policies and procedures when modifying testing and evaluation questions 5.2: Provide transparent communication on pay band grid and salary determination | Development of clear and detailed criteria for evaluating candidates and crafting job descriptions; include examples of what "poor" and excellent" look like Communication and education provided to recruiters, hiring managers and department heads on upcoming changes to processes and the importance of the change Development and rollout of unconscious bias training | Responsible: HR leaders responsible for conducting review of processes (including The 5% Rule) and communicating changes to relevant leaders Accountable: Hiring managers accountable for ensuring they follow new processes and complete unconscious bias training CLT and Executive Director (ED) accountable for ensuring that hiring managers adhere to the adapted interview processes and guides CLT accountable for communicating/promoting DEI as a corporate imperative Impacted: Leaders, employees, potential candidates | | |
| process, especially for non-union positions | Success Metrics | Considerations | | |
| Provide training/education on how the Joint job evaluation (JJE) / non-union job evaluation (NUJE) process works, allocation and meaning of points, salary determination for non-union, etc. Equip leaders with tools and guides to provide feedback to employees on JJE/NUJE evaluation outcome Review JJE/NUJE documents to ensure evaluation criteria are relevant to associated roles and job descriptions | Diversity of candidate pool Diversity of new hires across various dimensions (e.g. ethnicity, ability, gender, etc.) New hire feedback on recruitment and | Although The 5% Rule for compensating internal hires is the norm at this time, there's an opportunity to modify the rule to allow for some discretion based on different recruitment scenarios Consider adding flexibility to the process and minimize the risk of losing high-performing employees | | |

onboarding experience

Culture and Leadership

DEI

Objective 6

| Create openness, drive inclusive behaviours and tackle microaggression | | | |
|--|--|--|--|
| Detailed Activities | Dependencies | Stakeholders involved | |
| 6.1: Conduct a needs assessment to understand employees' feelings and sentiments 6.2: Design and rollout training to educate employees on inclusive practices (i.e. unconscious bias, inclusive behaviours, psychological safety, microaggressions, etc.). 6.3: Implement safe feedback mechanisms for employees Identify potential situations where there may be a need to provide feedback (e.g. discrimination, harassment, microaggression, preferential treatment, team meetings, etc.) Identify existing structures that may exist for some of these situations and ensure that they are well known or identify ways to better enforce | To avoid duplicate efforts, activities to implement will be dependent on outcomes of the anti-racism program Assessment of currently available training | Responsible: HR leaders responsible and accountable for conducting needs assessment and rolling out training Accountable: CLT and senior leaders accountable for communicating/promoting DEI as a corporate imperative and modeling inclusive behaviours Impacted: All employees | |
| and communicate them, such as code of conduct, harassment/discrimination policy | Success Metrics | Considerations | |
| Upskill employees on how to provide and receive positive and constructive feedback (consider any existing organizational resources for this) | Number of employees who complete inclusive practices training Utilization of feedback mechanisms by employees | The City currently has training that may address this objective. There's an opportunity to review available training, refine as needed, make it available organization-wide and mandate some or all of the training modules for all employees. Continue to explore various training delivery methods including digital and asynchronous learning Utilize tech-enabled performance management tools to collect and track feedback | |

| Launch a DEI and Psychological Safety communications campaign | | | |
|--|--|--|--|
| Detailed Activities | Dependencies | Stakeholders involved | |
| 7.1: Launch psychological safety communication and awareness campaign to drive awareness on the importance of psychological safety and its alignment to the City's values Determine critical elements to include within psychological safety communication campaign Develop communication and materials to share the importance of psychological safety and drive awareness amongst leaders and their teams on the importance and alignment psychological safety has to the City's values Schedule and roll out psychological safety campaign, collect feedback and iterate as needed | To avoid duplicate efforts, implementation of Activity 7.1 will be dependent on outcomes of the anti-racism program (communication and awareness campaign to begin in the medium term) | Responsible: HR leaders responsible for assessing the need for an external vendor help create the campaign and relevant resources Accountable: HR leaders accountable for ensuring the campaign schedule and materials are created and rolled out efficiently CLT accountable for communicating/promoting psychological safety as a corporate imperative Impacted: All employees | |
| | Success Metrics | Considerations | |
| | Employee engagement with the campaign measured through readership, online interaction with content and intranet read receipts | Anti-racism RFP underway as of June 2023. RFP includes other dimensions of diversity - opportunity to include Activity 7.1 as part of the anti-racism program Currently developing Psychological HandS Utilize digital technology and collaboration platforms (such as MS Teams, Yammer, social intranet platforms) for efficient communication | |

Workplace Flexibility

Workplace Flexibility

Objective 8

| Renew long-term DEI strategy and roadmap for the City | | |
|--|--|---|
| Detailed Activities | Dependencies | Stakeholders involved |
| 8.1: Review existing DEI initiatives document established in 2018. Check for relevance, gaps, current state of implementation 8.2: Based on results of document review, develop renewed DEI strategy and roadmap • Develop centralized team to act as advisors for DEI • Define governance structure to drive accountability and momentum • Develop DEI strategy and roadmap tasks including ownership and supports for tasks and DEI KPIs • Share DEI vision, strategic ambitions and roadmap with executive leaders and relevant stakeholders to align on their role in elevating DEI | Availability of resources required to review and implement DEI initiatives | Responsible: HR leaders responsible for collaborating with relevant stakeholders to review DEI initiatives and current state and to develop renewed DEI strategy Accountable: CLT accountable for defining DEI vision, elevating DEI within the organization and obtaining required approval from city council to implement initiatives Impacted: All employees |
| Share vision, strategic ambitions and roadmap with broader leaders and employees in both written and verbal communication channels (i.e. emails, town-halls, all-hands meetings, etc.). Ensure senior leaders are vocal in their support and endorsement of the roadmap | Success Metrics | Considerations |
| | Clear and (resources, timeline and budget considered) realistic DEI vision and roadmap created by centralized team Broader leader and employee buy-in measured through participation count-in channels such as all-hands meetings and town halls | Significant effort was put into the development of the DEI strategy in 2018; a high level review and refresh of existing document can be considered to evaluate relevance in today's context and current status of initiatives |

Culture and Leadership

| Provide more equitable opportunities in talent and career development | | |
|--|---|---|
| Detailed Activities | Dependencies | Stakeholders involved |
| 9.1: Review current processes for talent and career development programs (i.e, application, selection, registration, enrollment process, etc.) to identify gaps and improve communication and transparency Provide a communication plan for development opportunities to ensure awareness Identify training needs and assess training delivery methods based on employees' preferences Clarify the process of application/approval/selection Investigate current courses that have long waitlists and identify ways to reduce the wait. This would enhance employee experience and make talent development timely and relevant | Available resources within HR department to focus on talent and career development related initiatives | Responsible: Department heads/SMT responsible for reviewing talent and career development processes within teams HR leader responsible for communicating and monitoring the initiatives Accountable: Department heads/SMT, HR leaders are accountable for those initiatives Impacted: All employees |
| 9.2: Implement new processes to bridge the gaps and improve current talent and career development programs | Success Metrics | Considerations |
| | Ratio of staff enrollments compared to the number of staff eligible for development programs | HR team is currently considering additional resources in organizational excellence division to focus on training needs and staff development. This implementation is encouraged as it can improve the ease of achieving this objective |

Enhance individual growth through effective career pathways

Detailed Activities **Dependencies** Stakeholders involved 10.1: Identify roles that make up career paths by determining the required skills and Identification of skills and experiences Responsible: needed for success in different roles. experiences to succeed • HR leaders responsible and accountable for engaging an Availability of learning opportunities and external vendor to support activities 10.2: Design career path framework and strategy to update career path experiences to enable career moves o HR leaders responsible and accountable for all communication Develop learning pathways to support the development of career trajectory 10.4 is dependent on the ability of (incl. training, job shadowing, stretch assignments, etc.) employees and their leaders to formally record/track career conversations HR leaders to own career pathways and initiative and review of • Align and document various perspectives on advancement paths that allow promotion standards with sponsorship and support from CLT during performance appraisal and for growth within a business function throughout the year o SMT Balance career paths so they create the right mix of breadth and depth to Impacted: create both "athletes" and "subject matter specialists" o All employees 10.3: Communicate career paths to employees and managers to boost transparency 10.4: Develop managerial toolkit for coaching and mentorship to equip managers and employees to have meaningful and business-aligned career conversations • Communicate effectively with managers to drive buy-in and use of toolkit

10.5: Develop measurement metrics to continuously monitor the relevance and adoption of career paths

- 10.6: Review standards to promote internal hiring without compromising DEI goals
- - Conduct a comprehensive review of the career development, performance management, promotion and succession planning processes to identify potential improvement opportunities
 - Examples of changes include: increasing transparency and communication of internal projects and skills development opportunities; increasing access to upskilling/reskilling opportunities; evaluating internal and external candidates using a standardized process; offering feedback and coaching to employees interested in internal roles

Success Metrics

- Adoption of career paths
- Internal mobility, employee engagement and retention rate
- Reduction in gap between employees' career goals/objectives and their achievements

Considerations

- Consider focusing on vertical and lateral opportunities for progress for employees, understanding the skills and experiences necessary to succeed in each role
- Consider implementing program in phases beginning with a pilot in select department(s)
- Leveraging technology, review existing HR processes to ensure fairness and drive equity



Culture and Leadership

| Embrace and prioritize skills and competencies to enhance internal talent mobility | | |
|---|--|---|
| Detailed Activities | Dependencies | Stakeholders involved |
| 11.1: Identify current skills and future skills needs 11.2: Identify current and future skills gap (skills supply and skills demand) and map them onto work tasks 11.3: Articulate skills needs in different HR processes (i.e. job descriptions in recruitment, skills requirements in succession planning and performance management) 11.4: Create skills-based pathways for talent development and redeployment | Availability of technology platform and IT resources to support organizational-wide skills assessment For critical roles that are hard to attract and retain (i.e. skilled trades labour), further explore future in-demand skills in skilled trades and collaborating with high school/post secondary institutions to develop trades designation pathway for apprenticeship programs | Responsible: Department heads/SMT responsible for identifying skills needs and gaps and supporting skills-based pathways HR leaders responsible for embedding skills needs in HR processes Accountable: HR leaders to own process for skills-based pathways and internal mobility with sponsorship from CLT Impacted: All employees |
| | Success Metrics | Considerations |
| | Increase in upskilled and qualified internal candidates for job postings Recognize opportunity in hiring candidates who possess necessary skills for a position when available | Consider third-party partnership with technology vendor to support the enablement of skills assessment and upskilling initiatives Consider potential mitigation and communication strategies when implementing in a unionized environment |



| Continue to build a future-ready hybrid city | | |
|---|--|--|
| Detailed Activities | Dependencies | Stakeholders involved |
| 12.1: Conduct internal research (i.e. focus groups, surveys, etc.) to understand employee needs, ways of working and present pain points 12.2: Conduct an external scan to gain insights on industry hybrid working practices 12.3: Review and update policies, standards and guidelines on hybrid working (i.e. Disconnecting from Work - Wellness Strategies) 12.4: Update existing and set new standards and guidelines (such as the Disconnecting from Work Guidelines) on regular activities (virtual communication, working hours and availability, etc.) and define routines (daily huddles, weekly team meetings, etc.) to enable smooth functioning in a hybrid environment | Approval of hybrid work by City Council | Responsible: Department heads/SMT responsible for identifying employee KPIs and implementing hybrid working policies and guidelines to improve employee experience Accountable: HR leaders accountable for all hybrid working policies and processes Impacted: All employees |
| 12.6: Establish measurable KPIs for employee productivity | Success Metrics | Considerations |
| | Clear organization-wide guidelines and protocols set for hybrid work within the City | Need to understand the impact of current hybrid policy to employee productivity and effectiveness before additional workplace flexibility (hybrid working) changes can be implemented (i.e. leveraging technology to analyze employee productivity) Amending policies is a long process; therefore some topics (e.g. Disconnect from Work) are shared as procedures (versus policies) |

13.5: Explore opportunities to use technology to reduce work volume, create capacity

Objective 13

turnover and customer satisfaction

and lead the employee experience

| Identify and address root causes of burnout to solve the right problem | | |
|--|--|---|
| Detailed Activities | Dependencies | Stakeholders involved |
| 13.1: Review results from pulse checks, surveys and Employee and Family Assistance Program (EFAP) and Greenshield insights to understand employees' needs 13.2: Based on the review in 13.1, identify root causes of burnout among employees (e.g. toxic work behaviour, workload issue, process inefficiencies, values, reward, control, fairness, community, etc.) 13.3: Take a systematic approach to tackle the root causes of burnout among employees (e.g. improve imbalances between job demands and job resources, address toxic work behaviour, provide psychological safety, create inclusive work environment, enable individual growth opportunities, promote sustainable work, hold leadership accountable, serve employees' needs) 13.4: Prioritize issues and define clear, time-bound measurable goals around them—with a standardized measure of burnout being given equal importance to | Availability of results/data listed in Activity 13.1 Availability of resources to conduct deep dive into employee needs and uncover root causes of burnout | Responsible: HR leaders responsible for implementing activities to address objectives in collaboration with relevant stakeholders and vendors Accountable: HR leaders with support/sponsorship from CLT Impacted: All employees |

Success Metrics

- Reduced levels of stress-induced burnout as reported by employees through wellness surveys, pulse checks, one on one check ins, feedback channels, and through EFAP and Greenshield insights
- Adoption of technology introduced to increase efficiency and reduce work volume
- Employee engagement rate (i.e. Employee Net Promoter Score - eNPS)

Considerations

- Achieving this objective goes beyond implementing wellness programs and providing employees with coping mechanisms.
 The City should consider seeking out the root causes and drivers of work-related stress and burnout among employees and addressing them
- Health and wellness resources and dashboard presently exist and can be leveraged to communicate existing programs
- Currently circulating an RFP in support of the Peer Support program

Culture and Leadership DEI



Objective 14

| Increase employee awareness of available mental health and wellness services through frequent promotion and communication | | |
|---|---|--|
| Detailed Activities | Dependencies | Stakeholders involved |
| 14.1: Through employee inputs, conduct evaluation of available mental resources to verify relevance and effectiveness of current health and wellness services 14.2: Regularly revisit the plan that consistently promotes health and wellness programs (e.g. EAP/EFAP program, Extended Benefits) and events within the City, incorporating insights from pulse checks and surveys 14.3: Integrate the use of gamification and incentives (e.g. additional paid day(s) off, etc.) to encourage participation in health and wellness initiatives, which are regularly communicated (e.g. via email communications from the CAO's office) | Availability of mental health and wellness resources and data A Wellness Committee that is well represented across the organization to collect feedback and thoughts | Responsible: HR leaders, in collaboration with Wellness Committee, responsible for increasing awareness Accountable: HR leaders with support and messaging from CLT and senior leaders Impacted: All employees |
| | Success Metrics | Considerations |
| | Employee interaction with newsletters, meetings and other avenues through which the City aims to promote health and wellness programs Employee participation in health and wellness initiatives | Consider having wellness ambassadors - employees at different levels and in different departments to help spread the word as wellness champions and build excitement around wellness initiatives RFP presently (as of August 2023) being circulated for a Peer Support Program |

and do not always need to be shared by the leader

15.6: Bring employees' awareness to the recognition program and

leveraging communications through key channels and engagement

initiatives and communicate the goals, guidelines and key behaviours by

Embed recognition and celebrating success as the part of the City's culture

Detailed Activities Dependencies Stakeholders involved 15.1: Engage employees (e.g. through surveys, focus groups and STAR committee to be Responsible: interviews) across the City to understand current recognition practices continuously involved in promoting • HR leaders and STAR committee responsible for and assess the effectiveness recognition initiatives engaging employees, developing recognition Funding support from the council if program and all associated communications 15.2: Identify strengths and gaps between recognition desired and providing monetary rewards recognition received by employees within departments and across the o STAR committee and department heads to identify existing recognition practices to amplify organization Accountable: 15.3: Leverage existing strengths and amplify/implement them across the Department heads/SMT accountable for modelling organization to reach the desired recognition culture and driving behaviour around celebrating success 15.4: Develop and implement program to address gaps in recognition and recognition moments practices aligned to the city's goals and employee preferences • HR/STAR committee (with support from departments heads and CLT) to drive recognition culture • Consider both a top-down approach (leadership role modelling) and a bottom-up approach (front-line motivators) to address Impacted: the gaps and make the changes stick o All employees 15.5: Implement celebrating success and recognition moments as agenda items for meetings, town halls, employee communications, etc. **Success Metrics** Successes and recognitions can be shared by employees (peer-to-peer)

- Employee response and participation rates in surveys, focus groups, etc. regarding recognition at the City
- Frequency of utilization of various recognition platforms and avenues

Considerations

- Employees are concerned about providing recognition to employees outside of immediate team; providing a safe environment for recognition and articulation of the need by senior leadership is critical to success
- To implement 15.3 as a quick win, existing positive recognition practices within some departments can be socialized with others departments

Culture and Leadership DEI Talent and Career
Development

Objective 16

Establish (or refresh existing) recognition ambassador network **Detailed Activities Dependencies** Stakeholders involved Funding support from the Council 16.1: Leverage existing recognition ambassador network to reach broader Responsible: for financial reward audiences, enable recognition efforts and ensure staff at all levels are o STAR Committee responsible for reaching out to represented and can participate in recognition initiatives Senior leadership support and broader audience across the organization, promoting sponsorship to acknowledge the recognition initiatives to enhance visibility importance of non-financial Accountable: rewards; these are more effective o HR leaders, STAR Committee accountable for for long-term motivation, act as employee recognition programs social reinforcement of desired behavior and have a more Impacted: significant impact on performance All employees than financial rewards **Success Metrics** Considerations Increased staff participation in Continue to leverage the existing STAR committee for recognition initiatives recognition initiatives targeting a wider range of representatives across the organization (including Local 82 members who are providing recognition to the majority of field workers) Consider promoting more non-financial rewards and "in the moment" rewards as means of increasing social value

| Provide training to managers and employees on meaningful recognition | | |
|--|---|---|
| Detailed Activities | Dependencies | Stakeholders involved |
| 17.1: Include recognition training content in managerial and leadership courses to build awareness on how to embed recognition in the organizational culture. This may include topics such as: What is recognition, and why is it important? Difference between formal and informal recognition When and how to recognize others Key principles of sustainable recognition such as sincerity, timeliness of recognition and specificity of recognition to the recipient How to be a recognition ambassador and further drive a culture of recognition throughout the City 17.2: Identify and implement ways to drive accountability, track and | Availability of recognition-related best practices and content for HR leaders to embed into existing managerial and leadership training courses | Responsible: HR leaders responsible and accountable for adding recognition training content to existing courses Accountable: HR leaders CLT to own and model recognition culture Impacted: Employees enrolled in courses |
| measure progress with recognition culture (this activity can be included as part of Activity 15.4) | Success Metrics | Considerations |
| | Increase in the frequency of formal and informal top-down (i.e. managers/leaders to broader employees) recognition across various platforms and avenues | Explore recognition-related best practices and content; tailor and incorporate them into existing managerial and leadership courses Coach and empower leaders through recognition training and guidelines in order to empower them to recognize their team members on a frequent, consistent and meaningful way |

Leverage employee recognition technology platforms to transform the City's people strategy **Detailed Activities Dependencies** Stakeholders involved 18.1: Consider partnership with an online/technology platform that allows Level of maturity of existing Responsible: employees to provide recognition in a timely manner. recognition culture within the • HR leaders responsible for selection of technology organization platform and consulting with external vendor if Consider a platform that has the option to send recognition publicly required or privately to better cater to the preference of the recipient Depending on the choice of technology, may require support Accountable: from external vendor/contractor to o HR leaders with sponsorship from CLT This platform can include gamification and flexible redemptions, enable the recognition which can positively influence the adoption of recognition behaviours Impacted: transformation and thus enhance employee experience All employees Funding approval

Success Metrics

Adoption/utilization of the online

platform

potentially a long-term sustainment strategy for the City
to consider once the organization improves its current
recognition culture and practices

The adoption of the employee recognition platform can
help enable the long-term sustainability and support

help enable the long-term sustainability and support timely and effective recognition

Considerations

Currently not a priority due to budget constraints;

Talent and Career Culture and Leadership DFI Development

Objective 19

Ensure employees fully understand the value of their current total rewards package

Detailed Activities Dependencies Stakeholders involved 19.1: Design a holistic total rewards education program that may include: Availability of resources (in-house Responsible: or external) to deliver the initiative • 1:1 or group sessions with financial coaches knowledgeable of the • HR leaders responsible for implementing activities City's total rewards Accountable: Frequent and clear o HR leaders accountable for effectively On-demand resources webinars, short videos, FAQs communication from the HR communicating the value of City's total rewards department to indicate the need • CAO/CLT are also responsible for supporting this and benefits of attending the Integrated microsite with links to various resources communication session Impacted: Coordination with other benefit vendors All employees 19.2: Host live sessions that explain benefits and total rewards package (compensation, retirement benefits, health insurance) and amplify other ancillary perks provided by the City **Success Metrics** Considerations Employee interaction with Information presently exists via My Info Intranet page, education program elements (e.g. but further improvements can be done to enhance microsite, on-demand webinars, information accessibility and navigation of the portal etc.) and attendance of live (e.g. through FAQs) information sessions



5. Appendix





Below is the list of acronyms used in this document:

| CAO | Chief Administrative Office |
|------|---|
| CLT | Corporate Leadership Team |
| DEI | Diversity, Equity and Inclusion |
| EAP | Employee Assistance Program |
| ED | Executive Director |
| EFAP | Employee and Family Assistance Program |
| eNPS | Employee Net Promoter Score - a metric used to measure employee engagement and loyalty and assess the overall employee experience. It is derived through a survey question that asks employees how likely they are to recommend their organization as a place to work |
| HR | Human Resources |
| JJE | Joint Job Evaluation |
| NUJE | Non-Union Job Evaluation |
| SMT | Senior Management Team |
| VMV | Vision, Mission and Values |





Below is the list of defined terms used in this document:

| 360 degree feedback | Also known as multi-source or multi-rater feedback assessment, this method allows individuals to comprehend their personal strengths and weaknesses by utilizing the constructive feedback from others who work with them the most (i.e. supervisors, colleagues, direct reports, customers, and vendors) |
|----------------------|---|
| People Strategy | A comprehensive plan or approach that outlines how an organization attracts, manages, develops, supports, and retains its workforce to achieve its goals and objectives |
| Psychological Safety | An environment or setting where individuals feel comfortable, accepted, and empowered to express themselves, take risks, and contribute without fear of negative consequences |
| Microaggression | A subtle, often unintentional, comment, action, or behavior that communicates derogatory or negative attitudes toward individuals based on their marginalized or underrepresented identity characteristics |
| North Star | Represents the overarching, aspirational goal or guiding principle that aligns and directs the organization's strategy and decisions towards its ultimate vision and purpose |



Committee Matters: SCM 299/2023

Subject: Response to CQ 2-2023 - Moving the Location of Bright Lights - Ward 3

Moved by: Councillor Renaldo Agostino Seconded by: Councillor Fabio Costante

Decision Number: CSSC 214

THAT the report of the Executive Initiative Coordinator dated October 13, 2023, entitled, "Report CQ 2-2023 - Moving the Location of Bright Lights" **BE RECEIVED** for information; and further,

THAT administration **BE REQUESTED** to report back on the possibility of a year round seasonal lighting in the downtown area from Riverside Dr. to Jackson Park including details related to infrastructure requirements and costs and the possibility of partial funding through the Downtown Windsor Business Improvement Area (DWBIA); and,

THAT administration **BE REQUESTED** to investigate the opportunity of utilizing the trails on the riverfront for potential seasonal vendors and artists year round. Carried.

Report Number: S 133/2023 Clerk's File: SR/14567

Clerk's Note:

- 1. The recommendation of the Community Services Standing Committee and Administration are **NOT** the same.
- 2. Please refer to Item 8.4 from the Community Services Standing Committee held on November 1, 2023.



Council Report: S 133/2023

Subject: Response to CQ 2-2023 – Moving the Location of Bright Lights – Ward 3

Reference:

Date to Council: November 1, 2023 Author: Samantha Magalas Executive Initiatives Coordinator smagalas@citywindsor.ca 519-253-2300x2730

Recreation and Culture Report Date: October 13, 2023 Clerk's File #: SR/14567

To: Mayor and Members of City Council

Recommendation:

THAT Report CQ 2-2023 - Moving the Location of Bright Lights **BE RECEIVED** for information

Executive Summary:

N/A

Background:

At the January 16, 2023, meeting of City Council, Councillor Kaschak asked the following question:

"Asks if this City Council wanted to potentially re-locate in 2024 or 2025 the Bright Lights event from Jackson Park to a Downtown location starting at an Intersection like University Ave and Ouellette Ave and then work its way East to the City Hall open lands and then proceed North along the open lands/esplanade towards Riverside Drive.

I ask Administration to provide a report in regards to the infrastructure, logistics and safety requirements required and obviously the cost of potentially relocating this event for the December 2024 Holiday season or no later than the December 2025 Holiday season."

This report is in response to that question.

In 2017, the City of Windsor embarked on a festive display now known as Bright Lights Windsor, which was designed for, and set up at Jackson Park. The recommendation for

a 'Festive Winter Lights Display' at Jackson Park was one of the recommendations (Recommendation 9.08 (f)), stemming from "Rediscover Our Parks – Parks & Outdoor Recreation Master Plan" also known as the Parks Master Plan. The Parks Master Plan was approved by Council on July 4th 2016. The Bright Lights event has continued annually, during the month of December and first week of January, since that time.

Each season, Administration makes modest upgrades to the displays and programming in order to keep the event fresh and fun for Windsor residents and visitors coming to view the displays. This past year, over 100,000 visitors from December 2, 2022, to January 8, 2023 attended the event which is open 7 days a week, from 5:30pm to 10:00 pm.

Bright Lights Windsor brings people together to enjoy a free, family-friendly, accessible event featuring 2 kilometres of pathways with over 2 million stunning lights, 56 unique displays, a 64-foot tree, a local vendors market, and weekly entertainment performances while supporting multiple charities in creative and unique ways.

Discussion:

Following the question from Councillor Kaschak, Administration investigated the possibility of moving Bright Lights to the downtown area as suggested in the Councillor's question. There were a number of factors that needed to be explored by Administration in order to get an accurate indication of what might be possible. These include safety, security and infrastructure, all of which are discussed in more detail below.

Safety:

As with any large scale special event, safety is paramount and the Special Events Resource Team (SERT), would need to be consulted and give their approval prior to setting up this event in the downtown area.

Administration examined a variety of options for event footprints for the potential move downtown however each option carried the same concerns pertaining to safety. In preliminary discussions with SERT, they identified that closing multiple streets in the downtown area would likely cause significant issues in terms of safety. Closing any sort of major street or intersection for the time needed to setup and host Bright Lights (multiple months) would prove to be dangerous. With whole intersections and streets closed, critical routes for emergency services would be blocked, creating a potentially dangerous situation as it relates to access and EMS response times.

Security:

Security at Bright Lights has always been required due to the volume and value of the displays and the overall cost of the infrastructure needed within Jackson Park to support the event. Presently, the park is fenced and is opened and closed on a daily basis to help secure the location and deter vandalism or theft from the site. The park is fully enclosed with a temporary fence for both the safety of the public/park users while the

displays are being set up, as well as the safety of the displays once Bright Lights is operational. This fence is locked during the hours Bright Lights is not offered to the public for the purpose of keeping the displays safe. In addition, Administration hires security who are on site daily during Bright Lights.

Moving this event to the downtown core would prove problematic in terms of securing and controlling the site. Expanding the footprint to various streets would require fencing around the entire footprint to deter theft and vandalism. In addition, the displays, fencing and wires would not be permitted to block the right-of-way. Lastly, any significant snowfall would be problematic as this type of set up would cause difficulties in removing the snow from the roads and sidewalk.

Leaving the area open with no fencing was considered but is not an option as the amount of additional security required to patrol a fully accessible and uncontrolled footprint would be very high. It is important to note that this would be required not only during the month of Bright Lights but also leading up to the event during set up and following the event during teardown. In general, Administration requires 6 weeks to set up and approximately one month post event to tear down the displays, meaning that increased security would be required for approximately 3-4 months.

Infrastructure:

Since its inception in 2017, staff have worked to increase the infrastructure at Jackson Park to support the Bright Lights event. Additional power and outlets have been placed at the site in order to support this massive project. Additionally, there have been renovations to the washroom buildings and pathways in order to accommodate the larger crowds that attend the site in the winter. Lastly, the W.E. Made It Market utilizes the custom-made huts that are placed on site at the event.

The staff from Facility Operations has reviewed potential options for moving Bright Lights to the downtown area from an infrastructure lens. They have noted that there is presently not enough power available to host the displays throughout the downtown streets. Additional power carts and underground wiring would need to be purchased and installed throughout the downtown core in order to supply sufficient power to the site. Generators would also be required. While this is possible, it should be noted that there would be a large quantity of wires required to run the power which would need to be mitigated from both aesthetic and safety perspectives. "Hiding" the wires throughout the area would be quite challenging and they would be exposed and could pose a tripping hazard unless they are properly covered. Fencing off the wires would be challenging as it would block access to various businesses. Generators would be noisy for local residents, businesses and visitors to the event and would take away the option of continuing with sensory-friendly 'Silent Nights'.

Administration also identified that locations would need to be secured for public washrooms, as well as a warming station for onsite staffing and volunteers and the vendor huts. Lastly, garbage pick up would prove to be a challenge if the sidewalks were blocked off.

As a result of the significant challenges associated with moving this event to downtown area streets, Administration also looked at other options in and around the downtown

area that might be feasible to hold Bright Lights or a few displays which could act as a satellite Bright Lights location.

One area that could house some of the Bright Lights displays, which was noted in the Councillor's question, is the area north of City Hall throughout the open lands and esplanade which extends towards Riverside Drive. Administration could explore the opportunity to utilize this area to install holiday displays. From a security and safety lens, that particular area could likely be more easily secured in order to protect the displays and equipment. In addition, using the open area means that pedestrians would be safe and secure enjoying the displays while not being on roads.

This option would also provide Administration the opportunity to reconfigure some of the displays currently located at Jackson Park. This could help with the overall goal of adding some new programming and displays to the current event but would result in added infrastructure costs, such as power and additional staff costs for programming and other activations.

Should Council wish to move the entire Bright Lights event, Administration could also explore the potential to use Festival Plaza. Festival Plaza could host the overall foot print of Bright Lights; however significant infrastructure upgrades would be required at the site in order to make it feasible.

At Jackson Park, Administration utilizes a number of trees and park features to string up lights and showcase displays. At this time, Festival Plaza does not contain trees or park features and therefore Administration would need to map out exactly where displays would go and what infrastructure would need to be built in order to create the displays and house the event. In addition, the washroom facilities at Festival Plaza would require an upgrade in order to make them operable in the winter months and/or portable washrooms would need to be brought in and secured for the duration of the event.

Additional power and electricity would also be required on site and as noted above, power carts and generators would need to be purchased.

Weather also plays a role when considering Festival Plaza as a potential location due to the proximity to the Detroit River. The site does not provide much shelter from wind and adverse weather in the winter. This could cause issues for displays and also for the public who might find that with an increase in windy weather, the overall experience (especially with children), is not as enjoyable. Wind has caused challenges at Jackson Park, which is slightly more sheltered from the weather, resulting in the closure of Bright Lights for an evening or two annually due to wind and safety issues.

If directed, Administration could explore this option more in depth and report back to Council with a potential layout and estimated pricing.

Risk Analysis:

There is a serious risk associated with closing down an entire street and/or sections of streets or intersections for an extended period of time. Closing these areas down nightly or for the entire duration of Bright Lights would prohibit snow removal, emergency service vehicles and the public from getting through those streets. This

could cause significant delays in responding to an emergency and it is not likely that SERT would approve any of these types of closures for an extended period of time.

The security required for Bright Lights is significant. The displays cannot be left out in the open without some sort of fencing or in person security on site to mitigate the risk of vandalism or theft. Regardless of what location is chosen for the display, continued resources will be required to ensure the site is safe and secure.

If Council wishes to move some of displays to the open lands by City Hall, parking may become an issue as there is no dedicated parking for the public in close proximity. Presently in Jackson Park, there are two (2) designated parking lots where the public can park for free. If the event is moved downtown, the public would be required to pay for street or garage parking.

Climate Change Risks

Climate Change Mitigation:

N/A

Climate Change Adaptation:

N/A

Financial Matters:

At this time, Administration will continue to operate Bright Lights at Jackson Park under the approved operating budget set forth by City Council. Should City Council provide alternative direction, any associated cost implications would need to be researched and considered in the context of the approved budget.

Consultations:

Michelle Staadegaard - Manager of Culture & Events Will Alexander - Supervisor, Special Events Donovan Tremblay - Supervisor, Facilities Adrian Busa - Manager of Facility Operations Shawna Boakes - Executive Director of Operations Special Events Resource Team (SERT)

Conclusion:

Administration has examined various options for moving Bright Lights but given the significant challenges and costs, it is recommended the event remain at Jackson Park at this time.

Planning Act Matters:

N/A

Approvals:

| Name | Title |
|----------------------|--|
| Sam Magalas | Executive Initiatives Coordinator |
| Erika Benson | Financial Planning Administrator |
| Michelle Staadegaard | Manager, Culture and Events |
| Jen Knights | Executive Director, Recreation & Culture |
| James Chacko | Executive Director, Parks & Facilities |
| Ray Mensour | Commissioner, Community Services |
| Janice Guthrie | Chief Financial Officer & Corporate Leader, Finance & Technology |
| Joe Mancina | Chief Administrative Officer |

Notifications:

| Name | Address | Email | | |
|------|---------|-------|--|--|
| | | | | |

Appendices:



Additional Information: Al 5/2024

Subject: Additional Information – Moving the Location of Bright Lights – Ward 3

Reference:

Date to Council: April 22, 2024

Author: James Chacko

Executive Director, Parks & Facilities

jchacko@citywindsor.ca (519) 253-2300 x 2723

Co-Author: Jen Knights

Executive Director, Recreation & Culture

jknights@citywindsor.ca (519) 253-2300 x 2920

Parks

Report Date: 4/8/2024 Clerk's File #: SR/14567

To: Mayor and Members of City Council

Recommendation:

THAT Report Al 5/2024 – Additional Information - Moving the Location of Bright Lights **BE RECEIVED** for information

Additional Information:

At the November 1st, 2023, Community Services Standing Committee it was resolved:

THAT the report of the Executive Initiative Coordinator dated October 13, 2023, entitled, "Report CQ 2-2023 - Moving the Location of Bright Lights" **BE RECEIVED** for information; and further,

THAT administration **BE REQUESTED** to report back on the possibility of a year round seasonal lighting in the downtown area from Riverside Drive to Jackson Park including details related to infrastructure requirements and costs and the possibility of partial funding through the Downtown Windsor Business Improvement Area (DWBIA); and further,

THAT administration **BE REQUESTED** to investigate the opportunity of utilizing the trails on the riverfront for potential seasonal vendors and artists year-round.

This Additional Information memo is in response to the direction to report back on:

- 1. The possibility of year round seasonal lighting in the downtown area and,
- 2. The opportunity for seasonal vendors and artists year-round on the riverfront trails.

Over the past three months, Community Services (Administration) held a series of meetings with the Downtown Windsor Business Improvement Association (DWBIA) and the Special Events Resource Team (SERT) to determine the feasibility and support for each of these initiatives.

In addition, separate discussions were also held with Bright Lights vendors and community partners along with the development of a survey specifically targeted to riverfront vendor and artist opportunities. Both discussions and the survey were intended to gauge the interest and collect information on the operational requirements associated with this potential new initiative.

Year-Round Seasonal Lighting Downtown Results:

The discussions with the DWBIA and SERT provided the opportunity to a review potential of year-round seasonal lighting in the downtown area, as well as the different options and styles that might be feasible.

This included a high-level review of the current infrastructure which was completed by Administration to determine which locations would be potentially suitable. At this time, the following key findings need to be considered:

- 1. Impact on Right of Way (ROW):
- The installation of lights would need to be limited to the untraveled portion of the roadway and would need to be strung parallel to the road
- Extending lights over the roadway perpendicular to vehicular traffic flow would not be possible for safety reasons
- Minimum ground clearances for the lights must be maintained
- Consideration for the style of lighting is important; this includes how the lights are programmed along with the frequency of color and pattern change
- Programming cannot interfere with existing traffic infrastructure that could distract, confuse or block field-of-view of traffic signals
- 2. Existing Downtown Core Infrastructure:
- Infrastructure to support the installation generally exists on streets that have the concrete decorative "Windsor-style" light poles

- Still required by ROW is a detailed report from an Engineer confirming sufficient pole condition and capacity for the attachments relating to year-round seasonal lighting
- 3. Capital and Operating Costs:
- There are currently no funds identified within either the Operating or Capital budgets.
- In order to determine a high-level cost estimate, the section of Ouellette from Tuscarora to Riverside Drive was reviewed. It was determined to focus on this area as it is within the DWBIA and the infrastructure located on Ouellette from Tuscarora to Tecumseh Road is not as supportive.
- Initial capital costs would include necessary repairs to electrical infrastructure as well as the purchase and installation of all lighting materials
- The anticipated cost is between \$85,000 to \$105,000, depending on the specific style of lights chosen and any applicable bulk order or volume discounts
- Ongoing annual operating costs excluding utilities are difficult to estimate, however based on previous experiences with the installation of lighting within our parks and open spaces an annual operating cost of 10% of the initial capital cost would be a reasonable starting point
- 4. Support from the DWBIA:
- Discussions with the DWBIA were extremely positive and there was a great deal of excitement and support expressed for the installation of lighting
- Through these discussions and the fortuitous timing of the My Main Street Grant -Business Sustainability/Community Activator Stream from the Federal Economic Development Agency, the DWBIA was able to submit a grant funding request, at the end of March 2024, for the installation of lights along Ouellette Avenue

Vendors and Artists Year-Round on the Riverfront Trails Results:

The discussion around the feasibility of creating opportunities for year-round vendors and artists along the riverfront trails initially focused on the central riverfront in the area of the downtown core. As a result of the discussion, interest expanded to wider area of the riverfront.

Included in the conversations was the work Administration is currently preparing which will present three (3) conceptual designs for the redevelopment of the Festival Plaza, which is part of the riverfront trail system.

These designs are expected to be presented to Council later in 2024, and the inclusion of infrastructure to support this type of project elsewhere along the riverfront trails will be reviewed in greater detail.

At this time, the following key findings need to be considered:

- 1. Existing Infrastructure:
- Administration reviewed the existing permanent infrastructure available within the parkland as well as the portable, temporary infrastructure currently available within the City's inventory

- There is limited permanent infrastructure currently in place, this includes access to power, water, Wi-Fi and physical structures
- There is an existing inventory of portable, temporary infrastructure, such as pop-up 10x10 tents, folding tables, generators, and the hydration station, however the availability is limited. The existing infrastructure is currently utilised at various times throughout the year to support current annual events such as Bright Lights, Open Streets, Mayor's Walk, Windsor's Birthday celebration and many other special events

2. Discussion with Vendors & Artists

- An annual debrief for Bright Lights is held each year at the conclusion of the Bright Lights event, and for the 2023/2024 season Administration included an additional survey. This additional survey was focused on receiving feedback for the potential riverfront trails project
- The new 2023/2024 riverfront trails survey information was considered in addition to the continuous discussions and Bright Lights specific surveys that have taken place throughout the history of Bright Lights
- The information received was very valuable and the overall take-away is that there is interest from both the vendor and artist communities for establishing opportunities along the riverfront trail
- Similar issues that were identified by Administration and the DWBIA were also raised in the feedback from Vendors and Artists

3. Discussion with the DWBIA

- The DWBIA shared that they are interested in opportunities for greater activation of the riverfront trail
- They expressed an interest in creating a destination for visitors that would be complimentary to the Downtown core
- They noted many of the same permanent infrastructure challenges as determined during the review by Administration
- That they would be open to having ongoing discussions about this project and could potentially be interested in the management/operation.
- There is currently no appetite to move the current Farmer's Market to the riverfront

4. Capital and Operating Costs

- There are currently no funds identified within either the Operating or Capital budgets.
- Capital costs for the purchase of either permanent or portable infrastructure will vary greatly based on the vision and direction for this program and the involvement of community partners
- Capital costs could range from \$5,000 \$10,000 for smaller items such as pop-up tents and folding tables and continue into the \$100,000s or more if below grade infrastructure is installed and/or larger portable or permanent vendor structures are purchased
- It is unlikely that individual vendors and artists would have the financial capability to purchase and/or provide infrastructure beyond portable tents, tables and portable generators

- As noted with capital costs, operating costs would vary greatly based upon the type, size and duration of the events each year
- In addition, the use of temporary versus permanent structures would impact the operating budget as either option has both shared as well as unique costs

Consultations:

Michelle Staadegaard, Manager, Culture & Events

Jamie Scott, Manager, Facilities Operations (A)

Dave Nicholls, Manager, Parks Operations (A)

Will Alexander, Supervisor, Special Events

Stephanie Marshall, Coordinator, Special Events

Mike Panazzola, Supervisor Parks

Kyle Deslippe, Supervisor Parks

Ryan Schuchard, Supervisor Facilities

Special Events Resource Team (SERT)

Conclusion:

At the direction of Council, Administration from Community Services in consultation with SERT, the DWBIA, community partners and local vendors will continue to explore opportunities to enhance community programming through the ongoing activation of our open spaces and parkland within the downtown core including the central riverfront parkland.

Approvals:

| Name | Title |
|----------------|---|
| James Chacko | Executive Director, Parks & Facilities |
| Jen Knights | Executive Director – Recreation & Culture |
| Janice Guthrie | Commissioner, Finance and City Treasurer |
| Ray Mensour | Commissioner, Community Services |
| Joe Mancina | Chief Administrative Officer |

Appendices:



Council Report: C 35/2024

Subject: Declaration of a Vacant Parcel of Land Municipally Known as 0 Forest Glade Drive Surplus and Authority to Offer Same for Sale – Ward 8

Reference:

Date to Council: April 22, 2024
Author: Stephanie Allen Santos
Coordinator of Real Estate Services
519-255-6100 ext. 6420
ssantos@citywindsor.ca
Legal Services, Real Estate & Risk Management
Report Date: March 20, 2024

Clerk's File #: APM2024

To: Mayor and Members of City Council

Recommendation:

- I. THAT the following vacant parcel of land owned by The Corporation of the City of Windsor (the "City") BE DECLARED surplus:
 - Municipal address: 0 Forest Glade Drive vacant land situate on the north side of Forest Glade Drive, as shown in the aerial diagram attached as Appendix 'A'
 - Legal Description: Part of Lot 126 Concession 2, Sandwich East, being Part 5 Plan 12R-5019; save and except a 6.1m x 6.1m corner cut-off; save and except a 2.2m reserve along Forest Glade Drive; save and except a one-foot reserve along the easterly and southerly boundary, all identified as Parts on a Reference Plan of Survey to be registered, which are to be retained for Municipal purposes
 - Approximate Lot size: 69.71 feet (21.25 m) x irregular
 - Approximate Lot area: 6,403.32 sq ft (594.89 m²) (herein the "Subject Parcel"); and,
- **II.** THAT the Manager of Real Estate Services **BE AUTHORIZED** to offer the Subject Parcel for sale to the abutting property owner of 3565 Forest Glade Drive, Windsor at a price to be determined by the Manager of Real Estate Services commensurate with an independent appraisal.

Executive Summary:

N/A

Background:

The City owns the Subject Parcel, being a vacant parcel of land located at the intersection of Forest Glade Drive and Meadowbrook Lane, legally described as Part of Lot 126 Concession 2, Sandwich East, being Part 5 Plan 12R-5019, Windsor as shown on the aerial diagram attached as Appendix A.

The Subject Parcel was conveyed to the City in 1973 by By-Law R559229. The zoning for the Subject Parcel is CD2.1 which allows for a Business Office, Child Care Centre, Food Outlet – Take-out, Medical Office, Personal Service Shop, Professional Studio, Repair Shop – Light, Restaurant or Retail Store. The Subject Parcel is deficient in area to develop under zoning CD2.1 and the Building Department stated that it would be challenging to develop a commercial opportunity on this parcel. As such, the Subject Parcel is non-viable and can only be sold to the abutting property owner to the west.

By-Law 52-2014 establishes a policy for the disposal of Land. Section 5.1.2 of Schedule "A" attached to By-Law 52-2014 requires that City-owned lands be declared surplus and that Administration seek authority to sell the lands:

5.1.2 Notification of the intention to declare Land surplus and the authority to offer the Surplus Land for sale will be printed in the "Civic Corner" of the Windsor Star.

Discussion:

Administration was contacted by the abutting property owner to the west who expressed their interest in acquiring the Subject Parcel. The Subject Parcel is situated between the abutting property and Meadowbrook Lane. As the only abutting property, the likely buyer is the abutting property owner of 3565 Forest Glade Drive, located to the west of the Subject Parcel.

The Subject Parcel was circulated to determine whether there is a municipal use for same. No municipal use was identified. By-law 152-2016 was passed in 2016 to close part of Meadowbrook Lane to create a 1-foot reserve, therefore no access to Forest Glade Drive or Meadowbrook Lane is currently permitted. Administration advises the one-foot reserve be continued along Forest Glade Drive and Meadowbrook Lane to restrict access, as shown on Plan 12R-26730 attached as Appendix B. Transportation Planning also requests a 6.1m x 6.1m corner cut-off be retained at the corner of Forest Glade Drive and Meadowbrook Lane, as well as a 2.2m reserve along Forest Glade Drive for an active transportation trail. Administration will obtain a Reference Plan and retain the one-foot reserve along the easterly and southerly limits of the Subject Parcel, to ensure the Subject Property does not have direct access to Forest Glade Drive and Meadowbrook Lane, and will also retain the corner cut-off and active transportation trail, as required by Transportation Planning.

The City's Land Disposal Policy ("**LDP**") outlines the process for the sale of land which is not viable. Section 5.3.1.3 of the LDP states:

5.3.1.3 Land, which is not Viable Land and which cannot be rendered Viable Land by means of consent under the Planning Act may be sold directly to the abutting property owner(s) for lot consolidation purposes at the value established by City Real Estate Staff taking into consideration all relevant factors, but in any event for no less than on a cost-recovery basis. If more than one abutting property owner wishes to acquire the Land City Real Estate Staff will contact the abutting owners to determine whether a consensus can be arrived at in splitting the Land amongst interested abutting owners.

Should Recommendations I and II be approved, Real Estate Services staff will contact the abutting property owner to negotiate a purchase price. Should Administration successfully negotiate an acceptable price, a report will be brought to Council or under Delegation of Authority, as appropriate, seeking authority to sell the Subject Parcel.

Risk Analysis:

There are potential liability issues should someone be injured on the land. Additionally, maintenance of the land drains scarce municipal resources. Selling the Subject Parcel will remove any associated liability issues and maintenance costs for the City.

Climate Change Risks

Climate Change Mitigation:

Declaring the Subject Parcel surplus does not pose a climate change risk.

Climate Change Adaptation:

Redevelopment of the Subject Parcel will include climate change considerations during re-zoning or site plan review.

Financial Matters:

N/A

Consultations:

Building Department: Brandon Calleja, Deputy Chief Building Official

Fire Department: Michael Coste, Fire Prevention Officer

Windsor Police Services: Barry Horrobin, Director of Planning & Physical Resources

Public Works: Clare Amicarelli, Transportation Planning

Parks & Facilities: James Chacko, Executive Director Parks & Facilities
Planning Department: Nathan Li, Planning Assistant
Housing and Children Services: Chris Carpenter, Coordinator Housing Administration
Legal and Legislative Services, Kate Tracey, Senior Legal Counsel

Conclusion:

Declaring the Subject Parcel surplus, and authorizing the Manager of Real Estate Services to offer the Subject Parcel for sale to the abutting property owner, will allow for the orderly sale of the land that is not required for any municipal purpose.

Approvals

| Name | Title |
|------------------------|---|
| Stephanie Allen Santos | Coordinator of Real Estate Services |
| Denise Wright | Manager of Real Estate Services |
| Wira Vendrasco | Acting City Solicitor |
| Dana Paladino | Acting Commissioner, Corporate Services |
| Joe Mancina | Chief Administrative Officer |

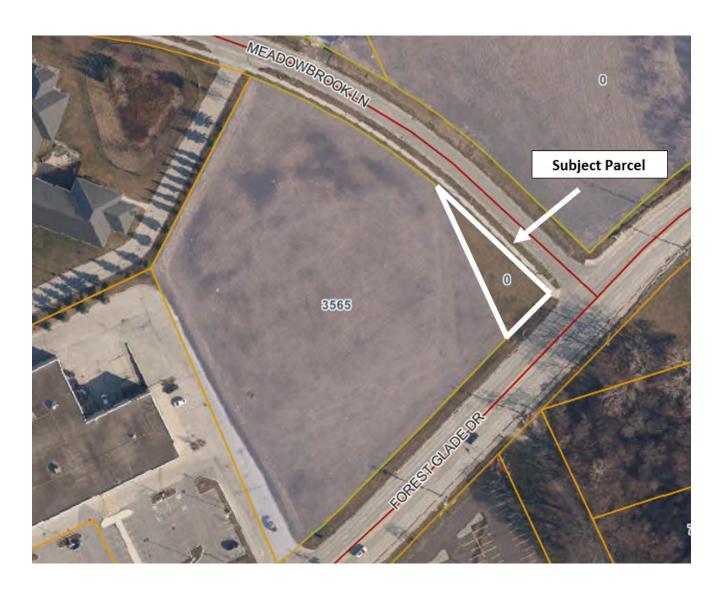
Notifications:

| Name | Address | Email |
|------|---------|-------|
| | | |

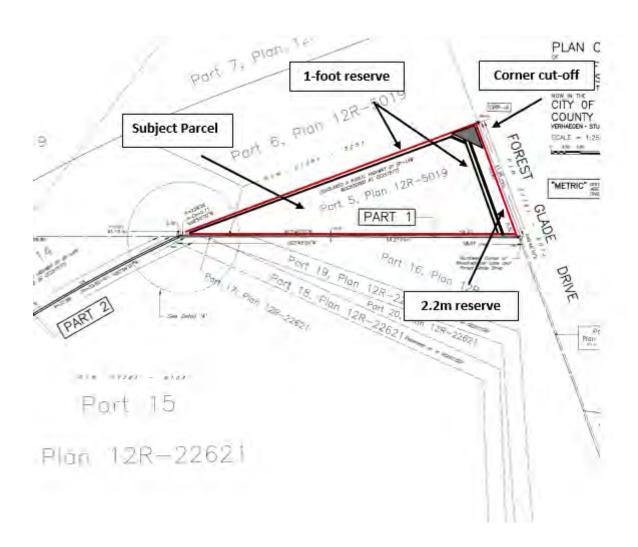
Appendices:

- 1 Aerial Image of Subject Parcel
- 2 Part of Plan 12R-26730

Appendix A Aerial Image of Subject Parcel



Appendix B Part of Plan 12R-26730





Council Report: C 45/2024

Subject: Proposed Expropriation of Land for the Prince Road Storm Sewer Project - Phase 9B - Ward 2

Reference:

Date to Council: April 22, 2024
Author: Aaron Farough
Senior Legal Counsel
519- 255-6100 x 6850
afarough@citywindsor.ca
Legal Services Real Estate & Risk Management

Legal Services, Real Estate & Risk Management

Report Date: April 8, 2024 Clerk's File #: APM2024

To: Mayor and Members of City Council

Recommendation:

Usually, administration makes a recommendation on the issue before Council. However, in the case of an expropriation, the sole decision is to be made by City Council on whether or not to proceed. Should Council wish to proceed, the following wording could be used:

"THAT Council of the City of Windsor, acting as approving authority pursuant to the Expropriations Act hereby resolves **TO EXPROPRIATE** the lands described in Appendix "A" attached hereto and **AUTHORIZES** the CAO and the City Clerk to execute the necessary Expropriation Plan and register the same on title, as well as the Certificate of Approval and all other documents necessary to approve, certify and put the expropriation into effect;"

In the event Council, sitting as the approving authority, approves the proposed expropriation it should then, in its regular capacity, authorize administration to carry out the steps necessary for the City, as the expropriating authority, to carry out the expropriation as follows:

"THAT the City Solicitor **BE AUTHORIZED** to file a Plan of Expropriation, proceed with a Certificate of Approval to be executed by the City Clerk and Chief Administrative Officer and all other documents necessary to complete the expropriation and to make offers of compensation under section 25 of the *Expropriations Act* consistent with the City's appraisal of the lands."

Executive Summary:

N/A

Background:

In September 2023, City Council authorized the City Solicitor to commence the process for the expropriation of the lands, as listed on Appendix "A", required for the purposes of the Prince Road Storm Sewer Phase 9B.

Since the service of the statutory notices, as well as the publication of the expropriation notice in the *Windsor Star*, none of the owners have requested an inquiry within the time provided under the Expropriations Act.

Discussion:

Prince Road Storm Sewer Outlet is the 9th phase of a multi-year project aimed at relieving street and basement flooding in the service area; this is the final stage of construction for the sewer outlet.

In November 2020, the Sewer and Coastal Flood Protection Master Plan ("SMP") was completed to understand the causes of flooding, evaluate short-term and long-term solutions, preliminary design and cost estimates for drainage improvements. The SMP identified construction of the Prince Road Storm Sewer Outlet as an immediate priority project, however, the creation of this new outlet with pumping station was classified as a Schedule C project under the Municipal Class Environmental Assessment ("Class EA") process, which required additional public notice and further study.

In 2021, works to support the Schedule 'C' Municipal Class EA study for the proposed storm sewer outlet at McKee Creek were started. Following this EA study, City Council, by CR 508/2022, endorsed the recommended design, alignment and layout from the Prince Road Storm Sewer Outlet Class EA.

The lands proposed to be expropriated are essential for completing the final stage of this project. In expropriation cases, City Council sits as an "approving authority" to determine, under Section 8(1) of the Act, whether to approve the taking, approve the taking with modifications, or not to take the land at all.

Risk Analysis:

Without these lands, the planned improvements of the Prince Road Storm Sewer Outlet will not be possible.

Climate Change Risks

Climate Change Mitigation:

N/A

Climate Change Adaptation:

N/A

Financial Matters:

The 2023 Capital Budget included amounts approved by Council in principal for 2024-2025 to support construction of the storm sewer outlet for the Prince Rd./Totten St Storm Sewer Improvement (ECP-022-07) in addition to previously approved funding for the project (7086002). The cost of acquiring the lands can be accommodated within the funding available within Project ID 7086002.

Consultations:

Denise Wright, Manager of Real Estate Services lan Wilson, Engineer II Rosa Maria Scalia, Financial Planning Administrator Kathy Buis, Financial Planning Administrator Michael Dennis, Manager, Strategic Budget Development & Control

Conclusion:

Acting as the approving authority, City Council may make whatever decision it feels appropriate. If it desires to proceed with the expropriation of the lands, wording has been provided in the Recommendation.

Approvals:

| Name | Title |
|----------------|---|
| Aaron Farough | Senior Legal Counsel |
| Wira Vendrasco | Acting City Solicitor |
| Dana Paladino | Acting Commissioner, Corporate Services |
| Stacey McGuire | ED, Engineer / Deputy City Engineer |
| Mark Winterton | Acting Commissioner, Infrastructure |
| | Services |
| Janice Guthrie | Commissioner, Finance and City |
| | Treasurer |
| Joe Mancina | Chief Administrative Officer |

Notifications:

| Name | Address | Email | |
|------|---------|-------|--|
| | | | |

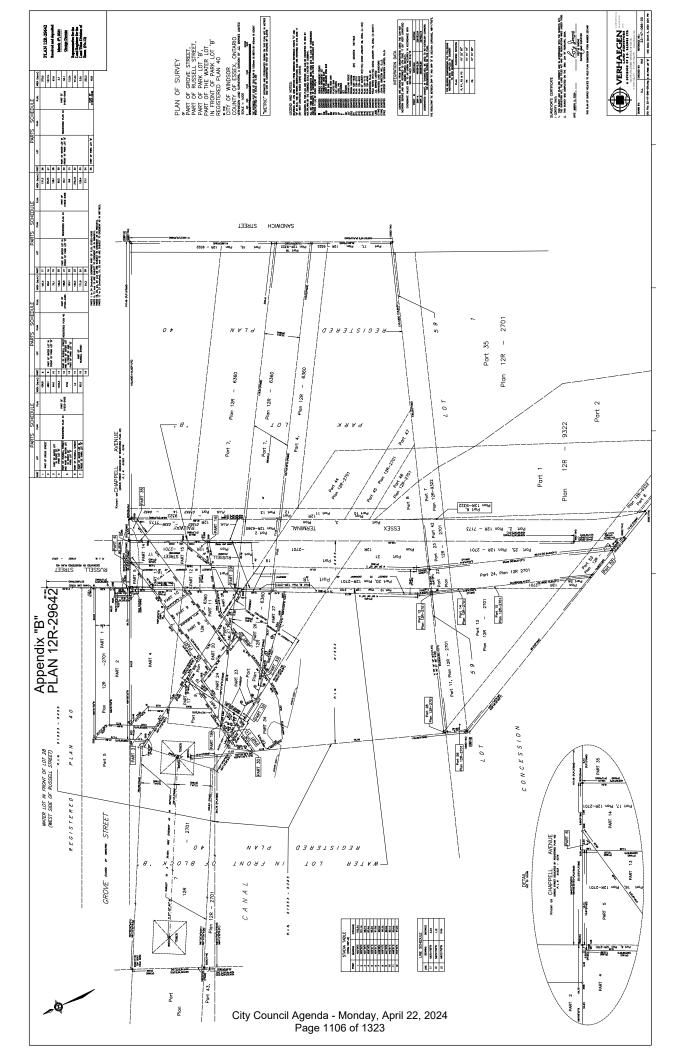
Appendices:

- 1 Lands Proposed to be Expropriated
- 2 Plan 12R-29642

APPENDIX "A" LANDS PROPOSED TO BE EXPROPRIATED

| Municipal Address & Interested Parties | Land to be Expropriated | Type of Acquisition | | |
|--|---|---|--|--|
| | Part Water Lots in Front of Park Lot 'B', Registered Plan 40 and Part of Russell Street, Registered Plan 40, designated as Parts 7, 8, 10, 11, 12, 13, 14, 15, 18, 19, 20, 21, 22 & 31 on 12R-29642, being Part of PIN 01553-0455 (LT) | Permanent Sewer Easement | | |
| Russell Street Property Holdings Inc. | Part Water Lots in Front of Park Lot 'B', Registered Plan 40, designated as Parts 9, 23, 24, 32, 33 & 34 on 12R-29642 being Part of PIN 01553-0455 (LT) | Fee Simple | | |
| 3800 Russell Street, Windsor ON N9C 4H1 | Part Water Lots in Front of Park Lot 'B', Registered Plan 40, Part of Grove Street, Registered Plan 40 and Part of Russell Street, Registered Plan 40, designated as Parts 2, 4, 5, 6, 16, 17, 25, 26, 27, 28, 29 & 30 on 12R-29642 being Part of PIN 01553-0455 (LT) | Temporary Working Easements commencing on registration of the plan of expropriation and expiring forty two (42) months after registration | | |
| | Part Water Lot in Front of Park Lot 'B', Registered Plan 40 and Part of Grove Street, Registered Plan 40, designated as Parts 1 & 3 on 12R-29642 being Part of PIN 01553-0455 (LT) | Temporary Access Easement commencing on registration of the plan of expropriation and expiring forty two | | |

| | (42) months after registration |
|--|--------------------------------|
| | |



Item No. 11.7



Council Report: C 40/2024

Subject: 2023 Year-End Operating Budget Variance Report - City Wide

Reference:

Date to Council: April 22, 2024

Author: David Soave

Manager, Operating Budget Development & Control

519-255-6100 Ext. 1911 dsoave@citywindsor.ca

Report Date: 2024-04-05 Clerk's File #: AF/14372

To: Mayor and Members of City Council

Recommendation:

- 1. THAT Council **RECEIVE FOR INFORMATION** the 2023 Year-End Operating Budget Variance Report; and,
- 2. THAT the final 2023 Property Tax Levy Operating Budget deficit of (\$2,490,154) **BE FUNDED** as follows: (\$900,491) related to the un-recovered convoy costs, from Fund 169 (PAYG Capital Reserve) and the balance of (\$1,589,663) from the Budget Stabilization Contingency; and,
- 3. That the balance of the Budget Stabilization Contingency totalling \$1,110,337 **BE TRANSFERRED** to Fund 139, the Budget Stabilization Reserve Fund; and,
- THAT in order to avoid the need to re-budget for various items, Council APPROVE \$4,622,012 in Budget Carry-Forwards as detailed in Appendix C; and,
- 5. THAT Council **APPROVE** the balancing of and transfers from Capital Project Closeouts as detailed in Appendix D; and,
- 6. THAT Council **APPROVE** the attached Development Charges 2023 Income Statement Schedule as detailed in Appendix E; and,
- 7. THAT Council **APPROVE** the attached Development Charge Reserve Fund Statement Listing of Credits as detailed in Appendix F; and,
- 8. THAT City Council **AUTHORIZE** the establishment of a new Reserve Fund, titled "WREN SSM IES Reserve" for any Performance Based Funding and unrestricted funding earned by the Integrated Employment Services (IES) Service System Manager (SSM) and provided by the Ministry of Labour, Immigration, Training and Skills Development (MLITSD) for purposes of developing future employment

- programming, and/or unforeseen expenses and/or to assist with providing funds for Service Provider employment supports; and,
- 9. THAT City Council AUTHORIZE the City Treasurer as part of the year-end process, to transfer surplus Performance Based Funding and unrestricted funding earned, to the WREN SSM IES Reserve, to be retained and further that the City Treasurer BE AUTHORIZED to apply funding held in the reserve as may be required to fund future Integrated Employment Services Service System Manager needs; and,
- 10.THAT City Council **APPROVE** the following housekeeping items and various transfers to/(from) the various reserve accounts/funds as part of the 2023 Year-End close:
 - a. (\$3,975) to Account 1755 (Reserve for Fire Education)
 - b. (\$35,428) to Fund 114-128 (Development Charge Reserves)
 - c. (\$62,406) to Account 1768 (Ontario Fire Serve Grant Reserve)
 - d. (\$72,259) to Account 1784 (Succession Planning Reserve)
 - e. (\$260,485) to Account 1756 (Reserve for Tree Planting)
 - f. (\$287,815) to Account 1762 (Municipal Elections Reserve)
 - g. (\$329,957) to Fund 160 (Capital Expenditure Reserve)
 - h. \$663,506 from Fund 170 (Pay As You Go (PAYG) Leasing Reserve) for WPS
 - i. \$1,055,843 from Fund 177 (PC Maintenance/Support Reserve)
 - j. \$1,216,349 from Fund 170 (Pay As You Go (PAYG) Leasing Reserve)
- 11.THAT City Council **APPROVE** the following housekeeping items and various transfers to/(from) the various reserve accounts/funds as part of the 2022 Year-End close:
 - a. \$957,634 from Fund 170 (Pay As You Go (PAYG) Leasing Reserve)
 - b. \$1,118,814 from Fund 177 (PC Maintenance/Support Reserve)
- 12. THAT City Council **APPROVE** the closure of the Ontario Fire Service Grant Reserve Account, Account 1768.

Executive Summary:

The Corporation has ended the 2023 fiscal year with an overall operating deficit of (\$2,490,154) or 0.25% of the City's gross operating budget. Administration has recommended that the deficit be funded from a) Fund 169 (PAYG Capital Reserve) subtotalling (\$900,491), which is related to the un-recovered convoy costs, and b) the Budget Stabilization Contingency sub-totalling (\$1,589,663). Administration further recommends that the balance of the \$2.7 million corporate contingency totalling \$1,110,337 be transferred to Fund 139, the Budget Stabilization Reserve Fund. It is

noted that these financial results are still subject to finalization of the annual external audit, which is currently underway by the City's external auditors KPMG. Should there be any material changes to the final year-end position, this information would be reported to City Council with the final audited consolidated financial statements expected in July.

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.

Discussion:

Property Tax Supported Variance

The Corporation ended the 2023 fiscal year with an operating deficit of (\$2,490,154). This figure is net of budget carryovers totalling \$4,622,012 and includes the use of \$1,589,663 of the \$2.7M corporate contingency amount. Administration recommends transferring the \$1,110,337 balance remaining in the contingency account to the Budget Stabilization Reserve Fund (BSR). The remaining balance of \$900,491, which relates to the unfunded convoy costs, has been funded by way of a transfer from Fund 169 -PAYG Capital Reserve. Utilizing capital funding to address this yearend variance highlights the significant impacts that the Federal funding shortfall represent to the City as it is now faced with covering expenditures that were beyond municipal control and which ultimately have created a financial burden to Windsor residents and taxpayers. As a result of this capital transfer, there will be less available funding within this PYG Capital Reserve to address one-time new and future capital budget requests. In simple terms, this means that approximately \$1 million of capital projects/priorities cannot be undertaken in future due to reduced capital funding that would otherwise be available to carry out such work. These types of requests typically come forward throughout the year and will need to be funded from alternative sources, many of which are limited or restricted. As always Administration continues to monitor reserve balances to ensure funds which are available are used in the more efficient manner to maximize purchasing power and allow for works to proceed as needed.

Table A below provides a summary of the budgets and year-end variances for City Departments, Agencies, Boards & Committees for 2023. The year-end variances have been sorted form largest deficit to largest surplus.

Table A: 2022 Corporate Variance Summary

| | Operatinç | g Budget Var | iance Summ | ary by Depar | tment | | |
|-------------------------------|-------------------------|-----------------------|-----------------------------|-----------------------------|-----------------------------|-------------------------------|-------------------------|
| Department | 2023 Gross Budget | 2023 Net Budget | Q1 Projected Variance | Q2 Projected Variance | Q3 Projected Variance | Year-End Final Variance | % of Gross Budget |
| Transit Windsor | \$42,357,601 | \$17,581,466 | n/a | (\$1,026,000) | (\$2,629,000) | (\$2,605,339) | (6.2%) |
| Fire & Rescue | \$52,507,897 | \$50,506,467 | n/a | (\$1,255,000) | (\$1,354,000) | (\$1,536,849) | (2.9%) |
| Housing & Children Services * | \$166,764,770 | \$29,268,555 | n/a | \$301,000 | (\$661,000) | (\$1,420,791) | (0.9%) |
| Parks & Facilities | \$39,883,357 | \$30,070,610 | n/a | (\$204,000) | (\$379,000) | (\$1,186,970) | (3.0%) |
| POA, Purchasing & Risk | \$10,639,956 | \$3,367,337 | n/a | (\$1,135,000) | (\$453,000) | (\$414,419) | (3.9%) |
| City Solicitor | \$3,790,714 | \$3,470,976 | n/a | (\$22,000) | (\$180,000) | (\$391,672) | (10.3%) |
| Corporate Security | \$3,883,870 | \$1,213,106 | n/a | \$0 | \$0 | (\$261,565) | (6.7%) |
| Taxation & Financial Projects | \$3,704,444 | \$697,709 | n/a | \$0 | (\$241,000) | (\$241,779) | (6.5%) |
| Building Services | \$8,633,939 | \$1,313,075 | n/a | (\$342,000) | (\$225,000) | (\$162,074) | (1.9%) |
| Employment & Social Services | \$123,194,263 | \$8,006,689 | n/a | \$351,000 | \$403,000 | (\$109,330) | (0.1%) |
| Financial Planning | \$4,270,004 | \$3,011,664 | n/a | \$7,000 | (\$131,000) | (\$71,298) | (1.7%) |
| Human Resources | \$7,543,216 | \$6,700,452 | n/a | \$0 | \$0 | (\$56,105) | (0.7%) |
| Mayor's Office | \$504,338 | \$504,338 | n/a | \$0 | \$0 | \$0 | 0.0% |
| Library Services | \$9,210,381 | \$8,249,186 | n/a | \$0 | \$0 | \$0 | 0.0% |
| Pollution Control | \$24,120,651 | \$0 | n/a | \$0 | \$0 | \$0 | 0.0% |
| Financial Accounting | \$3,218,530 | \$2,585,974 | n/a | \$0 | \$16,000 | \$0 | 0.0% |
| City Council | \$1,125,767 | \$968,776 | n/a | \$0 | \$0 | \$17,355 | 1.5% |
| CAO's Office | \$1,070,193 | \$1,070,193 | n/a | \$0 | \$0 | \$30,288 | 2.8% |
| Communications | \$4,264,283 | \$3,545,355 | n/a | \$39,000 | \$50,000 | \$58,880 | 1.4% |
| Asset Planning | \$1,547,581 | \$744,370 | n/a | \$2,000 | \$2,000 | \$72,293 | 4.7% |
| Planning & Development | \$5,178,686 | \$3,328,256 | n/a | \$59,000 | \$200,000 | \$92,214 | 1.8% |
| Information Technology | \$9,879,728 | \$8,170,353 | n/a | \$135,000 | \$162,000 | \$181,264 | 1.8% |
| Council Services | \$6,646,823 | \$3,681,446 | n/a | (\$412,000) | (\$154,000) | \$187,943 | 2.8% |
| Public Works | \$64,764,224 | \$32,290,011 | n/a | \$950,000 | \$900,000 | \$203,873 | 0.3% |
| Economic Development | \$2,116,390 | \$1,852,867 | n/a | \$0 | \$0 | \$491,637 | 23.2% |
| Engineering | \$9,443,767 | \$2,845,960 | n/a | (\$66,000) | \$152,000 | \$495,697 | 5.2% |
| Corporate Accounts | \$188,467,125 | \$90,453,576 | n/a | \$168,000 | \$1,542,000 | \$946,628 | 0.5% |
| Huron Lodge | \$31,984,347 | \$9,573,835 | n/a | \$945,000 | \$1,100,000 | \$1,178,839 | 3.7% |
| Recreation & Culture | \$26,551,319 | \$13,788,238 | n/a | (\$1,400,000) | (\$500,000) | \$1,794,704 | 6.8% |
| Sub-Total: City Departments | \$857,268,164 | \$338,860,840 | n/a | (\$2,905,000) | (\$2,380,000) | (\$2,706,576) | (0.3%) |
| Agencies | \$22,634,432 | \$22,533,834 | n/a | \$346,000 | \$346,000 | \$289,178 | 1.3% |
| Police Services | \$117,868,133 | \$99,005,478 | n/a | \$0 | \$0 | (\$72,756) | (0.1%) |
| Sub-Total: ABC's | \$140,502,565 | \$121,539,312 | n/a | \$346,000 | \$346,000 | \$216,422 | 0.2% |
| Total: Municipal | \$997,770,729 | \$460,400,152 | n/a | (\$2,559,000) | (\$2,034,000) | (\$2,490,154) | (0.2%) |

^{*} Includes Windsor Essex County Housing Corporation (WECHC).

This table has been provided along with supporting explanations for all departmental variances listed (Appendix A).

Table B provides a five-year historical picture of the City's year-end operating variances for the Corporation, as well as the percentage variance to the annual gross budget inclusive of the budget stabilization contingency account.

Table B: 5-Year Historical Year-End Operating Variance

| Year | 2019 | 2020 | 2021 | 2022 | 2023 |
|----------------------------|-------------|-------------|-------------|-----------|---------------|
| Variance Surplus / Deficit | \$1,954,982 | \$5,805,949 | \$2,491,344 | \$632,250 | (\$2,490,154) |
| As a % of Gross Budget | 0.21% | 0.61% | 0.29% | 0.07% | (0.25%) |

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 2023 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 that relate to 2023. These are budgeted items that, due to timing, were committed but not expended in 2023 and as a result, the related budgets for those items have been carried forward into 2024. These expenditure line items are expected to be utilized in support of services in 2024 or beyond.

Capital Closeouts

Appendix D contains a summary of capital projects that were either closed, completed or consolidated during 2023. The Corporation does not budget for any variance with respect to capital closeouts. Surplus balances normally offset deficits in other projects provided that consistent funding guidelines are being followed. Usual practice calls for surpluses to be returned back to the original funding source(s) and deficits drawn from their original funding source, where such funds are available. If funding is not available, alternate funding sources are identified and reported to City Council.

Development Charge Reserve Income Statements

The final two appendices (Appendix E & Appendix F) provide City Council with detailed revenues and expenses for all of the development charge reserves in 2023, as required by the Development Charges Act, along with a listing of outstanding development charge credits at year-end.

New Reserves

Windsor Regional Employment Network (WREN)

In 2023, the Employment and Social Services Division, together with its consortium partner, Workforce Windsor-Essex, was awarded the contract to become the Integrated Employment Services (IES) - Service System Manager (SSM) in the Windsor-Sarnia Catchment. This transformative program combines various employment support services to make the system easier to navigate for job seekers and employers. The Service System Manager may earn performance-based funding and other unrestricted funding that may be put in the WREN SSM IES reserve for purposes of developing future employment programming and/or unforeseen expenses and/or to assist with providing funds for Service Provider employment supports.

As part of this report and to proactively establish a process for holding funding which is projected to be received for this purpose in 2024 and beyond, Council is being asked to authorized the City Treasurer, as part of future year end closing process, to transfer any surplus Performance Based Funding and unrestricted funding earned, to the WREN SSM IES Reserve and further, that the City Treasurer be authorized to apply monies held in this reserve as may be required to fund future Integrated Employment Services – Service System Manager needs. Activity within the reserve will be reported to Council as part of future annual year-end variance report.

Miscellaneous Housekeeping 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 miscellaneous housekeeping transfers have occurred and a summary is provided below in **Table C**. it should be noted that as part of the 2022 year end variance report, certain transfers relating to the recovery of PC Maintenance and IT support which were completed in 2022 were omitted from the formal approvals being sought from City Council as such to ensure proper documented approval of these transfers the recommendations have been included in this report.

Table C: 2023 Summary of Transfers (To)/From Reserve Accounts/Funds

| RESERVE FUND / ACCOUNT | AMOUNT |
|---|-------------|
| Items Related to 2023: | |
| Account 1755 - Reserve for Fire Education | (\$3,975) |
| Fund 114-128 - Development Charge Reserves | (\$35,428) |
| Account 1768 - Ontario Fire Serve Grant Reserve | (\$62,406) |
| Account 1784 - Succession Planning Reserve | (\$72,259) |
| Account 1756 - Reserve for Tree Planting | (\$260,485) |
| Account 1762 - Municipal Elections Reserve | (\$287,815) |
| Fund 160 - Capital Expenditure Reserve | (\$329,957) |
| Fund 170 - Pay As You Go (PAYG) Leasing Reserve (WPS) | \$663,506 |
| Fund 177 - PC Maintenance/Support Reserve | \$1,005,843 |
| Fund 170 - Pay As You Go (PAYG) Leasing Reserve | \$1,216,349 |
| Items Related to 2022: | |
| Fund 177 - PC Maintenance/Support Reserve | \$957,634 |
| Fund 170 - Pay As You Go (PAYG) Leasing Reserve | \$1,118,814 |

PAYG Leasing Reserve: Resolutions B42-2002 and B43-2002, passed in May 2002, provided the fundamental guidelines as it relates to the PAYG reserve program, including extending the life expectancy of computer equipment and other assets, which were previously leased. Council resolutions CR160/2006 and CR175/2006 added networking equipment and servers to the PAYG plan in order to ensure sufficient replacement funds as the leases for these assets expired. An established personal computer user fee is budgeted and charged annually to the operating departments and is transferred to this reserve on an annual basis. The transfer from this reserve, as illustrated in Table C above, is completed at year-end in order to offset the actual expenditures incurred by the Information Technology Department for the replacement of these assets. In addition, City Council approved CR139/2015 as it relates to the annual PAYG leasing reserve fund transfer for Windsor Police Services (WPS), which states that WPS will follow the same process as the City of Windsor's IT Department with respect to managing, tracking and reporting PAYG expenditures to City Council for the annual reserve fund transfer.

PC Maintenance/Support Reserve: In an effort to facilitate the funding of expenditures related to the delivery of desktop computing across the Corporation, CR783/2005 was brought before Council and approved which established the PC Maintenance/Support Reserve. An estimated maintenance user fee related to all corporate personal computers, including related hardware and software, is budgeted and charged annually to the operating departments and transferred to this reserve. The transfer from this reserve, as illustrated in Table C above, is completed at year-end in order to offset the

actual expenditures related to the annual maintenance and support costs incurred by the Information Technology department.

Administration maintains its commitment to reporting to City Council the annual yearend transfers from both the PAYG Leasing and PC Maintenance/Support Reserves as illustrated above.

Reserve Closures

Ontario Fire Service Grant Reserve: Windsor Fire & Rescue Services received \$300,000 in one-time grant funding as part of the Ontario Fire Service Training Grant. The funds have since been held in reserve account 1768. In 2007, CR378/2007 directed that the Fire Chief report annually on the use of these funds. In 2023, the reserve incurred a net draw of (\$62,406), largely due to the purchase of a Fire Ground Survival trailer. This equipment is specifically designed to train firefighters to handle unexpected scenarios that may arise during operations. The firefighter survivor program will help firefighters develop situational awareness skills, which can prevent potential emergencies and prepare them to take life-saving actions in case they become lost, disoriented, injured, low on air, or trapped. The reserve account used to make this purchase is now depleted, and it is recommended to close the reserve.

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:

- 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 2023 averaged 3.9%. 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 2023 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 |
| Janice Guthrie | Commissioner, Finance & City Treasurer |
| Joe Mancina | Chief Administrative Officer |

Notifications:

| Name | Address | Email |
|------|---------|-------|
| | | |

Appendices:

- 1 Appendix A 2023 Operating Budget Variance
- 2 Appendix B 2023 Operational & Economic Statistics
- 3 Appendix C 2023 Budget Carry-Forwards
- 4 Appendix D 2023 Capital Project Close-Outs for Year-End
- 5 Appendix E 2023 Development Charges Reserve Funds Income Statement
- 6 Appendix F 2023 Statement of Activity Development Charge Credits



| | Operating | g Budget Var | iance Summ | nary by Depar | tment | | |
|-------------------------------|-------------------------|-----------------------|-----------------------------|-----------------------------|-----------------------------|-------------------------------|-------------------------|
| Department | 2023 Gross Budget | 2023 Net Budget | Q1 Projected Variance | Q2 Projected Variance | Q3 Projected Variance | Year-End Final Variance | % of Gross Budget |
| Transit Windsor | \$42,357,601 | \$17,581,466 | n/a | (\$1,026,000) | (\$2,629,000) | (\$2,605,339) | (6.15%) |
| Fire & Rescue | \$52,507,897 | \$50,506,467 | n/a | (\$1,255,000) | (\$1,354,000) | (\$1,536,849) | (2.93%) |
| Housing & Children Services * | \$166,764,770 | \$29,268,555 | n/a | \$301,000 | (\$661,000) | (\$1,420,791) | (0.85%) |
| Parks & Facilities | \$39,883,357 | \$30,070,610 | n/a | (\$204,000) | (\$379,000) | (\$1,186,970) | (2.98%) |
| POA, Purchasing & Risk | \$10,639,956 | \$3,367,337 | n/a | (\$1,135,000) | (\$453,000) | (\$414,419) | (3.89%) |
| Legal & Real Estate Services | \$3,790,714 | \$3,470,976 | n/a | (\$22,000) | (\$180,000) | (\$391,672) | (10.33%) |
| Corporate Security | \$3,883,870 | \$1,213,106 | n/a | \$0 | \$0 | (\$261,565) | (6.73%) |
| Taxation & Financial Projects | \$3,704,444 | \$697,709 | n/a | \$0 | (\$241,000) | (\$241,779) | (6.53%) |
| Building Services | \$8,633,939 | \$1,313,075 | n/a | (\$342,000) | (\$225,000) | (\$162,074) | (1.88%) |
| Employment & Social Services | \$123,194,263 | \$8,006,689 | n/a | \$351,000 | \$403,000 | (\$109,330) | (0.09%) |
| Financial Planning | \$4,270,004 | \$3,011,664 | n/a | \$7,000 | (\$131,000) | (\$71,298) | (1.67%) |
| Human Resources | \$7,543,216 | \$6,700,452 | n/a | \$0 | \$0 | (\$56,105) | (0.74%) |
| Mayor's Office | \$504,338 | \$504,338 | n/a | \$0 | \$0 | \$0 | 0.00% |
| Library Services | \$9,210,381 | \$8,249,186 | n/a | \$0 | \$0 | \$0 | 0.00% |
| Pollution Control | \$24,120,651 | \$0 | n/a | \$0 | \$0 | \$0 | 0.00% |
| Financial Accounting | \$3,218,530 | \$2,585,974 | n/a | \$0 | \$16,000 | \$0 | 0.00% |
| City Council | \$1,125,767 | \$968,776 | n/a | \$0 | \$0 | \$17,355 | 1.54% |
| CAO's Office | \$1,070,193 | \$1,070,193 | n/a | \$0 | \$0 | \$30,288 | 2.83% |
| Communications | \$4,264,283 | \$3,545,355 | n/a | \$39,000 | \$50,000 | \$58,880 | 1.38% |
| Asset Planning | \$1,547,581 | \$744,370 | n/a | \$2,000 | \$2,000 | \$72,293 | 4.67% |
| Planning & Development | \$5,178,686 | \$3,328,256 | n/a | \$59,000 | \$200,000 | \$92,214 | 1.78% |
| Information Technology | \$9,879,728 | \$8,170,353 | n/a | \$135,000 | \$162,000 | \$181,264 | 1.83% |
| Council Services | \$6,646,823 | \$3,681,446 | n/a | (\$412,000) | (\$154,000) | \$187,943 | 2.83% |
| Public Works | \$64,764,224 | \$32,290,011 | n/a | \$950,000 | \$900,000 | \$203,873 | 0.31% |
| Economic Development | \$2,116,390 | \$1,852,867 | n/a | \$0 | \$0 | \$491,637 | 23.23% |
| Engineering | \$9,443,767 | \$2,845,960 | n/a | (\$66,000) | \$152,000 | \$495,697 | 5.25% |
| Corporate Accounts | \$188,467,125 | \$90,453,576 | n/a | \$168,000 | \$1,542,000 | \$946,628 | 0.50% |
| Huron Lodge | \$31,984,347 | \$9,573,835 | n/a | \$945,000 | \$1,100,000 | \$1,178,839 | 3.69% |
| Recreation & Culture | \$26,551,319 | \$13,788,238 | n/a | (\$1,400,000) | (\$500,000) | \$1,794,704 | 6.76% |
| Sub-Total: City Departments | \$857,268,164 | \$338,860,840 | n/a | (\$2,905,000) | (\$2,380,000) | (\$2,706,576) | (0.32%) |
| Agencies | \$22,634,432 | \$22,533,834 | n/a | \$346,000 | \$346,000 | \$289,178 | 1.28% |
| Police Services | \$117,868,133 | \$99,005,478 | n/a | \$0 | \$0 | (\$72,756) | (0.06%) |
| Sub-Total: ABC's | \$140,502,565 | \$121,539,312 | n/a | \$346,000 | \$346,000 | \$216,422 | 0.15% |
| Total: Municipal | \$997,770,729 | \$460,400,152 | n/a | (\$2,559,000) | (\$2,034,000) | (\$2,490,154) | (0.25%) |

^{*} Includes Windsor Essex County Housing Corporation (WECHC).



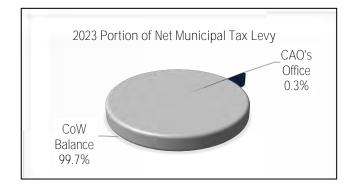
ADMINISTRATION & REPRESENTATION

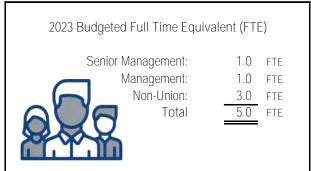
CAO'S OFFICE

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.

| 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 Gross Budget | 8.6% | 0.3% | 14.6% | 2.89 |





VARIANCE SUMMARY

| Description | Q1 Projection | Q2 Projection | Q3 Projection | Year-End Variance |
|----------------------------------|------------------|------------------|------------------|----------------------|
| Expenses: Salaries & Benefits | n/a | \$0 | \$0 | \$30,288 |
| Net Total | n/a | \$0 | \$0 | \$30,288 |

VARIANCE DESCRIPTION

The total departmental year-end variance is:

\$30,288 Surplus

Salaries & Benefits:

The surplus in the CAO's Office was primarily due to salary gapping resulting from the timing of position recruitments.

ADMINISTRATION & REPRESENTATION

CITY COUNCIL

DEPARTMENTAL OVERVIEW

Ontario Municipalities are governed by municipal councils. The job of municipal councils is to pass resolutions and by-laws governing municipal services, finances 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).

| 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 Gross Budget | 4.7% | 5.6% | 15.7% | 1.59 |

VARIANCE SUMMARY

| Description | Q1 Projection | Q2 Projection | Q3 Projection | Year-End Variance |
|---|------------------|------------------|------------------|----------------------|
| Expenses: Other Miscellaneous Expenditures | n/a | \$0 | \$0 | \$17,355 |
| Net Total | n/a | \$0 | \$0 | \$17,355 |

VARIANCE DESCRIPTION

The total departmental year-end variance is:

\$17,355 Surplus

Other Miscellaneous Expenditures

The surplus in City Council was primarily due to unused budgets within council committees that were not fully spent during the year. At year-end, all committees are contacted to determine if a budget carry-forward request is required in the event that planned expenditures were not accomplished during the year. The noted surplus represents the balance of committee funds that were not requested to be carried forward.



ADMINISTRATION & REPRESENTATION

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.

| 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 Gross Budget | 0.0% | 0.0% | 0.0% | 0.0% |

VARIANCE DESCRIPTION

The total departmental year-end variance is:

\$0

The Mayor's Office ended the year on budget.



FINANCE & CITY TREASURER

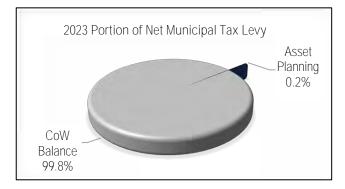
ASSET PLANNING

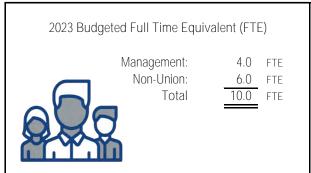
DEPARTMENTAL OVERVIEW

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

| Financial Summary | 2020 | 2021 | 2022 | 2023 |
|---------------------------------|------|------|---------------|------------|
| Annual Revenue Budget | n/a | n/a | (\$1,010,920) | (\$803,21 |
| Annual Expense Budget | n/a | n/a | \$1,875,527 | \$1,547,58 |
| 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 Gross Budget | n/a | n/a | (1.9%) | 4.79 |

Historical amounts are not available due to realignment of departments.





VARIANCE SUMMARY

| Description | Q1 Projection | Q2 Projection | Q3 Projection | Year-End Variance |
|----------------------------------|------------------|------------------|------------------|----------------------|
| xpenses: | | | | |
| Operating & Maintenance Supplies | n/a | | | \$10,000 |
| Purchased Services | n/a | | | \$14,468 |
| Salaries & Benefits | n/a | \$2,000 | \$2,000 | \$42,433 |
| Other Miscellaneous Expenditures | n/a | | | \$5,392 |
| Net Total | n/a | \$2,000 | \$2,000 | \$72,293 |

VARIANCE DESCRIPTION

The total departmental year-end variance is:

\$72,293

Surplus



FINANCE & CITY TREASURER

ASSET PLANNING

Operating & Maintenance Supplies: \$10,000

As a result of the development of the upcoming 2024 AMP, there were a number of areas where spending was reduced and, in some cases, charged to the capital project, resulting in a surplus of \$10,000 in the operating accounts. Spending is expected to resume in 2024 as new staff are brought on board and as the team looks to build their knowledge and the tools needed to meeting the upcoming, and ongoing, O. Reg.588/17 requirements.

Purchased Services: \$14,468

As a result of the development of the upcoming 2024 AMP, there were a number of areas where spending was reduced and, in some cases, charged to the capital project, resulting in a surplus of \$14,468 in the purchased service accounts. Spending is expected to resume in 2024 as new staff are brought on board and as the team looks to build their knowledge and the tools needed to meeting the upcoming, and ongoing, O. Reg.588/17 requirements.

Salaries & Benefits: \$42,433

As a result of a year-end recovery from one-time sources, an unanticipated surplus of \$42,433 was realized. This recovery revenue is not expected to continue in 2024.

Other Miscellaneous Expenditures: \$5,392

Spending on items such as membership fees were reduced due to staff turnover, and training and conference registration was limited due to workload efforts on the AMP. Spending is expected to resume in 2024 as new staff are brought on board and take part in the required training needs for their respective areas.



FINANCE & CITY TREASURER

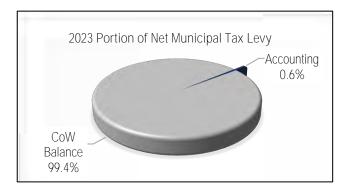
FINANCIAL ACCOUNTING

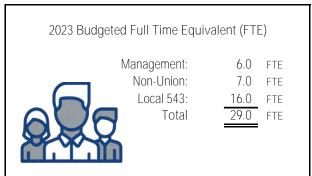
DEPARTMENTAL OVERVIEW

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

| 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 Gross Budget | n/a | n/a | 1.7% | 0.09 |

Historical amounts are not available due to realignment of departments.





| Description | Q1 Projection | Q2 Projection | Q3 Projection | Year-End Variance |
|----------------------------------|------------------|------------------|------------------|----------------------|
| - Expenses: | | | | |
| Minor Capital | n/a | \$0 | \$0 | (\$6,729 |
| Purchased Services | n/a | \$0 | \$0 | (\$11,555 |
| Salaries & Benefits | n/a | \$9,000 | \$16,000 | \$12,110 |
| Other Miscellaneous Expenditures | n/a | (\$9,000) | \$0 | \$6,174 |
| Net Total | n/a | \$0 | \$16,000 | \$0 |



FINANCE & CITY TREASURER

FINANCIAL ACCOUNTING

VARIANCE DESCRIPTION

The total departmental year-end variance is:

\$0

Minor Capital: (\$6,729)

A year-end deficit of (\$6,729) was a result of laptops and other computer related items required during the year that were not budgeted.

Purchased Services: (\$11,555)

A year-end deficit of (\$11,555) was largely a result of the indirect tax recovery review performed by Deloitte. This annual expense is offset by the HST rebate revenues with the Financial Accounting Department that are received as a result of the consulting services performed by Deloitte.

Salaries & Benefits: \$12,110

A year-end surplus of \$12,110 was a result of staff gapping.

Other Miscellaneous Expenditures: \$6,174

A year-end surplus of \$6,174 was a result of conference and training registrations which were limited in 2024 as a direct result of salary gapping.



FINANCE & CITY TREASURER

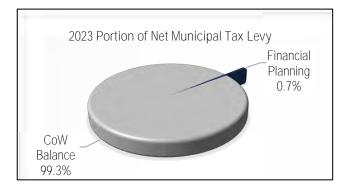
FINANCIAL PLANNING

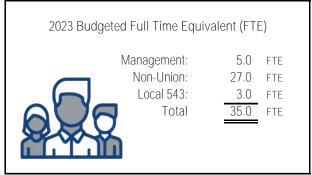
DEPARTMENTAL OVERVIEW

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.

| 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 Gross Budget | n/a | n/a | 2.5% | (1.7%) |

Historical amounts are not available due to realignment of departments.





| Description | Q1 Projection | Q2 Projection | Q3 Projection | Year-End Variance |
|----------------------------------|------------------|------------------|------------------|----------------------|
| xpenses: | | | | |
| Minor Capital | n/a | \$0 | \$0 | (\$5,007) |
| Purchased Services | n/a | \$0 | \$0 | \$7,265 |
| Salaries & Benefits | n/a | \$20,000 | (\$115,000) | (\$70,589 |
| Other Miscellaneous Expenditures | n/a | (\$13,000) | (\$16,000) | (\$2,967 |
| Net Total | n/a | \$7,000 | (\$131,000) | (\$71,298 |



FINANCE & CITY TREASURER

FINANCIAL PLANNING

VARIANCE DESCRIPTION

The total departmental year-end variance is:

(\$71,298)

Deficit

Minor Capital: (\$5,007)

A year-end deficit of (\$5,007) was a result of laptops and other computer related items required during the year that were not budgeted.

Purchased Services: \$7,265

A year-end surplus of \$7,265 was realized due an ability to increase recoveries received from external funding sources for computer expenses for staff who are recovered from various Employment and Social Services programs.

Salaries & Benefits: (\$70,589)

A year-end deficit of (\$70,589) was the result of a recent Non-Union Job Evaluation (NUJE) decision and the related retro payments to impacted staff.

Other Miscellaneous Expenditures: (\$2,967)

A year-end deficit of (\$2,967) was the result of required membership fees and dues that were greater than the budgeted amount.



FINANCE & CITY TREASURER

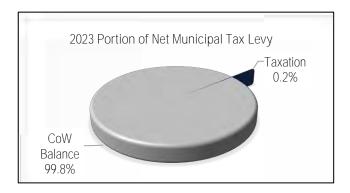
TAXATION & FINANCIAL PROJECTS

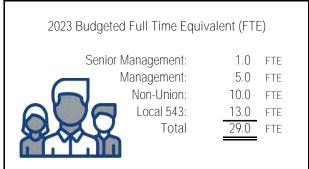
DEPARTMENTAL OVERVIEW

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

| 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 Gross Budget | n/a | n/a | (7.7%) | (6.5%) |

Historical amounts are not available due to realignment of departments.





| Description | Q1 Projection | Q2 Projection | Q3 Projection | Year-End Variance |
|----------------------------------|------------------|------------------|------------------|----------------------|
| Revenue: | | | | |
| User Fees, Permits & Charges | n/a | (\$236,000) | (\$503,000) | (\$491,109) |
| Other Miscellaneous Revenue | n/a | \$0 | \$0 | (\$100,000) |
| Expenses: | | | | |
| Purchased Services | n/a | \$0 | \$0 | \$49,596 |
| Salaries & Benefits | n/a | \$250,000 | \$256,000 | \$302,687 |
| Other Miscellaneous Expenditures | n/a | (\$14,000) | \$6,000 | (\$2,953 |
| Net Total | n/a | \$0 | (\$241,000) | (\$241,779 |



FINANCE & CITY TREASURER

TAXATION & FINANCIAL PROJECTS

VARIANCE DESCRIPTION

The total departmental year-end variance is:

(\$241,779) Deficit

User Fees, Permits & Charges: (\$491,109)

There was a year-end deficit of (\$491,109) for net external revenues within the Taxation and Financial Projects Department. This deficit consisted of (\$116,087) deficit in External User fees, (\$168,600) deficit in Dial-up Fees, (\$48,875) deficit in Letters of Default, (\$131,175) deficit in Ownership Changes, (\$80,400) deficit in Tax Lien Registrations, (\$7,850) deficit in Return Cheque Fees, a (\$10,690) deficit in Tax Certificates and a (\$1,000) deficit in Other External Revenue. These deficits were offset by a \$49,651 surplus in Collection Fees, \$17,547 surplus in Expedited Tax Certificates, and a \$6,368 surplus in Tax Information. These user fees are externally driven and subject to market/economic conditions.

Other Miscellaneous Revenue: (\$100,000)

A year-end deficit of (\$100,000) was due to the delay in the implementation of the Vacant Home Tax Program. On November 27, 2023 (CR493-2023), City Council authorized administration to submit an application to the Minister of Finance to be designated as a municipality that has the power to impose a tax on residential vacant units, per Part IX.1 section 338.1 of the Municipal Act, 2001. Subject to receiving Ministerial consent, the program would be effective January 1, 2024.

Purchased Services: \$49,596

A year-end surplus of \$49,596 in the Taxation and Financial Projects department is due to lower that anticipated tax related consulting fees, due to the continued delay of the province-wide reassessment. On August 16, 2023, the Province of Ontario filed a regulation to amend the Assessment Act, extending the postponement of the province-wide reassessment through to the end of the 2021-2024 assessment cycle. To date there is no further information as to when the next cycle may take effect.

Salaries & Benefits: \$302,687

A year-end surplus of \$302,687 in the Taxation and Financial Projects department is as a result of staff gapping and position recoveries.

Other Miscellaneous Expenditures: (\$2,953)

A year-end deficit of (\$2,953) was a result of conference registrations that were greater than the budgeted amount.



CORPORATE SERVICES

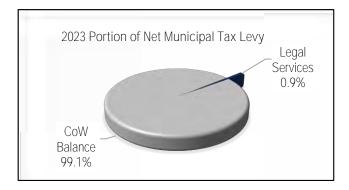
Legal & Real Estate Services

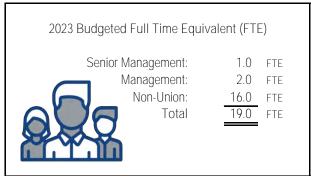
DEPARTMENTAL OVERVIEW

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.

| Financial Summary | 2020 | 2021 | 2022 | 2023 |
|---------------------------------|------|------|-------------|-------------|
| Annual Revenue Budget | n/a | n/a | (\$311,956) | (\$319,738) |
| Annual Expense Budget | n/a | n/a | \$3,672,157 | \$3,790,714 |
| Annual Net Budget | n/a | n/a | \$3,360,201 | \$3,470,976 |
| Annual Net Variance | n/a | n/a | \$398,605 | (\$391,672) |
| Variance as a % of Gross Budget | n/a | n/a | 10.9% | (10.3%) |

Historical amounts are not available due to realignment of departments.





| Description | Q1 Projection | Q2 Projection | Q3 Projection | Year-End Variance |
|----------------------------------|------------------|------------------|------------------|----------------------|
| Revenue: | | | | |
| Recovery of Expenditures | n/a | \$0 | \$0 | \$65,332 |
| User Fees, Permits & Charges | n/a | \$0 | \$0 | (\$30,592) |
| Expenses: | | | | |
| Purchased Services | n/a | (\$32,000) | (\$200,000) | (\$475,775 |
| Salaries & Benefits | n/a | \$10,000 | \$20,000 | \$47,462 |
| Other Miscellaneous Expenditures | n/a | \$0 | \$0 | \$1,900 |
| Net Total | n/a | (\$22,000) | (\$180,000) | (\$391,672 |



CORPORATE SERVICES

Legal & Real Estate Services

VARIANCE DESCRIPTION

The total departmental year-end variance is:

(\$391,672)

Deficit

Recovery of Expenditures: \$65,332

This surplus is related to increased recoveries from Social Services on a one-time basis, which was not anticipated.

User Fees, Permits & Charges: (\$30,592)

This deficit is due to less than anticipated revenue generated through legal services user fees such as servicing agreements, deeds, easements, encroachment agreements and mortgage preparations.

Purchased Services: (\$475,775)

The deficit in purchased services is related to higher than anticipated litigation & arbitration 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.

Salaries & Benefits: \$47,462

The surplus in Real Estate Services is due to salary gapping.

Other Miscellaneous Expenditures: \$1,900

A year-end surplus of \$1,900 in Other Miscellaneous Expenditures was due to small surpluses in other miscellaneous expenditures such as registration costs and conferences.



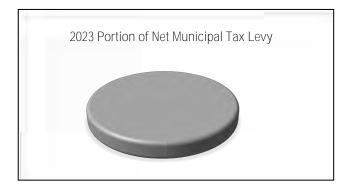
CORPORATE SERVICES

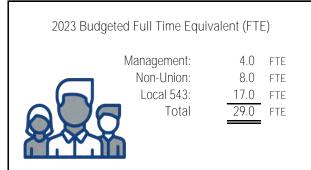
COMMUNICATIONS & CUSTOMER SERVICE

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.

| 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 | | (\$68,774) | (\$112,141) | \$58,880 |
| Variance as a % of Gross Budget | | | (2.9%) | 1.4% |





| Description | Q1 Projection | Q2 Projection | Q3 Projection | Year-End Variance |
|----------------------------------|------------------|------------------|------------------|----------------------|
| Revenue: | | | | |
| Grants & Subsidies | n/a | \$15,000 | \$30,000 | \$0 |
| Expenses: | | | | |
| Purchased Services | n/a | \$0 | \$0 | (\$7,421 |
| Salaries & Benefits | n/a | \$25,000 | \$20,000 | \$66,301 |
| Other Miscellaneous Expenditures | n/a | (\$1,000) | \$0 | \$0 |
| Net Total | n/a | \$39,000 | \$50,000 | \$58,880 |



CORPORATE SERVICES

COMMUNICATIONS & CUSTOMER SERVICE

VARIANCE DESCRIPTION

The total departmental year-end variance is:

\$58,880

Surplus

Purchased Services: (\$7,421)

At the end of the year, Communications is reporting a deficit of \$7,421 in Purchased Services due to a CSR software maintenance invoice.

Salaries & Benefits: \$66,301

Communications is reporting an overall salary surplus of \$66,301 at the end of 2023. This variance is attributed to vacancies in the positions in the Customer Contact Centre. The surplus is partially offset by a deficit variance from part time staff working more hours to cover the vacant positions.



CORPORATE SERVICS

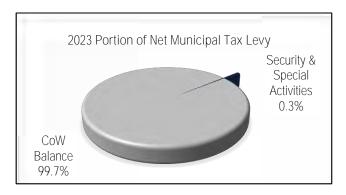
CORPORATE SECURITY

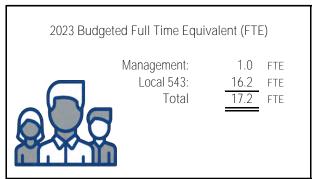
DEPARTMENTAL OVERVIEW

The Security and Special Activities Unit exists to provide 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.

| 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 Gross Budget | n/a | n/a | 9.3% | (6.7% |

Historical amounts are not available due to creation of department in 2022.





| Description | Q1 Projection | Q2 Projection | Q3 Projection | Year-End Variance |
|----------------------------------|------------------|------------------|------------------|----------------------|
| Revenue: | | | | |
| Recovery of Expenditures | n/a | \$29,000 | \$38,000 | \$33,637 |
| Expenses: | | | | |
| Minor Capital | n/a | \$0 | \$0 | (\$133,155 |
| Operating & Maintenance Supplies | n/a | (\$40,000) | (\$14,000) | \$C |
| Purchased Services | n/a | (\$163,000) | (\$126,000) | (\$281,619 |
| Salaries & Benefits | n/a | \$174,000 | \$102,000 | \$112,634 |
| Other Miscellaneous Expenditures | n/a | \$0 | \$0 | \$6,938 |
| Net Total | n/a | \$0 | \$0 | (\$261,565 |



CORPORATE SERVICS

CORPORATE SECURITY

VARIANCE DESCRIPTION

The total departmental year endar-end variance is:

(\$261,565)

Deficit

Recovery of Expenditures: \$33,637

A surplus of \$33,637 in Recovery of Expenditures is due to additional revenues received for COVID enhanced cleaning services for the Federal tenant at 400 City Hall Square.

Minor Capital: (\$133,155)

A deficit of (\$133,155) in Purchased Services is driven by a (\$77,765) deficit due to security camera & card access equipment replacements as well as a (\$55,390) deficit due to the installation of a touchless automatic door system for the City Hall Campus.

Purchased Services: (\$281,619)

A deficit of (\$281,619) in Purchased Services is due to increased security guard services costs due to an emergency order.

Salaries & Benefits: \$112,634

A surplus of \$112,634 in Salaries is due to gapping in various positions including caretakers and facility person.

Other Misc. Expense: \$6,938

A surplus of \$6,938 in Other Miscenaleous Expenses is due to a \$6,773 surplus in house keeping supplies as well as a \$165 surplus in other small miscellaneous items.



CORPORATE SERVICES

COUNCIL SERVICES

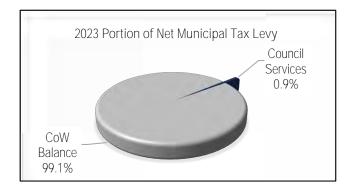
DEPARTMENTAL OVERVIEW

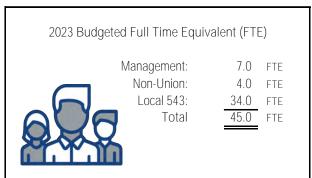
The City Clerk's Office administers the city's legislative process including Elections, Council and Committee meetings, and the maintenance of public records, as a service to City Council, Administration and the citizens of the City of Windsor.

Licensing & By-Law Enforcement overseas 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.

| 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 Gross Budget | n/a | (7.2%) | (6.0%) | 2.89 |

Historical amounts are not available due to realignment of departments.





| Description | Q1 Projection | Q2 Projection | Q3 Projection | Year-End Variance |
|----------------------------------|------------------|------------------|------------------|----------------------|
| Revenue: | | | | |
| User Fees, Permits & Charges | n/a | (\$673,000) | (\$415,000) | (\$308,476) |
| Expenses: | | | | |
| Purchased Services | n/a | (\$110,000) | (\$110,000) | \$186,244 |
| Salaries & Benefits | n/a | \$311,000 | \$311,000 | \$292,629 |
| Other Miscellaneous Expenditures | n/a | \$60,000 | \$60,000 | \$17,546 |
| Net Total | n/a | (\$412,000) | (\$154,000) | \$187,943 |



CORPORATE SERVICES

COUNCIL SERVICES

VARIANCE DESCRIPTION

The total departmental year-end variance is:

\$187,943 Surplus

User Fees, Permits & Charges: (\$308,476)

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.

Purchased Services: \$186,244

Factors contributing to the surplus in purchased services include a surplus within the Humane Society Animal Control contract, less revneue sharing related to the Humane Society dog licenses revenue contract, as well as a surplus in the Advertising and Printing services budgets.

Salaries & Benefits: \$292,629

The surplus in Salary & Benefits is due to gapping mainly in the Licensing & Enforcement division.

Other Miscellaneous Expenditures: \$17,546

A year-end surplus of \$17,546 in Other Miscellaneous Expenditures was due to surpluses in other miscellaneous items such as membership fees, conference registrations and training courses.



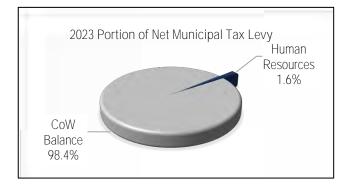
CORPORATE SERVICES

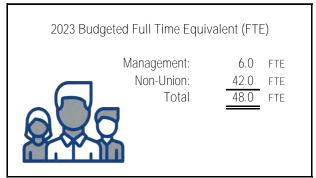
HUMAN RESOURCES

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.

| 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 |
| | 10/010 | * (700 | ф.4.000 | /65/ 105 |
| Annual Net Variance | \$36.310 | \$6.783 | \$4,009 | (\$56,105 |





| Description | Q1 Projection | Q2 Projection | Q3 Projection | Year-End Variance |
|----------------------------------|------------------|------------------|------------------|----------------------|
| xpenses: | | | | |
| Minor Capital | n/a | \$0 | \$0 | (\$9,889 |
| Operating & Maintenance Supplies | n/a | \$0 | \$0 | \$28,045 |
| Purchased Services | n/a | \$129,000 | \$129,000 | (\$107,608 |
| Salaries & Benefits | n/a | (\$129,000) | (\$129,000) | \$23,062 |
| Other Miscellaneous Expenditures | n/a | \$0 | \$0 | \$10,285 |
| Net Total | n/a | \$0 | \$0 | (\$56,105 |



CORPORATE SERVICES

HUMAN RESOURCES

VARIANCE DESCRIPTION

The total departmental year-end variance is:

(\$56,105) Deficit

Minor Capital (\$9,889)

A year-end deficit of (\$9,889) in Minor Capital was a result of laptops and other computer related items required during the year.

Operating & Maintenance Supplies: \$28,045

A year-end surplus of \$28,045 in Operating & Maintenance Supplies was mainly attributable to external revenues received for attendance at training courses and the annual key note event by individuals from other municipalities and corporations.

Purchased Services: (\$107,608)

A year end deficit of (\$107,608) in Purchased Services was due to external legal fees for investigations of workplace harassment and violence. These expenses are difficult to predict and fluctuate from year to year depending on both the number of complaints and cost of each investigation and are tracked centrally in the Human Resource department.

Salaries & Benefits: \$23,062

A year-end surplus of \$23,062 in Salaries & Benefits was a result of staff gapping.

Other Miscellaneous Expenditures: \$10,285

A year-end surplus of \$10,285 was a result of conference and training registrations which were limited in 2024 as a direct result of staff vacancies.



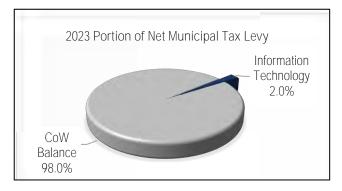
CORPORATE SERVICES

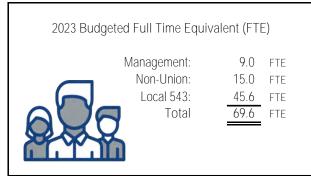
INFORMATION TECHNOLOGY

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.

| 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 Gross Budget | 0.4% | 2.1% | (0.3%) | 1.89 |





| Description | Q1 Projection | Q2 Projection | Q3 Projection | Year-End Variance |
|----------------------------------|------------------|------------------|------------------|----------------------|
| Expenses: | | | | |
| Purchased Services | n/a | \$20,000 | \$35,000 | \$66,739 |
| Salaries & Benefits | n/a | \$105,000 | \$122,000 | \$114,525 |
| Other Miscellaneous Expenditures | n/a | \$10,000 | \$5,000 | \$(|
| Net Total | n/a | \$135,000 | \$162,000 | \$181,26 |



CORPORATE SERVICES

INFORMATION TECHNOLOGY

VARIANCE DESCRIPTION

The total departmental year-end variance is:

\$181,264

Surplus

Purchased Services: \$66,739

The majority of this surplus is related to one-time fluctuations in connectivity and phone system costs realized by the department.

Salaries & Benefits: \$114,525

Included in the year-end variance is an overall surplus of \$114,525 related to salary gapping due to vacancies in current positions where recruitments are currently under way to fill those vacancies within the existing staff complement, in an effort to bring the department up to full capacity. The IT dept is experiencing significant challenges in recruiting and maintaining qualified candidates to fill these positions.



CORPORATE SERVICES

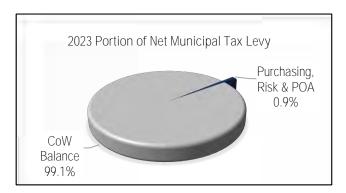
POA, PURCHASING & RISK

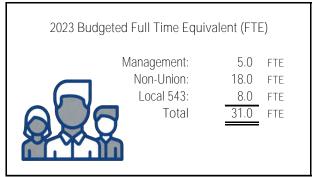
DEPARTMENTAL OVERVIEW

Purchasing procures goods and services. Risk Management manages personal injury, property loss claims, and insurance. The Provincial Offences administers POA Court and prosecutes offences.

| Financial Summary | 2020 | 2021 | 2022 | 2023 |
|---------------------------------|------|------|---------------|---------------|
| Annual Revenue Budget | n/a | n/a | (\$8,964,165) | (\$7,272,619) |
| Annual Expense Budget | n/a | n/a | \$12,422,984 | \$10,639,956 |
| Annual Net Budget | n/a | n/a | \$3,458,819 | \$3,367,337 |
| Annual Net Variance | n/a | n/a | (\$199,042) | (\$414,419) |
| Variance as a % of Gross Budget | n/a | n/a | (1.6%) | (3.9%) |

Historical amounts are not available due to realignment of departments.





| Description | Q1 Projection | Q2 Projection | Q3 Projection | Year-End Variance |
|----------------------------------|------------------|------------------|------------------|----------------------|
| Revenue: | | | | |
| Recovery of Expenditures | n/a | \$0 | \$0 | \$18,030 |
| User Fees, Permits & Charges | n/a | (\$890,000) | (\$220,000) | (\$706,308) |
| Expenses: | | | | |
| Financial Expenses | n/a | \$0 | \$0 | \$40,312 |
| Purchased Services | n/a | \$0 | \$0 | \$471,268 |
| Salaries & Benefits | n/a | \$0 | \$12,000 | \$113,494 |
| Utilities, Insurance & Taxes | n/a | (\$245,000) | (\$245,000) | (\$357,210 |
| Other Miscellaneous Expenditures | n/a | \$0 | \$0 | \$5,995 |
| Net Total | n/a | (\$1,135,000) | (\$453,000) | (\$414,419 |



CORPORATE SERVICES

POA, PURCHASING & RISK

VARIANCE DESCRIPTION

The total departmental year-end variance is:

(\$414,419) Deficit

Recovery of Expenditures: \$18,030

A surplus in recovery of expenditures occurred due to a one-time external recovery of salary for a POA Prosecutor, as well as a recovery for a Claims administrator in the Risk Department.

User Fees, Permits & Charges: (\$706,308)

The Provincial Offences Division (POA) experienced a revenue shortfall of \$1.05 million in 2023. The main cause of this shortfall was a further reduction of court hours resulting from lack of judicial resources.

Offsetting this deficit is a surplus of \$361,237 due to a less than budgeted revenue share payment to the county municipal partners as less revenue generating activity led to less expenditures (i.e. revenue distribution to the County municipalities).

Financial Expenses: \$40,312

A surplus occurred in financial expenses due to additional collection charges in the POA division due to one of the two POA Fines Enforcement Specialist positions remaining vacant for six months.

Purchased Services: \$471,268

The surplus in purchased services can mainly be attributed to the red light camera expenses which were significantly less than budgeted. There was also a surplus totaling \$98,319 in Provincial Charges in POA mainly for adjudication services and victim fines which were higher than anticipated.

Salaries & Benefits: \$113,494

The surplus related to salary gapping in the Risk department, as a result of a position remaining vacant for the entire year.

Utilities, Insurance and Taxes: (\$357,210)

The (\$357,210) deficit in Risk and Insurance is due to the Insurance Premium. The budget variance in insurance costs can be attributed to two main factors. Firstly, the premium for property insurance saw a slight increase due to adjustments made for inflation and higher coverage limits. Additionally, properties with special exposures were separated from the blanket market, resulting in higher coverage costs. Secondly, the City incurred higher expenses than anticipated for Cyber insurance coverage. The Risk department absorbs any deficit if the insurance premium is higher than expected.

Other Miscellaneous Expenditures: \$5,995

A year-end surplus of \$5,995 in Other Miscellaneous Expenditures was due to small surpluses in other miscellaneous items such as membership fees and dues, training courses and conference registrations.



ECONOMIC DEVELOPMENT

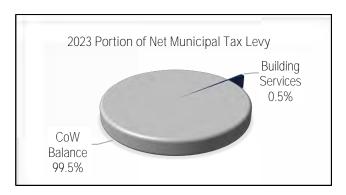
BUILDING SERVICES

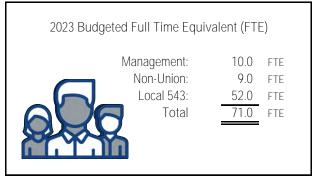
DEPARTMENTAL OVERVIEW

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.

| 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 Gross Budget | n/a | 0.8% | (1.4%) | (1.9% |

^{*} Historical amounts are not available due to realignment of departments.





| Description | Q1 Projection | Q2 Projection | Q3 Projection | Year-End Variance |
|----------------------------------|------------------|------------------|------------------|----------------------|
| Revenue: | | | | |
| User Fees, Permits & Charges | n/a | (\$406,000) | (\$383,000) | (\$367,741 |
| Expenses: | | | | |
| Financial Expenses | n/a | \$0 | (\$10,000) | (\$2,698 |
| Minor Capital | n/a | | | (\$26,647 |
| Operating & Maintenance Supplies | n/a | \$0 | (\$3,000) | (\$1,935 |
| Purchased Services | n/a | \$0 | \$2,000 | \$16,084 |
| Salaries & Benefits | n/a | \$108,000 | \$238,000 | \$300,412 |
| Other Miscellaneous Expenditures | n/a | (\$44,000) | (\$69,000) | (\$79,549 |
| Net Total | n/a | (\$342,000) | (\$225,000) | (\$162,074 |



ECONOMIC DEVELOPMENT

BUILDING SERVICES

VARIANCE DESCRIPTION

The total departmental year-end variance is:

(\$162,074) Deficit

User Fees, Permits & Charges: (\$367,741)

The Building By-Law Division had a revenue shortfall by year end of (\$367,741) 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.

Financial Expenses: (\$2,698)

The Building Department ended the year with a deficit of (\$2,698) for 2023 due to transaction charges.

Minor Capital: (\$26,647)

The Building Department incurred a a deficit of (\$26,647) due to expenses related to the reconfiguration of the 3rd floor office space.

Operating & Maintenance Supplies: (\$1,935)

The Building Department ended the year with a deficit of (\$1,935) mainly due to Promotional material that was purchased for job fairs and staff as well as specific First Aid supplies that were required for on-site inspections.

Purchased Services: \$16,084

The Building Department had a surplus balance of \$16,084 due to fewer fleet expenses reallocation offset by higher travel expenses.

Salaries and Benefits: \$300,412

Staffing gaping savings of \$300,412 was achieved for 2023 due to the number of retirements and new positions created by the 2023 staff reorganization (BI 2023-0069).

Other Miscellaneous Expenditures: (\$79,549)

The Building Services Department overall miscellaneous expense had a deficit of (\$79,549) primarily due the Residential Rental Licensing program pilot. A legal challenge from local landlords effectively stayed the program for those opposed and has delayed its full implementation.



ECONOMIC DEVELOPMENT

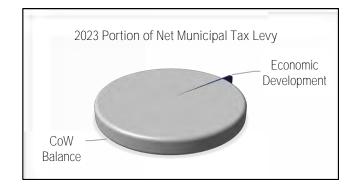
ECONOMIC DEV. & CLIMATE CHANGE

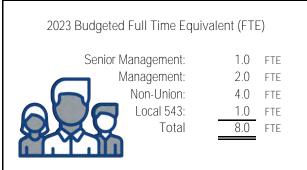
DEPARTMENTAL OVERVIEW

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

| 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 Gross Budget | n/a | n/a | n/a | 23.29 |

Historical amounts are not available due to creation of department in 2022.





| Description | Q1 Projection | Q2 Projection | Q3 Projection | Year-End Variance |
|---------------------------------------|------------------|------------------|------------------|----------------------|
| Revenue: | | | | |
| Recovery of Expenditures | n/a | \$0 | \$0 | \$71,753 |
| Expenses: | | | | |
| Salaries & Benefits | n/a | \$0 | \$0 | \$402,805 |
| Transfers to Reserves & Capital Funds | n/a | \$0 | \$0 | \$17,078 |
| Net Total | n/a | \$0 | \$0 | \$491,637 |



ECONOMIC DEVELOPMENT

ECONOMIC DEV. & CLIMATE CHANGE

VARIANCE DESCRIPTION

The total departmental year-end variance is:

\$491,637 Surplus

Recovery of Expenses: \$71,753

The Economic Development Department ended the year with a revenue surplus of \$71,753 due to the ability of the Economic Development department to recover expenditures as part of the Streamline Development Approval grant.

Salaries and Benefits: \$402,805

Staff gapping savings of \$402,805 is due the Economic Development Office being a newly created department and the delay in establishing and hiring the new positions.

Transfers to Reserve & Capital Funds:\$17,078

A surplus of \$17,078 is due to funding not fully spent by the end of the year.



ECONOMIC DEVELOPMENT

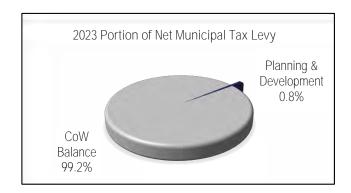
PLANNING & DEVELOPMENT

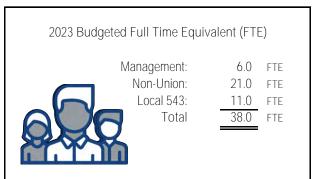
DEPARTMENTAL OVERVIEW

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.

| 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 Gross Budget | n/a | 19.5% | 15.2% | 1.89 |

Historical amounts are not available due to realignment of departments.





| Description | Q1 Projection | Q2 Projection | Q3 Projection | Year-End Variance |
|------------------------------|------------------|------------------|------------------|----------------------|
| Revenue: | | | | |
| User Fees, Permits & Charges | n/a | (\$612,000) | (\$562,000) | (\$679,990) |
| Expenses: | | | | |
| Minor Capital | n/a | \$0 | \$0 | (\$13,313) |
| Salaries & Benefits | n/a | \$701,000 | \$827,000 | \$911,504 |
| Purchased Services | n/a | (\$30,000) | (\$65,000) | (\$125,987 |
| Net Total | n/a | \$59,000 | \$200,000 | \$92,214 |



ECONOMIC DEVELOPMENT

PLANNING & DEVELOPMENT

VARIANCE DESCRIPTION

The total departmental year-end variance is:

\$92,214 Surplus

Revenue: (\$679,990)

Revenue related to planning applications were lower than anticipated.

Minor Capital: (\$13,313)

2023 was the first year CloudPermit was fully operational for Planning and the transaction fees totalled \$28,544.

Salaries and Benefits: \$911,504

Staff gapping is the main factor contributing to the overall surplus in Planning Development Department.

Purchased Services: (\$125,987)

The Planning Development Department's year end balance for Purchased Services is a deficit totalling (\$125,986) for the year. The deficit is due to advertising expenses (\$21,037) and Other Professional Services External (\$104,950) for Surveyors fees hired to conduct surveys to close alleys.



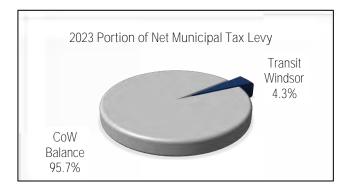
ECONOMIC DEVELOPMENT

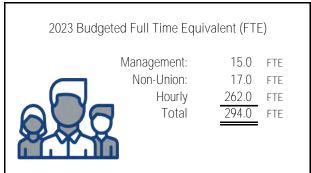
TRANSIT WINDSOR

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.).

| 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 |
| A | φ/F0 202 | ф702 020 | (#1.040.41/) | /¢2 / 0F 220 |
| Annual Net Variance | \$658,202 | \$792,839 | (\$1,048,416) | (\$2,605,339 |
| Variance as a % of Gross Budget | 1.8% | 2.2% | (2.7%) | (6.2% |





| Description | Q1 | Q2 | Q3 | Year-End |
|----------------------------------|-----|---------------|---------------|---------------|
| Revenue: | | | | |
| User Fees, Permits & Charges | n/a | (\$1,489,000) | (\$3,366,000) | (\$3,483,784) |
| Expenses: | | | | |
| Operating & Maintenance Supplies | n/a | \$185,000 | \$249,000 | \$597,143 |
| Purchased Services | n/a | \$22,000 | \$35,000 | \$214,449 |
| Salaries & Benefits | n/a | \$256,000 | \$478,000 | \$78,254 |
| Minor Capital | n/a | \$0 | (\$25,000) | (\$11,401 |
| Net Total | n/a | (\$1,026,000) | (\$2,629,000) | (\$2,605,339 |



ECONOMIC DEVELOPMENT

TRANSIT WINDSOR

VARIANCE DESCRIPTION

The total departmental year-end variance is:

(\$2,605,339)

Deficit

1. User Fees, Permits & Charges:(\$3,483,784)

Transit is projecting a net deficit of (\$3,483,784) under this category. It comprises of the following:

<u>a) Transit Revenue:(\$3,544,287):</u>

Transit Windsor ended with a deficit of (\$3,544,287) for Transit Revenue. After a 30-month period during the COVID-19 pandemic where Transit Windsor ran reduced service. Transit resumed full service operations as of June 2023, including Tunnel and Special Events. Although overall ridership is exceeding pre-pandemic levels, Transit has continued to experience lower ridership rates in some non-student categories; hence, the fares collected are reduced from expected levels. The overall ridership in the non-student category is approximately 30% lower than budget. At the time of the Q3 variance projection, administration estimated the reduction in non-student revenue to be in the range of 25%. This reduction in non-student fare revenue is attributable to several factors, including a slower return to regular ridership post-pandemic, which other Ontario municipalities have also been experiencing. This could be due to riders finding other options to commute post-pandemic, a greater number of work from home options for employees, and an increase in student ridership resulting in lower capacity for non-student riders. Transit Windsor has continued to see a sharp rise in student ridership, coinciding with enrolment increases at both the University of Windsor and St. Clair College, the influx of international students, as well as the launch of the Saints Pass (tuition-based bus pass) for St. Clair College in September 2022. Although these increases have helped reduce the overall projected revenue deficit slightly and is factored in the overall calculations, they are not substantial enough to offset the larger than expected revenue shortfall in the non-student fare categories.

Another factor contributing to this deficit is the implementation of the 2023 Transit Windsor Service Plan in phases. Route 418X (representing approx. 45% of the approved service hours and budget) was launched on June 26, 2023.

b) Lease and Rental Revenue: \$60,503:

Transit experienced a surplus of \$60,503 in this category. Transit Windsor entered into a licensing agreement with Passenger Bus Corporation (Trailways of New York) for exclusive use of one bus bay at the Windsor International Transit Terminal located at 300 Chatham Street West. This facility was earlier used by Greyhound who closed operations in Canada in 2021 and subsequently terminated its contract with the City.

2. Operating & Maintenance Supplies: \$597,143

Transit ends with a surplus of \$597,143 in this category and it comprises of the following expenses:

a) Motor Fuels: \$131,017:

The year end surplus in this account is \$131,017. This surplus is mainly attributed to lower than budgeted consumption in the 2023 operating budget. Transit was not able to implement the 2023 Transit Windsor Service Plan as approved in the 2023 Operating budget until mid-year, resulting in reduced fuel consumption. Offsetting these savings is higher than anticipated fuel pricing for the year.

b) Vehicle Maintenance and Parts: \$355,907:

The vehicle maintenance and parts accounts ended with year-end surplus of \$355,907. This is largely attributable to lower than anticipated maintenance required on the buses.



ECONOMIC DEVELOPMENT

TRANSIT WINDSOR

c) Program Supplies: \$83,331:

Due to delayed implementation of Special Events services (June 2023), resulted in an overall surplus of \$83,331 in this account. In addition, with Special Events moving to an online booking system in 2023, supplies for paper tickets, etc., were reduced, thus resulting in savings. Assuming savings continue to be realized in this area, funds will be reallocated in the future.

d) Facility Operations- Labour Internal: \$36,571:

Due to lower than anticipated needs for caretaking and general facility maintenance, the department ended with a surplus of \$36,571 in this account.

e) Other-Operating and other supplies: \$12,372:

Due to lower than anticipated needs for operating supplies, the department ended with a surplus of \$12,372 in this category.

f) Oil and Lubricants: \$11,919:

Due to lower than budgeted requirements, Oil and lubricants account ended with a year end surplus of \$11,919.

g) Facilities Rental External (\$33,974):

Facilities Rental External account ended with a deficit of (\$33,974). This is mainly attributable to the rent payable for the new East End Terminal agreement, which was negotiated in 2023.

3. Purchased Service: \$214,149:

Transit ended with a net surplus of \$214,149 under this category. It comprises of the following:

a) Fees and Service Charges Expense: \$178,713:

The savings in this account is mainly attributable to reduction in toll expenses due to service changes to the Tunnel Bus service.

b) Advertisement Expenses \$60,593:

The Advertising expense account ended with a year-end surplus of \$60,593. Due to the delayed resumption (May 26, 2023) of Special Events service, the advertising budget had not been used in the early part of 2023.

c) Commission Expenses \$33,342:

Transit Windsor pays commissions to third-party vendors for the sale of passes and tickets. Many of the outside vendors no longer sell or reload Smart Cards. Many retailers have installed self-checkouts, and the sale of current fare media is not compatible with self-checkouts. This has resulted a surplus in this budget line.

d) Other Professional Service External (\$58,199):

This account resulted in a deficit at year end mainly due to an increase in Security charges and other inflationary increases as a result of the need for additional security at the Downtown Windsor Terminal.

4. Salaries and Benefits: \$78,254

Transit Windsor ended with net year end surplus of \$78,254 in overall Salaries and Wages for 2023. A portion of this surplus is attributable due to gapping for new positions approved in the 2023 operating budget. Another factor for a portion of these savings is attributable to other vacant positions filled by new/temporary staff who are hired at lower steps than the budgeted levels. These savings were offset by an increase in overtime costs to maintain service levels.

Although the overall salary accounts were in an overall net surplus position, the surplus is not as substantial as it would have been due to the additional wages paid (estimated at \$1.2M) due to new federal legislation which was promulgated in December 2022, which mandated 10 paid sick days to be provided to all faderally rapple and apple 2024



ECONOMIC DEVELOPMENT

TRANSIT WINDSOR

5. Minor Capital: (\$11,401):

Transit ended with a deficit of (\$11,401) in this category, comprised of a deficit in the computer software account of (\$18,864) attributable mainly to new software such as AVL (Automated Vehicle Location and Communications), which have been purchased for fleet maintenance and additional licenses. This deficit was slightly offset by a small surplus of \$7,463 in lower than anticipated needs for Minor Apparatus and Tools.



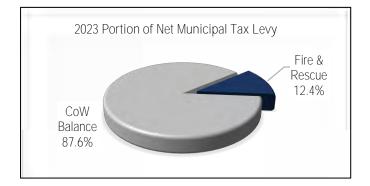
COMMUNITY SERVICES

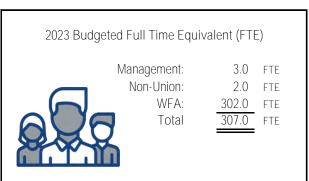
FIRE & RESCUE

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.

| 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 |
| 7 11 11 10 11 11 11 11 10 1 | , , | , , | , | • |
| Variance as a % of Gross Budget | (1.1%) | (1.6%) | (6.6%) | (2.9% |





| Description | Q1 Projection | Q2 Projection | Q3 Projection | Year-End Variance |
|----------------------------------|------------------|------------------|------------------|----------------------|
| Revenue: | | | | |
| User Fees, Permits & Charges | n/a | \$0 | \$0 | (\$25,844) |
| - Expenses: | | | | |
| Minor Capital | n/a | (\$20,000) | (\$34,000) | (\$43,351) |
| Operating & Maintenance Supplies | n/a | (\$110,000) | (\$130,000) | (\$148,777) |
| Purchased Services | n/a | \$0 | \$0 | (\$15,594) |
| Salaries & Benefits | n/a | (\$1,125,000) | (\$1,190,000) | (\$1,284,981 |
| Other Miscellaneous Expenditures | n/a | \$0 | \$0 | (\$18,302 |
| Net Total | n/a | (\$1,255,000) | (\$1,354,000) | (\$1,536,849 |



COMMUNITY SERVICES

FIRE & RESCUE

VARIANCE DESCRIPTION

The total departmental year-end variance is:

(\$1,536,849) Deficit

User Fees, Permits & Charges: (\$25,844)

User fee revenue for Fire & Rescue resulted in (\$25,844) deficit due to lower fire prevention revenue. Fire Operations preventative user fees declined due to fewer incidents for gas line strikes and false alarms charges.

Minor Capital: (\$43,351)

Self Contained Breathing Apparatus (SCBA) is showing more wear and tear than anticipated. A deficit of (\$30,817) resulted for the SCBA maintenance. The equipment is now 8 years old with a useful life of 10-15 years. Additionally, Fire stations required replacement of appliances, furniture and finishings resulting in (\$12,534) deficit.

Operating & Maintenance Supplies; (\$148,777)

A Fuel deficit of (\$83,857) resulted in 2023 related to fuel pricing that was higher than budgeted. A deficit of (\$47,331) in Fleet Maintenance and Repair account is due to inflationary pressures and one truck damage caused by a no-fault accident. Remaining deficit of (\$17,589) resulted in stations cleaning supplies account due to inflationary cost increases.

Purchased Services: (\$15,594)

A deficit of (\$15,594) resulted in the Fire stations maintenance accounts. Four(4) out of seven(7) stations are 10+ years old and significant wear and tear is occurring requiring maintenance of furniture, appliances and high traffic areas.

Salaries & Benefits: (\$1,284,981)

Net Salary variance for WFRS resulted in a deficit of (\$1,284,981) primarily from overtime. Major contributors are absences caused by PTSD claims and short/long-term WSIB.

Other Miscellaneous Expenditures: (\$18,302)

A deficit of (\$18,330) in training budget resulted from Front Line Resilience program. This one-time training was in response to increased mental health staff support needs.



COMMUNITY SERVICES

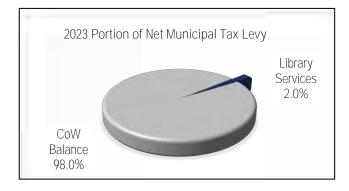
LIBRARY SERVICES

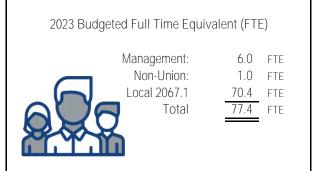
DEPARTMENTAL OVERVIEW

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.

| 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 Gross Budget | 7.1% | 8.6% | 5.0% | 1.2% |

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





| Description | Q1 Projection | Q2 Projection | Q3 Projection | Year-End Variance |
|---------------------------------------|------------------|------------------|------------------|----------------------|
| Revenue: | | | | |
| User Fees, Permits & Charges | n/a | (\$100,000) | (\$95,000) | (\$107,600) |
| Expenses: | | | | |
| Salaries & Benefits | n/a | \$560,000 | \$148,000 | \$263,350 |
| Transfers to Reserves & Capital Funds | n/a | (\$510,000) | (\$176,000) | (\$112,150) |
| Other Miscellaneous Expenditures | n/a | \$50,000 | \$123,000 | (\$43,600) |
| Net Total | n/a | \$0 | \$0 | \$0 |



COMMUNITY SERVICES

LIBRARY SERVICES

VARIANCE DESCRIPTION

The total departmental year-end variance:

\$0

<u>User Fees, Permits & Charges- Revenue: (\$107,600)</u>

In 2023, WPL ended with a deficit of (\$107,600) in lost user fees due to reduced revenue earned in user fees and fees & service charges. Fee revenue sources include fines for late returns of books and other resources, room rentals, public copier and personal computer usage, and other equipment and service fees. The Windsor Public Library Board approved the elimination of late fines as of August 2023.

Salaries & Benefits: \$263,350

The Windsor Public Library ended 2023 with a surplus of \$263,350 in salary and benefits. Similar to previous years, salary and wage costs for WPL employees remained below budget due to the historical surplus from the move from 850 Ouellette to the Paul Martin Building. Vacancies in the permanent staff establishment, gaps, and unpaid leaves of absence also contributed to the surplus. The timing of the new bookmobile delivery led to delays in hiring driver positions. Additionally, with retirements in various positions, recruitment to fill these positions has not been completed. Gaps in other roles within WPL also contributed to the overall surplus in Salaries and Benefits. However, the surplus was significantly reduced due to some salary overlapping.

Transfers to Reserves & Capital Funds: (\$112,150)

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.

Other Miscellaneous Expenditures: (\$43,600)

WPL ended 2023 with a net deficit of (\$43,600) in various miscellaneous expense accounts. The majority of this deficit is attributed to additional costs required for the interim rental of a maintenance van due to the delayed delivery of a new WPL van purchase, which was delivered late in 2023. Additionally, additional building maintenance was undertaken to address various needs for Library locations, including the installation of two required water bottle fill stations.



COMMUNITY SERVICES

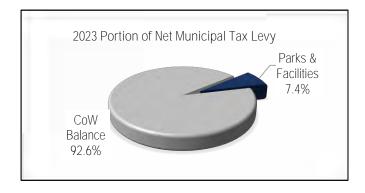
PARKS & FACILITIES

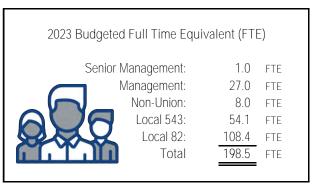
DEPARTMENTAL OVERVIEW

Parks is responsible for 205 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. Also responsible for designing and creating unique park experiences and supporting numerous special events.

Facilities provides building maintenance and operations, caretaking, security, planning, building construction & renovations, project management, lease administration, and asset management. Committed to supporting the corporation and community by providing safe, clean, well-maintained facilities in a responsive and effective manner.

| Financial Summary | 2020 | 2021 | 2022 | 2023 |
|---------------------------------|----------------|----------------|---------------|---------------|
| Annual Revenue Budget | (\$13,513,046) | (\$11,523,724) | (\$9,267,862) | (\$9,812,747) |
| Annual Expense Budget | \$41,450,753 | \$40,045,445 | \$36,841,100 | \$39,883,357 |
| Annual Net Budget | \$27,937,707 | \$28,521,721 | \$27,573,238 | \$30,070,610 |
| Annual Net Variance | \$240.604 | \$37.321 | (\$326,853) | (\$1,186,970 |
| | | , - , - | , | • |
| Variance as a % of Gross Budget | 0.6% | 0.1% | (0.9%) | (3.0% |







COMMUNITY SERVICES

PARKS & FACILITIES

Deficit

VARIANCE SUMMARY

| Description | Q1 Projection | Q2 Projection | Q3 Projection | Year-End Variance |
|----------------------------------|------------------|------------------|------------------|----------------------|
| PARKS | | | | |
| Revenue: | | | | |
| Grants & Subsidies | n/a | \$0 | \$218,000 | \$132,735 |
| Expenses: | | | | |
| Minor Capital | n/a | \$0 | (\$32,000) | (\$41,436 |
| Operating & Maintenance Supplies | n/a | (\$95,000) | \$0 | (\$6,412 |
| Purchased Services | n/a | (\$73,000) | (\$186,000) | (\$1,259,246 |
| Salaries & Benefits | n/a | \$0 | (\$349,000) | (\$228,757 |
| TOTAL PARKS | n/a | (\$168,000) | (\$349,000) | (\$1,403,116 |
| FACILITIES | | | | |
| Revenue: | | | | |
| Recovery of Expenditures | n/a | \$27,000 | \$12,000 | \$0 |
| User Fees, Permits & Charges | n/a | \$0 | \$0 | \$9,579 |
| Expenses: | | | | |
| Salaries & Benefits | n/a | \$104,000 | \$90,000 | \$240,770 |
| Operating & Maintenance Supplies | n/a | (\$50,000) | (\$39,000) | \$56,030 |
| Other Miscellaneous Expenditures | n/a | (\$11,000) | \$0 | \$18,646 |
| Purchased Services | n/a | (\$106,000) | (\$93,000) | (\$52,965 |
| Minor Capital | n/a | \$0 | \$0 | (\$55,914 |
| TOTAL FACILITIES | n/a | (\$36,000) | (\$30,000) | \$216,146 |
| Net Total | n/a | (\$204,000) | (\$379,000) | (\$1,186,970 |

VARIANCE DESCRIPTION

The total departmental year-end variance is: (\$1,186,970)

PARKS

Grants & Subsidies: \$132,735

The Canada Summer Jobs program provides funding for expenditures related to student employment and offset the Parks Department temporary staffing expenditures. A grant application is submitted every year in early fall based on forecasted eligible costs and student placements. For 2023, the grant funding was \$132,735.



COMMUNITY SERVICES

PARKS & FACILITIES

Minor Capital: (\$41,436)

The Minor Capital deficit is related to cost increases in infrastructure and construction materials.

Operating & Maintenance Supplies: (\$6,412)

Operating & Maintenance Supplies deficit of (\$6,412) related to an increase in motor fuels.

Purchased Services: (\$1,259,246)

Costs related to the February ice storm, August tornado, and other major storms throughout the summer of 2023 required additional contracted services, and rental expenses by the Forestry and Parks Operations division. These storm costs were incremental to the core operating budget in the Parks and Facilities department. The deficit was also due to inflationary increases in costs of services charged by providers,

Salaries & Benefits (\$228,757)

The deficit was a result of higher temporary salary costs required to maintain service levels and perform work to bridge the salary gapping from full time vacant positions. In addition storm events in 2023 resulted in an increase in overtime expenditures from Parks staff.

FACILITIES

User Fees Perm. Charge: \$9,579

A surplus of \$9,579 in User Fees is due to the new Employment Services lease at 171 Goyeau.

Salaries & Benefits: \$240,770

A surplus of \$240,770 in Salaries is due to gapping in positions including Caretakers, Operating Engineer and Facility person.

Operating & Maintenance Supplies: \$56,030

A surplus of \$56,030 in Operating & Maintenance is due to less than anticipated spend in pool chemicals.

Other Misc. Expense: \$18,646

A surplus of \$18,646 in Other Miscellaneous Expenses consists of a \$7,701 surplus in training and conference registrations \$6,903 surplus in office supplies, \$3,791 surplus in travel as well as a \$847 surplus in other small miscellaneous items.

Purchased Services: (\$52,965)

A deficit of (\$52,965) in Purchased Services is due a Work Authorization relating to insulation work at 500 Tuscarora.

Minor Capital: (\$55,914)

A deficit of (\$55,914) in Minor Capital is due to an unexpected floor replacement at Adventure Bay.



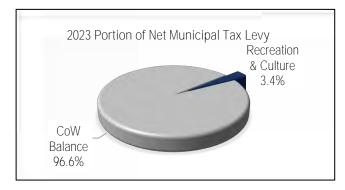
COMMUNITY SERVICES

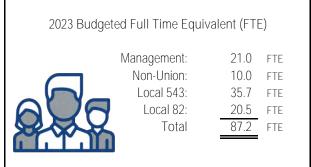
RECREATION & CULTURE

DEPARTMENTAL OVERVIEW

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

| Financial Summary | 2020 | 2021 | 2022 | 2023 |
|---------------------------------|----------------|----------------|----------------|---------------|
| Annual Revenue Budget | (\$12,014,378) | (\$11,949,514) | (\$12,161,940) | (\$12,763,081 |
| Annual Expense Budget | \$25,364,844 | \$24,992,464 | \$25,738,985 | \$26,551,319 |
| Annual Net Budget | \$13,350,466 | \$13,042,950 | \$13,577,045 | \$13,788,238 |
| Associal Niel Western | (¢1 2/2 20E) | (¢1F7.02/) | ሱ ጋ 1ጋጋ | ¢1 704 704 |
| Annual Net Variance | (\$1,362,395) | (\$157,936) | \$3,133 | \$1,794,704 |
| Variance as a % of Gross Budget | (5.4%) | (0.6%) | 0.0% | 6.89 |





| Description | Q1 Projection | Q2 Projection | Q3 Projection | Year-End Variance |
|----------------------------------|------------------|------------------|------------------|----------------------|
| Revenue: | | | | |
| User Fees, Permits & Charges | n/a | (\$2,400,000) | (\$1,300,000) | \$310,799 |
| Expenses: | | | | |
| Minor Capital | n/a | \$0 | \$0 | \$31,522 |
| Purchased Services | n/a | (\$200,000) | \$0 | \$0 |
| Operating & Maintenance Supplies | n/a | \$0 | \$143,000 | \$63,867 |
| Salaries & Benefits | n/a | \$1,200,000 | \$657,000 | \$1,373,077 |
| Other Miscellaneous Expenditures | n/a | \$0 | \$0 | \$15,439 |
| Net Total | n/a | (\$1,400,000) | (\$500,000) | \$1,794,704 |



COMMUNITY SERVICES

RECREATION & CULTURE

VARIANCE DESCRIPTION

The total departmental year-end variance is:

\$1,794,704 St

Surplus

User Fees, Permits & Charges: \$310,799

The department has a year end surplus of \$310,799 in revenues relating to rental fees, commissions, and retail sales of goods & services at recreation facilities in 2023. A number of major events took place in 2023, including aquatic championships at the WIATC, 2022 - 2023 season playoff games for the Windsor Spitfires, and the Cirque de Soleil show at the WFCU. These events generated revenue through facility rentals fees, ticket surcharges, concession sales and commission. In addition, fuel sales at Lakeview Park Marina and retail sales the Chimczuk Museum reported higher than expected revenues in 2023. The surplus in rental and event revenues were partially offset by the deficits in user fees and membership pass sales, which were impacted by reduced operating hours in some recreation facilities and a slower than anticipated recovery in the numbers of drop-in and registered program participants in some areas.

Minor Capital - Machinery & Equipment: \$31,522

There were fewer incidents that require ad hoc repairs or replacements such as seating improvements, flood clean up, sound system maintenance and other minor improvements in 2023, at the end of the year, the department reported a surplus of \$31,522 in Minor Capital.

Operating & Maintenance Supplies: \$63,867

Sale of memberships, recreation programming and hours at Adventure Bay have not yet returned to pre-pandemic levels. The decreased programming in those areas resulted in a spending decrease in the program supply and related recreation programming accounts. At the end of 2023, Operating & Maintenance Supplies has an year end surplus of \$63,867.

Salaries & Benefits: \$1,373,077

Recreation and Culture ends the year of 2023 with a surplus variance of \$1,373,077 in salaries and benefits as a result of vacant positions and a decrease in hourly wages expenses due to reduced operating hours and program offerings. Recreation and Culture continued to face challenges from the impacts COVID-19, experiencing staff shortages in aquatic and program staff roles which were contributing factors in the delay of the return to pre-COVID programming levels at Recreation and Culture facilities. In addition, Adventure Bay continues to operate at reduced hours compared to pre-pandemic offerings, with expanded hours anticipated for summer 2024. In addition, a number of full-time positions were vacant due to retirement and employees receiving acting assignments in different departments within the Corporation. Some of these vacant positions were also impacted by multi-month gaps prior to recruitment and/or by being filled by successful applicants starting at a lower pay band.

Other Expenses: \$15,439

At the end of 2023, Recreation & Culture reports a favourable variance of \$15,439 in Other Training expenses. The department uses this budget for a variety of mandatory trainings sessions, including program instructor and aquatic staff specialty training. With reduced operating hours and staffing after the pandemic, there were less training expenditures in 2023. It is anticipated that the department will return to a pre-pandemic level of operations in 2024 including legislated training in arena and aquatic services, as well as for event planning and community programming staff.



INFRASTRUCTURE SERVICES

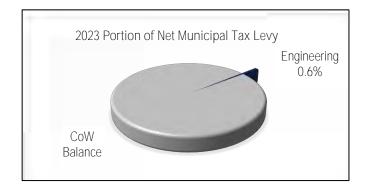
ENGINEERING

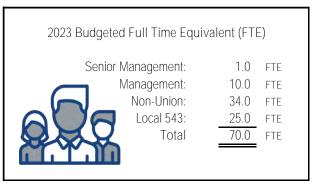
DEPARTMENTAL OVERVIEW

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.

| 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 Gross Budget | n/a | n/a | (3.1%) | 5.29 |

Historical amounts are not available due to realignment of departments.





| Description | Q1 Projection | Q2 Projection | Q3 Projection | Year-End Variance |
|----------------------------------|------------------|------------------|------------------|----------------------|
| | | | | |
| Revenue: | | | | |
| Recovery of Expenditures | n/a | \$101,000 | \$74,000 | \$236,456 |
| User Fees, Permits & Charges | n/a | (\$142,000) | \$173,000 | \$307,405 |
| Other Miscellaneous Revenue | n/a | (\$4,000) | (\$15,000) | (\$13,307 |
| Expenses: | | | | |
| Financial Expenses | n/a | (\$35,000) | (\$45,000) | (\$55,013 |
| Minor Capital | n/a | (\$1,000) | (\$46,000) | (\$28,950 |
| Salaries & Benefits | n/a | \$17,000 | \$20,000 | \$26,096 |
| Other Miscellaneous Expenditures | n/a | (\$2,000) | (\$9,000) | \$23,010 |
| Net Total | n/a | (\$66,000) | \$152,000 | \$495,697 |



INFRASTRUCTURE SERVICES

ENGINEERING

VARIANCE DESCRIPTION

The total departmental year-end variance is:

\$495,697

Surplus

Recovery of Expenditures: \$236,456

Recovery of Expenditures ended with a year-end surplus of \$236,456 in 2023. This is a combination of the following:

- a) A surplus of \$39,828 in the Right of Way department, due to unexpected Streamline Development Approval Fund (SDAF) Grant funds for half of 2022 being received in 2023, in addition to the 2023 funds received.
- b) A surplus of approximately \$241,742 for salary recovered in the Design and City Engineer's departments.
- c) A surplus of \$89,563 in Corporate Projects as a result of heavy work load positions within the Division, which are recovered from Capital projects.
- d) A deficit of approximately (\$134,677) in Geomatics was due to the recoveries for salaries billed to other departments being lower than anticipated.

User Fees, Permits & Charges: \$307,405

User Fees, Permits & Charges ended with a year-end surplus of \$307,405 at the end of 2023. This is a combination of the following:

- a) A deficit of (\$283,567) in Right of Way, caused by Sidewalk Cafe Fees being waived for 2023, as well as a decrease in the number of utility permits issued.
- b) A surplus of \$507,177 in Geomatics due to an increase in GIS User Fees received. This increase is largely attributable to the contstruction of the battery plant and an increase in construction of apartment buildlings.
- c) A surplus of \$91,000 in Development due to greater than anticipated Development Review Fees received.
- d) A deficit of (\$7,205) due to a decreased number of Minstry of the Environment application and review Fees billed.

Other Miscellaneous Revenue: (\$13,307)

Other Miscellaneous Revenue is in a deficit of (\$13,307) at year end. This is largely due to a decrease in purchases of products supplied by Geomatics.

Financial Expenses: (\$55,013)

There is a deficit of (\$55,013) 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: (\$28,950)

The deficit of (\$28,950) in the Minor Capital category is largely attributable to the following:

- a) A surplus of \$21,635 in the Right of Way department in computer software expense. Reallocation of a portion of permit fees to IT for Amanda Services, did not begin until September 2023.
- b) A deficit of (\$31,928) in the computer equipment and software accounts across the remaining divisions within Engineering.
- c) A deficit of (\$18,657) in the City Engineer's department for upgrades made to the boardroom at 1266 McDougall..

Salaries & Benefits: \$26,096

The department is reporting a year-end surplus of \$26,096 in Salaries and Benefits, mainly due to several position vacancies throughout the year in the Engineering Division.

Other Miscellaneous Expenditures: \$23,010

A net surplus of \$23,010 has been realized for 2023 related to the net of all line by line variances remaining for the department.

INFRASTRUCTURE SERVICES

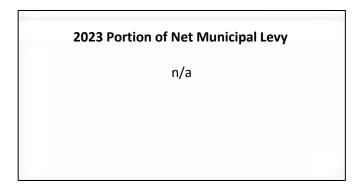
POLLUTION CONTROL

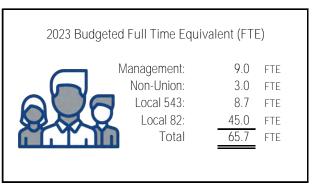
DEPARTMENTAL OVERVIEW

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

| Financial Summary | 2020 | 2021 | 2022 | 2023 |
|---------------------------------|------|------|----------------|--------------|
| Annual Revenue Budget | n/a | n/a | (\$21,337,790) | (\$24,120,65 |
| Annual Expense Budget | n/a | n/a | \$21,337,790 | \$24,120,65 |
| Annual Net Budget | n/a | n/a | \$0 | \$(|
| Annual Net Variance | n/a | n/a | n/a | n/a |
| 7 Hilliadi I Tot Vallarioo | | TI/a | 11/a | |
| Variance as a % of Gross Budget | n/a | n/a | n/a | n/a |

Historical amounts are not available due to realignment of departments.





VARIANCE DESCRIPTION

The total departmental year-end variance is:

\$0

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.

Refer to the Sewer Surcharge submission later on in this Appendix for details related to the Pollution Control variance. The Pollution Control Department is in a large surplus position at year-end.



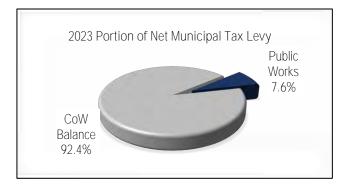
INFRASTRUCTURE SERVICES

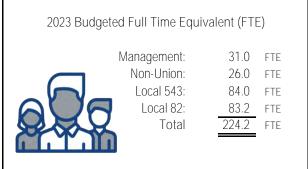
PUBLIC WORKS

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.

| 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 Gross Budget | (2.4%) | (4.6%) | (5.0%) | 0.39 |





| Description | Q1 Projection | Q2 Projection | Q3 Projection | Year-End Variance |
|----------------------------------|------------------|------------------|------------------|----------------------|
| Revenue: | | | | |
| Recovery of Expenditures | n/a | (\$500,000) | (\$665,000) | (\$1,075,871 |
| User Fees, Permits & Charges | n/a | (\$400,000) | (\$450,000) | (\$940,678 |
| Expenses: | | | | |
| Minor Capital | n/a | \$0 | \$0 | (\$78,590 |
| Operating & Maintenance Supplies | n/a | (\$250,000) | (\$370,000) | (\$32,294 |
| Purchased Services | n/a | \$1,050,000 | \$1,020,000 | \$1,132,513 |
| Salaries & Benefits | n/a | \$1,050,000 | \$1,365,000 | \$1,109,579 |
| Other Miscellaneous Expenditures | n/a | \$0 | \$0 | \$89,214 |
| Net Total | n/a | \$950,000 | \$900,000 | \$203,873 |



INFRASTRUCTURE SERVICES

PUBLIC WORKS

VARIANCE DESCRIPTION

The total departmental year-end variance is:

\$203,873

Surplus

Recovery of Expenditures: (\$1,075,871)

PW Operations has finished 2023 with an overall net revenue deficit of (\$1,075,871). The majority of this deficit is a direct result of 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 and police calls.

User Fees, Permits & Charges: (\$940,678)

PW Operations has finished 2023 with a deficit of (\$940,678) related to reduced parking ticket revenue. Parking ticket issuance continues to be below pre-COVID issuance levels. In addition, there has been lost revenue due to delays implementing the 2023 approved increases for both safety related parking infractions and the administrative penalty fee, both implemented in May-June 2023.

Minor Capital: (\$78,590)

PW Operations has finished 2023 with a net deficit of (\$78,590) related to vehicle repairs as a result of damage and accidents throughout the year.

Operating & Maintenance Supplies: (\$32,294)

PW Operations has finished 2023 with a net deficit of (\$32,294) related to all operating & maintenance supplies and tools including a final surplus of \$16,596 for fuel; \$73,550 for parts; and a deficit of (\$122,440) for all other operating supply and tool purchases across the Department. Inflationary factors are the main contributors to the deficit for all other operating supply and tool purchases for the year.

Purchased Services: \$1,132,513

PW Operations has finished 2023 with an overall net surplus of \$1,132,513 related to purchased services for the winter control service, Parking Enforcement, streetlight maintenance, waste and recycle collection, and the rental and repair of vehicles and equipment. The final variance for winter control was a surplus of \$1,324,230 due to fewer snowfall events during the year. The final variance for Parking Enforcement related to the contracted services is a surplus of \$92,549 due to staffing issues for the contractor. The final variance related to the contracted services for streetlight maintenance is a deficit of (\$159,497) due to a greater number of streetlight repairs needed than originally anticipated. The final variance for waste and recycle collection is a deficit of (\$69,541) due to the CPI escalation factor of the contract exceeding the anticipated amounts; and the final variance for the rental and repair of vehicles and equipment is a deficit of (\$55,228) due to higher than anticipated outsourced repairs for the Fleet division.

Salaries & Benefits: \$1,109,579

PW Operations has finished 2023 with an overall net surplus of \$1,109,579 related to all salary and wage accounts included overtime. The final year-end surplus is slightly less as the surplus salary and wage was offset with some deficits related to overtime resulting from a number of vacancies across the department throughout the year. 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 staff to accommodate heavy work load situations where required.

Other Miscellaneous Expenditures: \$89,214

A net surplus of \$89,214 has been realized for 2023 related to the net of all line by line variances remaining for the department.



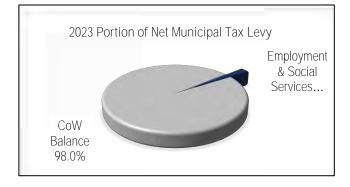
HUMAN & HEALTH SERVICES

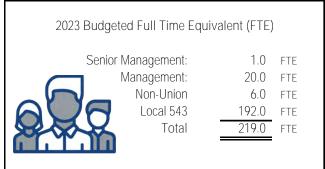
EMPLOYMENT & SOCIAL SERVICES

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.

| 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 Gross Budget | 1.4% | 1.3% | 1.3% | (0.1% |





| Description | Q1 Projection | Q2 Projection | Q3 Projection | Year-End Variance |
|---------------------------------------|------------------|------------------|------------------|----------------------|
| Revenue: | | | | |
| Grants & Subsidies | n/a | \$4,834,000 | \$6,506,000 | \$5,332,532 |
| Recovery of Expenditures | n/a | (\$336,000) | (\$363,000) | (\$381,499 |
| Other Miscellaneous Revenue | n/a | \$9,000 | \$8,000 | \$0 |
| Expenses: | | | | |
| Financial Expenses | n/a | (\$17,000) | (\$10,000) | \$0 |
| Minor Capital | n/a | (\$29,000) | (\$1,000) | \$C |
| Operating & Maintenance Supplies | n/a | \$22,000 | (\$19,000) | (\$899 |
| Purchased Services | n/a | (\$2,953,000) | (\$2,977,000) | (\$3,006,813 |
| Salaries & Benefits | n/a | \$933,000 | \$1,079,000 | \$2,230,826 |
| Transfers for Social Services | n/a | (\$2,068,000) | (\$3,802,000) | (\$3,787,270 |
| Transfers to Reserves & Capital Funds | n/a | \$0 | \$0 | (\$496,207 |
| Other Miscellaneous Expenditures | n/a | (\$44,000) | (\$18,000) | \$C |
| Net Total | n/a | \$351,000 | \$403,000 | (\$109,330 |



HUMAN & HEALTH SERVICES

EMPLOYMENT & SOCIAL SERVICES

VARIANCE DESCRIPTION

The total departmental year-end variance is:

(\$109,330)

Deficit

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 7% of the gross cost. The variances outlined below are expressed in gross dollars.

Grants & Subsidies \$5,332,532

The Grants and Subsidies surplus at year end was primarily due to Ontario Works (OW) Financial Assistance revenues being higher than budgeted. OW financial assistance and benefits are funded by the Province at 100%. OW Caseloads increased by 19.8% over 2022 leading to both increased expenditures and revenues.

Recovery of Expense & Other Miscellaneous Revenues (\$381,499)

The County shares in the cost of Ontario Works Program Delivery and funds County related discretionary benefits. Savings in the OW Program delivery budget led to realizing lower than budgeted County revenue. Also contributing to the deficit was lower recoveries related to discretionary expenditures such as Funerals & Burials Services.

Other Expenses, Financial Services & Operating & Maintenance (\$899)

All Other Miscellaneous expenses, Operating & Maintenance, and Financial expenses combined ended with a nominal over-expenditure of (\$899).

Purchased Services (\$3,006,813)

The Integrated Employment program delivered by the Service System Manager (SSM), which is 100% funded by the Province, commenced in 2023 with the budget being developed after the municipal budget 2023 was set. The majority of the deficit on this budget line is the result of this budgeting difference.

Salaries & Benefits \$2,230,826

In 2023 Social Services began transitioning to a new model for delivering employment services. This change and delays in filling new and vacant positions lead to lower salary and benefit costs. The resulting savings offset the increased expenses related to employment and discretionary benefits which are captured on the Transfers for Social Services line.

Transfers for Social Services (\$3,787,270)

The average monthly Ontario Works caseloads increased (19.8% over 2022) resulting higher than budgeted financial assistance and benefit costs. These costs are 100% funded by the Province. The higher caseload and additional client needs also lead to increased Employment Related Expenses (employment supports, bus passes, and related stability supports). Lower than budgeted expenditures related to the SSM Integrated Employment Services program offset the deficit on this budget line.

Transfers to / from Reserves (\$496,207)

At the end of 2023, \$400,000 of City Funding is being requested for transfer to 2024 in order to increase the level of Participation Benefits (funding for APP bus passes) available to clients. In addition, \$100,000 of Integrated Employment Services (IES) - Service System Manager (SSM) unrestricted funding is being requested for transfer to a new WREN SSM IES Reserve. The residual amount (\$3,793) relates to Physician Recruitment program expenditures.



HUMAN & HEALTH SERVICES

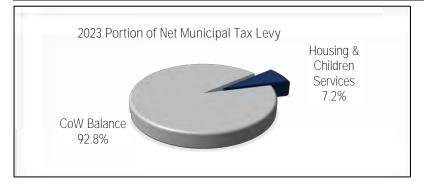
HOUSING & CHILDREN SERVICES

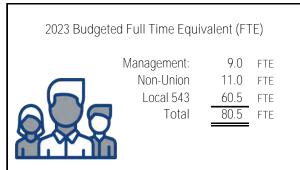
DEPARTMENTAL OVERVIEW

Social Housing administers program requirements and funding for 7,800 units including over 34 social housing providers in Windsor and Essex County. The division administers various programs related to homelessness and works with residents in Emergency Shelters and Housing with Supports Homes to ensure basic needs are met and provides assistance with transition back into the community.

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.

| Financial Summary | 2020 | 2021 | 2022 | 2023 |
|---------------------------------|----------------|----------------|-----------------|-----------------|
| Annual Revenue Budget | (\$97,404,344) | (\$91,607,808) | (\$101,618,222) | (\$137,496,215) |
| Annual Expense Budget | \$121,172,301 | \$116,465,816 | \$129,200,728 | \$166,764,770 |
| Annual Net Budget | \$23,767,957 | \$24,858,008 | \$27,582,506 | \$29,268,555 |
| Annual Net Variance | \$1,664,625 | \$43,423 | (\$1,406,961) | (\$1,420,791) |
| Variance as a % of Gross Budget | 1.4% | 0.0% | (1.1%) | (0.9%) |





| Description | Q1 Projection | Q2 Projection | Q3 Projection | Year-End Variance |
|---------------------------------------|------------------|------------------|------------------|----------------------|
| Revenue: | , | , | j | |
| Grants & Subsidies | n/a | \$5,548,000 | \$4,614,000 | \$6,706,762 |
| Recovery of Expenditures | n/a | (\$38,000) | \$1,567,000 | \$2,161,223 |
| Transfers from Other Funds | n/a | \$545,000 | \$545,000 | \$545,350 |
| Expenses: | | | | |
| Minor Capital | n/a | (\$16,000) | (\$17,000) | \$0 |
| Operating & Maintenance Supplies | n/a | \$5,000 | \$7,000 | (\$252,422) |
| Purchased Services | n/a | \$699,000 | \$824,000 | (\$653,170) |
| Salaries & Benefits | n/a | \$356,000 | \$333,000 | \$287,527 |
| Transfers for Social Services | n/a | (\$6,744,000) | (\$8,390,000) | (\$8,312,139) |
| Transfers to Reserves & Capital Funds | n/a | \$0 | \$0 | (\$1,903,923) |
| Utilities, Insurance & Taxes | n/a | \$7,000 | \$7,000 | \$0 |
| Other Miscellaneous Expenditures | n/a | (\$61,000) | (\$151,000) | \$0 |
| Net Total | n/a | \$301,000 | (\$661,000) | (\$1,420,791) |



HUMAN & HEALTH SERVICES

HOUSING & CHILDREN SERVICES

VARIANCE DESCRIPTION

The total departmental year-end variance is:

(\$1,420,791) Deficit

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 18% of the gross cost. The variances outlined below are expressed in gross dollars.

Grants & Subsidies \$6,706,762

Higher than budgeted subsidies were realized in Housing & Children's Services programs. The funding was utilized for the social programs associated with their receipt.

Recovery of Expense \$2,161,223

Of the total surplus, \$743,220 relates to higher than budgeted County revenue for all cost shared programs. An additional \$920,942 one-time recovery of prior year Housing capital expenditures was realized, with the City portion being recommended for transfer to the City Housing Capital Reserve. The \$497,061 balance of the surplus, relates to unbudgeted program recoveries.

Transfers from Other Funds \$545,350

Prior year transfers related to Housing & Homelessness programs were fully utilized in 2023 with expenditures recorded on other budget lines.

Operating & Maintenance Supplies: (\$252,422)

Other expenses were higher than budgeted primarily due to Children's Services continuing workforce initiatives, including the Windsor Essex Registered Early Childhood Educators (WERECE) recruitment and retention campaign, which were funded through additional provincial subsidy received. Also contributing to the deficit were Housing & Homelessness expenditures that were budgeted in other accounts.

Purchase of Service (\$653,169)

Children's Services continuing workforce initiatives, that included the WERECE recruitment and retention campaign, contributed to the deficit on this account line. These initiatives, however, were funded through provincial funding. Adding to the deficit on this line, Pathway to Potential program incurred higher than budgeted expenses related to internal staff support costs, advertising, and strategic plan consulting. Offsetting the overall Purchase of Service deficit, was one-time savings due to delays in completion of the projects in the Rapid Housing Initiative.

Salaries & Benefits: \$287,527

Housing & Children's Services ended with a surplus variance of \$287,527 in salaries and benefits as a result of salary gapping due to delay in vacant positions being filled.

Transfers For Social Services (\$8,312,139)

WECHC experienced a gross deficit of (\$2,209,492) primarily due to unit restoration costs, increased cost of insurance premiums and loss events. An additional deficit of (\$6,796,368) relates Housing subsidy costs in 2023 which were offset by the WEHB surplus noted above, and offset by Grants & Subsidies, and County revenue budgeted within Recovery of Expense. These deficits were offset by \$693,721 in lower expenditures within Children's Services and Pathway to Potential programs.

Transfers to Reserves & Capital Funds: (\$1,903,923)

As noted in report SC S26/2024, Housing Services was able to mitigate Rent Supplement pressures in 2023 which included the request to carry over the remaining Windsor Essex Housing Benefit (WEHB) budget (\$313,031) to help offset rent supplement budget pressures expected in 2024. In addition, a one-time (\$590,892) prior year expenditure is being recommended for transfer to the City Housing Reserve fund to offset future City Housing capital projects. A City budget carryover of (\$1,000,000) was also requested to offset anticipated 2024 budget pressures in the HPP budget.



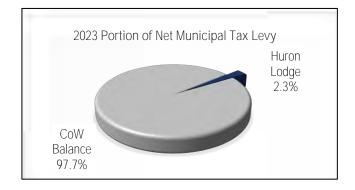
HUMAN & HEALTH SERVICES

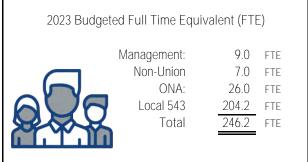
HURON LODGE

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.

| 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 Gross Budget | 4.2% | 2.0% | 4.0% | 3.79 |





| Description | Q1 Projection | Q2 Projection | Q3 Projection | Year-End Variance |
|----------------------------------|------------------|------------------|------------------|----------------------|
| Revenue: | | | | |
| Grants & Subsidies | n/a | \$780,000 | \$1,130,000 | \$1,292,714 |
| User Fees, Permits & Charges | n/a | \$0 | \$70,000 | \$55,923 |
| - Expenses: | | | | |
| Minor Capital | n/a | (\$185,000) | (\$275,000) | (\$479,736 |
| Operating & Maintenance Supplies | n/a | (\$180,000) | (\$260,000) | (\$414,401 |
| Purchased Services | n/a | (\$220,000) | (\$365,000) | (\$453,166 |
| Salaries & Benefits | n/a | \$750,000 | \$840,000 | \$1,201,265 |
| Other Miscellaneous Expenditures | n/a | \$0 | (\$40,000) | (\$23,760 |
| Net Total | n/a | \$945,000 | \$1,100,000 | \$1,178,839 |



HUMAN & HEALTH SERVICES

HURON LODGE

VARIANCE DESCRIPTION

The total departmental year-end variance is:

\$1,178,839 Surplus

Grants & Subsidies: \$1,292,714

Huron Lodge's surplus in the Ministry of Long-Term Care (MLTC) funding account is predominately due to one-time provincial funding programs such as COVID-19 Prevention and Containment Funding, \$494,238, Minor Capital and Medication Safety Funding \$205,594 and Infection Prevention and Control Staff & Training Funding, \$212,350. Claim Funding and an increase to annualized funding streams add \$130,348 and \$250,184 respectively to the surplus. The corresponding deficits are explained below for Minor Capital, Operating & Maintenance Supplies, and Purchased Services.

User Fees, Permits & Charges: \$55,923

Accommodation rates are set by the MLTC and are standard in all long-term care homes across Ontario. On July 1, 2023 the MLTC raised the accommodation rates for residents resulting in a surplus in this category.

Minor Capital: (\$479,736)

The MLTC provided one-time funding streams to support minor capital purchases designed to protect the integrity of all programs attributes (\$205,594) while other unexpected nursing and kitchen equipment and one-time costs for server upgrades to accommodate the new phone system add (\$274,142) to the deficit.

Operating & Maintenance Supplies: (\$414,401)

Additional spending for PPE and chemicals of (\$66,471) is offset by COVID-19 Funding. Claims based funded nursing supplies of (\$130,348) and the one-time purchase of linen in the amount of (\$106,926) to accommodate a new laundry service delivery model contribute to the deficit in this category. The remainder of the negative variance (\$110,656) is attributed to the rising cost of supplies in all areas of the operations predominately in paper products for nursing, dietary and administration areas which is offset by the additional annualized funding which provides inflation relief such as this.

Purchased Services: (\$453,166)

Additional caretaking (\$291,859) and security services (\$65,609) at Huron Lodge of which the MLTC partially funded the additional costs through COVID-19 Funding. The remaining variance is attributed to one-time expenditures for kitchen equipment rental (\$28,344) and maintenance and repairs to the building and equipment (\$67,354).

Salaries and Benefits: \$1,201,265

The department is working with Human Resources and Finance departments to fill positions necessary as approved by S172/2021 CR35/2022 CAO297/2023, CAO54/2023, CAO333/2023 to meet staffing targets set by the MLTC.

Other Miscellaneous Expenditure: (\$23,760)

This deficit is primarily due membership fees and professional dues. Due to several years of incremental annual increases in these fees, the department will adjust the budget line within the overall existing budget to mitigate this variance in the future.



CORPORATE

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.

| Financial Summary | 2020 | 2021 | 2022 | 2023 |
|---------------------------------|-----------------|-----------------|-----------------|---------------|
| Annual Revenue Budget | (\$217,748,697) | (\$131,127,456) | (\$135,372,275) | (\$98,013,549 |
| Annual Expense Budget | \$242,097,940 | \$162,129,721 | \$219,926,715 | \$188,467,125 |
| 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 Gross Budget | 1.5% | 1.5% | 2.4% | 0.59 |



| Description | Q1 Projection | Q2 Projection | Q3 Projection | Year-End Variance |
|----------------------------------|------------------|------------------|------------------|----------------------|
| Revenue: | | | | |
| Investment Income & Dividends | n/a | (\$675,000) | (\$400,000) | \$215,202 |
| Recovery of Expenditures | n/a | (\$075,000) | (\$445,000) | \$266,929 |
| 3 1 | n/a | \$0 \$0 | , , | |
| User Fees, Permits & Charges | II/d | ΦU | \$1,388,000 | \$1,788,994 |
| - Expenses: | | | | |
| Purchased Services | n/a | \$0 | \$0 | \$49,906 |
| Salaries & Benefits | n/a | \$950,000 | \$950,000 | \$1,282,336 |
| Transfers to External Agencies | n/a | \$0 | (\$32,000) | (\$870,257) |
| Utilities, Insurance & Taxes | n/a | (\$100,000) | \$100,000 | \$97,251 |
| Other Miscellaneous Expenditures | n/a | (\$7,000) | (\$19,000) | \$48,868 |
| Other Funding Sources Recoveries | n/a | \$0 | \$0 | (\$1,932,601 |
| Net Total | n/a | \$168,000 | \$1,542,000 | \$946,628 |



CORPORATE

CORPORATE ACCOUNTS

VARIANCE DESCRIPTION

The total departmental year-end variance is:

\$946,628

Surplus

Investment Income & Dividends: \$215,202

Interest on Investments & Capital Interest Income/Interest Paid to Reserves: \$1,278,995

A year-end surplus of \$1,278,995 was comprised of a surplus of \$8,121,235 in Interest on Investments & Capital Interest Income, offset by a deficit of (\$6,842,240) in Interest Paid to Reserves, due to higher than anticipated Bank of Canada interest rates compared to budget.

YQG & Windsor-Detroit Tunnel Dividends: (\$1,500,000)

Cross border and air travel have been 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 \$500,000 of the \$1,000,000 Windsor-Detroit Tunnel dividend and \$0 of the \$1,000,000 YQG dividends was realized in 2023. In 2024 the YQG Board declared a dividend of \$700,000 to the City. Due to timing this revenue will be recognized in 2024.

Casino Revenue: \$436,207

As a result of Caesars Windsor's post pandemic recovery, less than anticipated hosting fee revenues were received during the year. As such, transfers to the City's Reserve for Assessment Appeals were reduced from the budgeted amount of \$3,269,927 to \$2M.

Recovery of Expenditures: \$266,929

Program Support Recoveries \$1,168,359:

A year-end surplus of \$1,168,359 in Program Support Recoveries was due to additional program funding available within Employment & Social Services.

Convov Cost Recoveries (\$901,430):

Administration estimated that total costs of \$6,995,406 were required to manage the emergency. Administration was informed that only 50% of the \$1,780,982 in legal costs (City and Windsor Police Services) were approved resulting in a shortfall of \$890,491. In addition, \$10,939 related to foregone transit revenue was not approved for a total variance of \$901,430.

User Fees, Permits & Charges: \$1,788,994

A year-end surplus \$1,788,994 was comprised of a surplus of \$1,770,861 in Interest and Penalties on Taxes and Receivables as a result of increasing arrears and a \$18,133 surplus in Foreign Exchange.

Purchased Services: \$49,906

A year-end surplus of \$49,906 is a result of lower than anticipated MPAC fees as a result of the reassessment freeze.

Salaries & Benefits: \$1,282,336

Corporate Salary & Wage Provision: \$1,282,336

The Corporate Salary & Wage Provision account includes corporate 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. This account has ended the year with a surplus of \$1,282,336, however, it should be noted that the surplus in this account is intended to offset the cumulative deficits experienced across various departmental budgets that incurred related expenditures. Therefore, this surplus is offset corporately.

Fringe Benefits: \$0

Although Fringe Benefits ended 2023 in deficit of (\$2,474,054), the deficit was mitigated by a transfer from the Fringe Stabilization Reserve.



CORPORATE

CORPORATE ACCOUNTS

OMERS \$158,944: This variance represents less than a 1% surplus of the \$26,363,200 budget, which is not material.

<u>Green Shield (\$2,578,636):</u> This variance is a result of increased premiums due to increased health and dental services costs and increased usage, post pandemic.

<u>Group Life Insurance \$659,008:</u> Group Life Insurance ended the year with a surplus due to the less than average death claims experienced in 2023.

Short Term Disability (Transit Windsor) \$55,513: The \$55,513 surplus is a result of less than anticipated claims in 2023.

<u>Long Term Disability (LTD) Payments \$373,779:</u> A surplus of \$373,779 is due to the unpredictability of the number of employees who are expected to be approved for LTD in a given year, the amount of their LTD benefit and the length of time they are claiming the benefit.

<u>Payroll Fringe Accounts (\$778,002):</u> The Payroll Fringe Accounts which include CPP, EI, and EHT ended the year in a total deficit of (\$778,002). This variance is largely a result of the headcounts at the time of budget development versus actual headcounts during the course of the year.

<u>Sick Leave Gratuity (\$364,660)</u>: This account is used to capture the sick leave gratuity payout to eligible retirees, however, this budget is difficult to predict as the timing of employee retirements is often uncertain.

<u>Transfer To/From Fringe Reserve \$2,474,054</u>: A transfer from the Fringe Benefit Stabilization Reserve was necessary to offset the overall variance in the Fringe Benefit Accounts.

Transfers to External Agencies: (\$870,257)

Waiver of Fees: (\$38,687)

A year-end deficit totalling (\$38,687) in waived fees occurred in 2023 based on City Council approvals.

CIP Property Tax Rebates (\$831,570):

A year-end deficit of (\$831,570) is a result of an increase in the amount of total eligible grants required to be paid under the CIP property tax rebates program.

Utilities, Insurance, Taxes: \$97,251

A year-end surplus of \$97,251 in Corporate Utilities was comprised of the following:

Electricity: \$62,691

A year end surplus of \$62,691 in Electricity was primarily driven by rate.

Water: (\$24,528)

A year end deficit of (\$24,528) in Domestic Water was primarily driven by rate.

Natural Gas: \$39,164

A year end surplus of \$39,164 in Natural Gas was primarily driven by consumption.

District Energy: \$19,924

A year end surplus of \$19,924 in District Energy was primarily driven by consumption.

Other Miscellaneous Expenditures: \$48,868

A year-end surplus of \$48,868 is a result of various miscellaneous items within the Corporate Account budgets.

Other Funding Sources Recoveries: (\$1,932,601)

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.



AGENCIES, BOARDS & COMMITTEES

AGENCIES

DEPARTMENTAL OVERVIEW

| 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 | \$20,858,415 | \$22,634,432 |
| Annual Net Budget | \$19,895,798 | \$20,458,294 | \$20,757,817 | \$22,533,834 |
| Annual Net Variance | \$1.056.508 | \$167,535 | \$1,114,860 | \$289,178 |
| Variance as a % of Gross Budget | 5.3% | 0.8% | 5.3% | 1.39 |



VARIANCE SUMMARY

| Description | Q1 Projection | Q2 Projection | Q3 Projection | Year-End Variance |
|---|------------------|------------------|------------------|----------------------|
| Expenses: Transfers to External Agencies | n/a | \$346,000 | \$346,000 | \$289,178 |
| Net Total | n/a | \$346,000 | \$346,000 | \$289,178 |

VARIANCE DESCRIPTION

The total departmental year-end variance is: \$289,178 Surplus

Transfers to External Agencies: \$289,178

EMS / Land Ambulance: \$82,408

A year-end surplus of \$82,408. This represents the City's share of the 2022 adjustment of \$139,108 resulting from an increase in Provincial funding. The County of Essex has communicated a deificit of (\$56,700) for 2023 for the City's share of EMS costs due to escalating costs of ambulances purchased during the year.

Essex Region Conservation Authority (ERCA): \$11,980

The Essex Region Conservation Authority's budget was approved subsequent to the City's budget being approved and has resulted in a \$11,980 surplus.

Windsor Essex County Health Unit: \$194,790

A projected year-end surplus of \$194,790 is anticipated as this represents the City's share of the 2022 Mitigation Funding adjustment approved by the Minstry of Health.



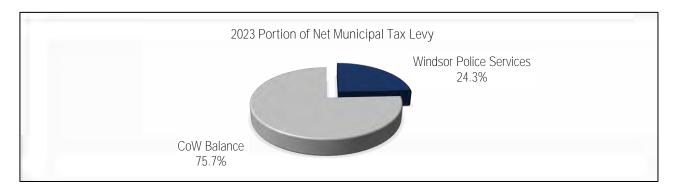
AGENCIES, BOARDS & COMMITTEES

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.

| 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 Gross Budget | 0.5% | 1.4% | 0.5% | (0.06% |



VARIANCE SUMMARY

| Description | Q1 Projection | Q2 Projection | Q3 Projection | Year-End Variance |
|--|------------------|------------------|------------------|----------------------|
| Revenue: Other Miscellaneous Revenue | n/a | \$0 | \$0 | (\$53,000) |
| Expenses: Other Miscellaneous Expenditures | n/a | \$0 | \$0 | (\$19,756) |
| Net Total | n/a | \$0 | \$0 | (\$72,756) |

VARIANCE DESCRIPTION

The total departmental year-end variance is:

(\$72,756) Deficit

A minor revenue shortfall and miscellaneious over-expenditures resulted in a minor year-end deficit of (\$72,756) or 0.06% of the department's gross budget.



OTHER FUNDING SOURCES

ON-OFF STREET PARKING RESERVE

VARIANCE SUMMARY

| Description | Q1 Projection | Q2 Projection | Q3 Projection | Year-End Variance |
|----------------------------------|------------------|------------------|------------------|----------------------|
| Revenue: | | | | |
| User Fees, Permits & Charges | n/a | (\$400,000) | (\$360,000) | (\$615,151) |
| Expenses: | | | | |
| Operating & Maintenance Supplies | n/a | \$0 | \$0 | \$85,025 |
| Purchased Services | n/a | \$0 | \$0 | \$89,507 |
| Salaries & Benefits | n/a | \$65,000 | \$100,000 | \$112,622 |
| Other Miscellaneous Expenditures | n/a | \$0 | \$0 | (\$1,079) |
| Net Total | n/a | (\$335,000) | (\$260,000) | (\$329,076) |

VARIANCE DESCRIPTION

The total departmental year-end variance is:

| (\$329,076) | Defici |
|-------------|--------|
| | |

| Budgeted Transfer to Reserve | Actual Transfer to Reserve | Year-End Deficit |
|------------------------------------|-------------------------------|------------------|
| \$1,557,853 | \$1,228,777 | (\$329,076) |

The On-Off Street Parking Division has finished 2023 with an overall net deficit of (\$329,076) for the year, which has resulted in a reduced transfer to the On-Off Street Parking reserve for the year. The final 2023 balance in the reserve is \$2,212,820.57 (net of encumbrances). The material causes of the final variance are outlined below.

User Fees, Permits & Charges: (\$615,151)

A total deficit of (\$615,151) has been realized for 2023 related to reduced hourly and monthly parking revenue.

Operating and Maintenance Supplies: \$85,025

A net surplus of \$85,025 has been realized for 2023 related to the purchase of operating and maintenance supplies for parking operations.

Purchased Services: \$89,507

A net surplus of \$89,507 has been realized for 2023 related to the purchase of security services in the parking garages and to the rental and repair of vehicles and equipment for parking operations.

Salaries & Benefits: \$112,622

An overall surplus of \$112,622 is realized for 2023 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 salary and wage gapping due to a number of vacancies across the department 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.

Other Miscellaneous Expenditures: (\$1,079)

A net deficit of (\$1,079) has been realized for 2023 related to the net of all immaterial line by line variances remaining for the department.



OTHER FUNDING SOURCES

BUILDING PERMIT RESERVE

VARIANCE SUMMARY

| Description | Q1 Projection | Q2 Projection | Q3 Projection | Year-End Variance |
|----------------------------------|------------------|------------------|------------------|----------------------|
| Revenue: | | | | |
| User Fees, Permits & Charges | n/a | \$6,500,000 | \$6,014,000 | \$6,522,984 |
| xpenses: | | | | |
| Financial Expenses | n/a | \$0 | (\$40,000) | (\$24,284 |
| Minor Capital | n/a | | | (\$40,692 |
| Operating & Maintenance Supplies | n/a | \$0 | (\$5,000) | (\$6,074 |
| Purchased Services | n/a | (\$536,000) | (\$533,000) | (\$576,937 |
| Salaries & Benefits | n/a | \$990,000 | \$1,127,000 | \$1,348,281 |
| Other Miscellaneous Expenditures | n/a | \$0 | (\$12,000) | (\$19,054 |
| Net Total | n/a | \$6,954,000 | \$6,551,000 | \$7,204,224 |

VARIANCE DESCRIPTION

The total departmental year-end variance is:

\$7,204,224 Surplus

User Fees, Permits & Charges: \$6,522,984

Building permit revenue at year end was in a surplus position of \$6,522,984. The surplus in permit revenue is largely due to larger building construction projects.

Financial Expenses: (\$24,284)

The Building Department ended the year with a deficit totaling (\$24,284) for bank charges due to an unexpected number of large dollar permits being paid for by credit cards.

Minor Capital: (\$40,692)

The Building Department incurred a deficit of (\$40,692) due to the expenses related to the reconfiguration of the 3rd floor office space.

Operating & Maintenance Supplies: (\$6,074)

The Building Department had a year end deficit totaling (\$6,074) mainly due to Promotional material that was purchased for job fairs and staff as well as specific First Aid supplies that were required in order to address health and safety matters.

Purchased Services: (\$576,937)

A deficit in Purchased Services is to due the allocation of \$580,764 indirect program support costs to the Building Permit Fee Reserve. The deficit is offset by a small surplus of \$3,827 due to fewer fleet expenses reallocation.

Salaries & Benefits: \$1,348,281

The key reason for the surplus of \$1,348,281 are retirements and new positions being created following the department's major reorganization approved during 2023 Budget.

Other Miscellaneous Expenditures: (\$19,054)

The Building Services Department had an overall miscellaneous expense deficit of (\$19,054) which is made up of memberships and training.



OTHER FUNDING SOURCES

SEWER SURCHARGE RESERVE

VARIANCE SUMMARY

| Description | Q1 Projection | Q2 Projection | Q3 Projection | Year-End Variance |
|---------------------------------------|------------------|------------------|------------------|----------------------|
| Revenue: | | | | |
| User Fees, Permits & Charges | n/a | \$705,000 | \$741,000 | |
| Other Miscellaneous Revenue | n/a | \$0 | (\$3,690,000) | \$2,196,662 |
| Expenses: | | | | |
| Financial Expenses | n/a | | | |
| Minor Capital | n/a | | | (\$329,265 |
| Operating & Maintenance Supplies | n/a | (\$68,000) | (\$100,000) | (\$973,106 |
| Purchased Services | n/a | (\$82,000) | (\$388,000) | (\$676,544) |
| Salaries & Benefits | n/a | \$322,000 | \$435,000 | \$663,907 |
| Transfers for Social Services | n/a | | | |
| Transfers to Education Entities | n/a | | | |
| Transfers to External Agencies | n/a | | | |
| Transfers to Reserves & Capital Funds | n/a | \$0 | \$4,200,000 | \$4,231,568 |
| Utilities, Insurance & Taxes | n/a | \$0 | (\$174,000) | (\$24,440) |
| Other Miscellaneous Expenditures | n/a | | | (\$215,477 |
| Net Total | n/a | \$877,000 | \$1,024,000 | \$4,873,305 |

VARIANCE DESCRIPTION

The total departmental year-end variance is:

\$4,873,305

Surplus

Sewer Surcharge

The City has finished 2023 with a surplus of \$4,873,305 in Sewer Surcharge. The Public Works Operations Department and Engineering Department are reporting deficits of (\$179,452) and (\$141,602) respectively. These are offset by surpluses in the Pollution Control Department of \$977,161 and Other Sewer Surcharge related items of \$4,217,198.

Other Miscellaneous Revenue: \$2,196,662

The Pollution Control Department is reporting a surplus of \$2,064,210 in Revenues. The majority of this surplus is from Sewage Treatment recoveries from 3rd parties. Leachate recoveries were also significantly higher due to the leachate rate being increased. These surpluses amount to \$1,399,308. Furthermore, there were also additional recoveries from processing Bridging North America (WBNA) groundwater. The surplus from WUC (Windsor Utilities Commission) and WBNA amount to \$664,902.

Additionally there is a surplus for other Sewer Surcharge-related miscellaneous revenue of \$132,452 for 2023. Due to the timing of the implementation of the 2023 rates, it was expected that revenue would be lower than budgeted and a surplus was created in the Transfers to Reserves & Capital Funds as noted below. Changes in consumption patterns from the estimated consumption used in setting the rates resulted in higher revenue than budgeted.

Minor Capital: (\$329,265)



OTHER FUNDING SOURCES

SEWER SURCHARGE RESERVE

Operating & Maintenance Supplies: (\$973,106)

PW Operations has finished 2023 with a net deficit of (\$448,233) related to all operating & maintenance supplies and tools including a final deficit of (\$213,867) for maintenance materials and (\$234,366) for all other operating supply and tool purchases across the Department. Inflationary factors are the main contributors to the deficit incurred for 2023.

Additionally, in the Pollution Control Department Chemicals, Fuel, Oils, and Lubricants are in deficit of (\$524,873). The cost of oil and natural gas has increased significantly. The cost of chemicals, which have substantial inputs from oil and natural gas, has subsequently increased.

Purchased Services: (\$676,544)

PW Operations has finished 2023 with an overall net deficit of (\$243,347) related to contracted services for all sewer repair and street sweeping hauling services. Inflationary factors are the main contributors to the deficit incurred as contracted services have become more expensive. In addition, internal services were required throughout the year to provide assistance with the hauling of street sweeping materials.

Pollution Control has finished 2023 with an overall net deficit of (\$286,375) in Purchased Services. The department is reporting a deficit of (\$408,209) on purchased services which is then offset by a is a surplus of \$121,834 in the contracted service fees paid to Synagro. These expenses are mainly for inspections, cleaning, testing, some minor repairs and maintenance, and other miscellaneous items.

This was furthered by a deficit of (\$146,822) for Other Sewer Surcharge Related Items mainly related to Appeals Refunds being higher than anticipated.

Salaries & Benefits: \$663,907

PW Operations has finished 2023 with an overall net surplus of \$586,003 related to all salary and wage accounts, including overtime. 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 staff to accommodate heavy work load situations where required.

This amount was furthered by a surplus of \$77,904 within Pollution Control related to salary and wage for all staff due to gapping and vacancies across the department.

Transfers to Reserves & Capital Funds: \$4,213,568

Transfer to Capital Funds is in a surplus of \$4,213,568, which is due to a holdback in sewer surcharge capital transfers. This was done to mitigate an expected deficit within the Sewer Surcharge revenue, due to the timing of the implementation of the 2023 rates.

Utilities, Insurance & Taxes: (\$24,440)

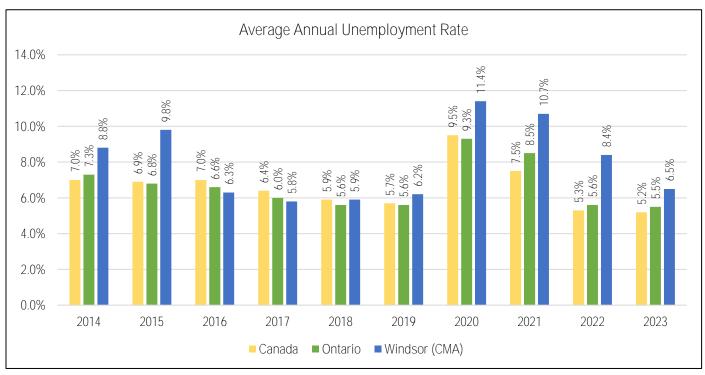
Utilities within Pollution Control are in deficit of (\$24,440).

Other Miscellaneous Expenditures: (\$215,477)

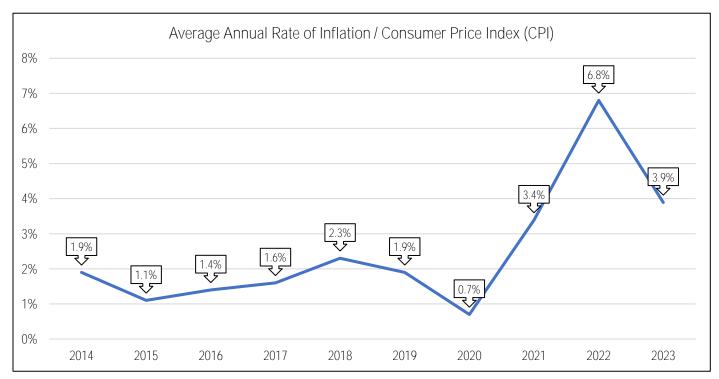
The Engineering Department finished 2023 with a deficit of (\$141,602). This deficit is due to the large value of private drain connection (PDC) Replacement Rebates that were issued by the Right of Way Department. Additionally, a net deficit of (\$73,875) has been realized for 2023 related to the net of all immaterial line by line variances remaining for the PW department.



ECONOMIC STATISTICS



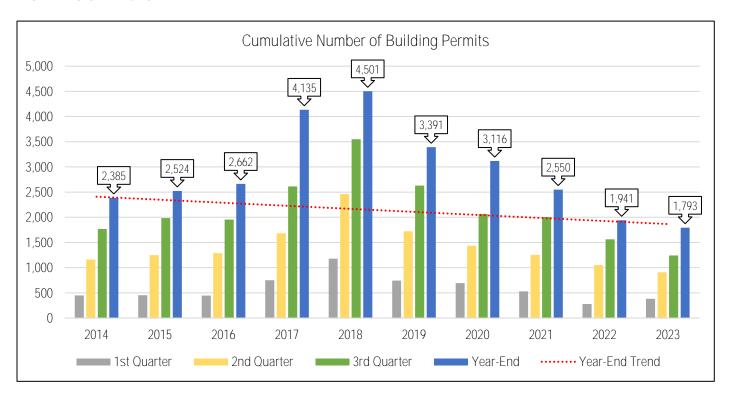
Source: Statistics Canada (3-Month Moving Average, Unadjusted)

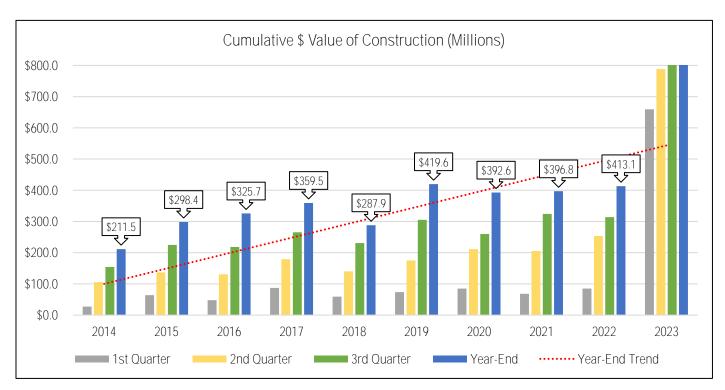


Source: Statistics Canada (All Items, Unadjusted)



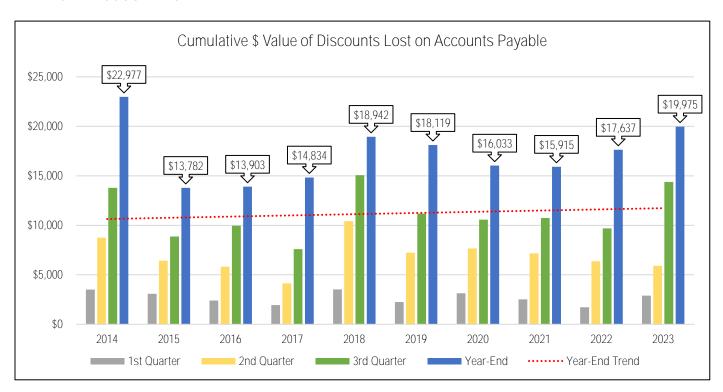
BUILDING SERVICES



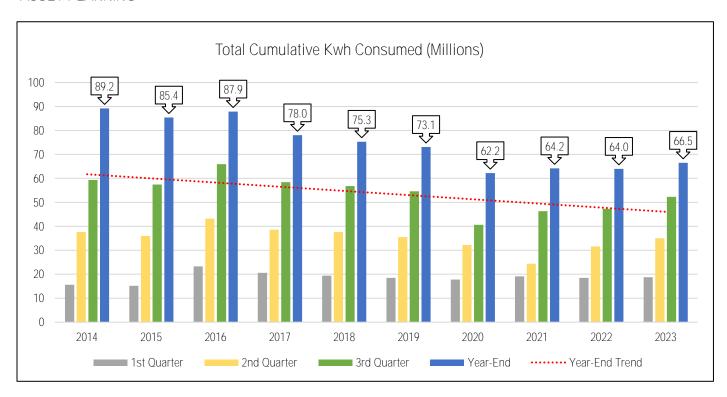




FINANCIAL ACCOUNTING

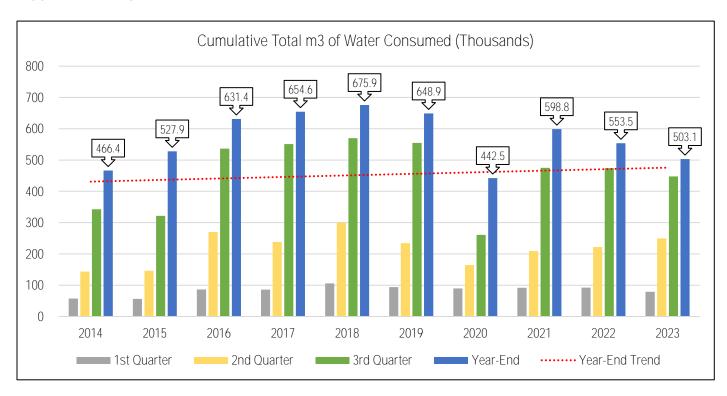


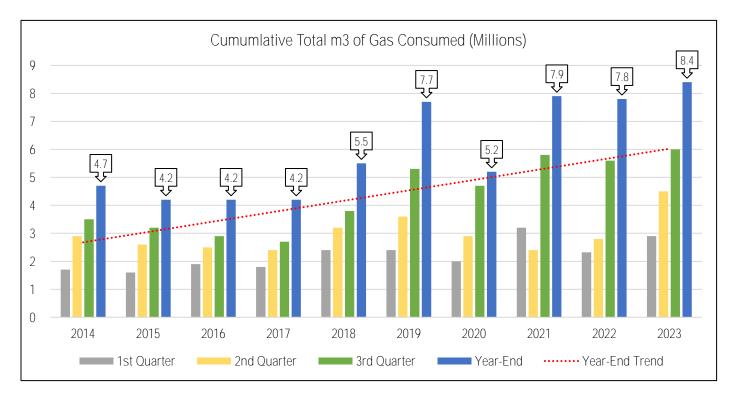
ASSET PLANNING





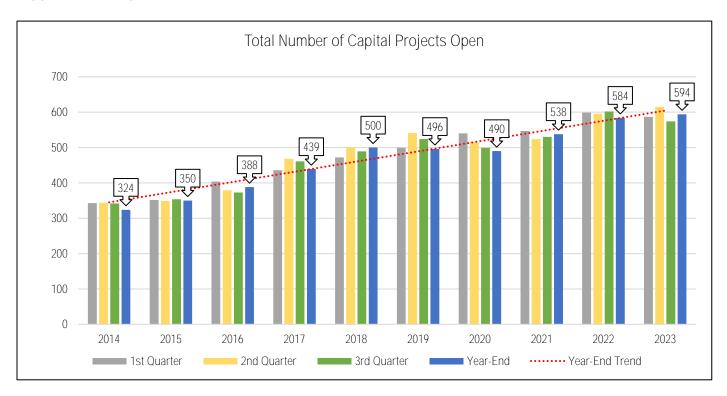
ASSET PLANNING

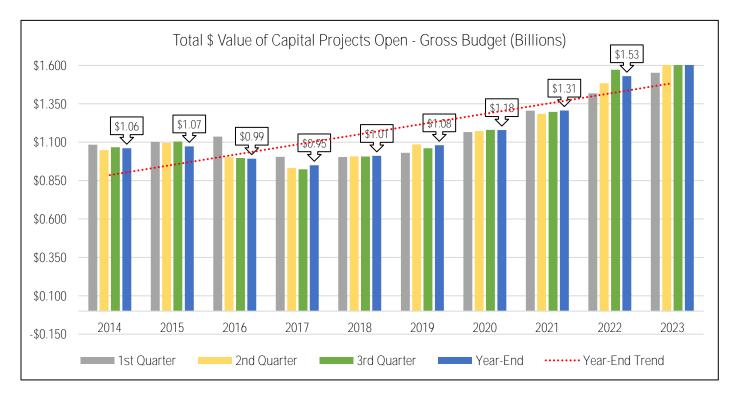






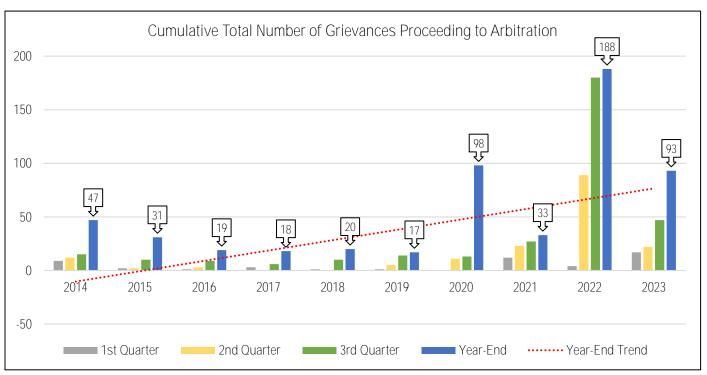
ASSET PLANNING



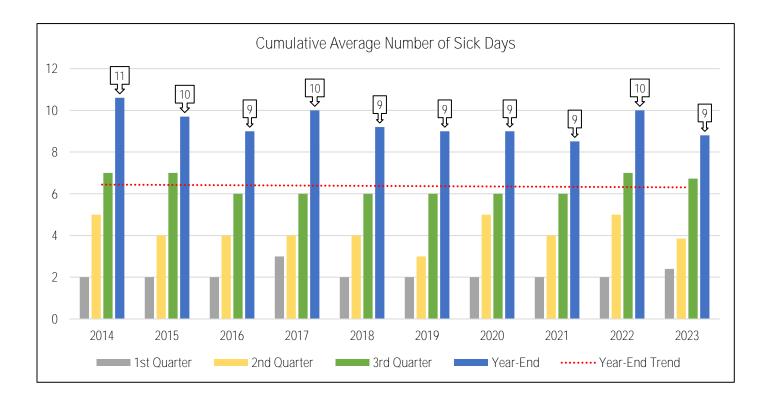




HUMAN RESOURCES

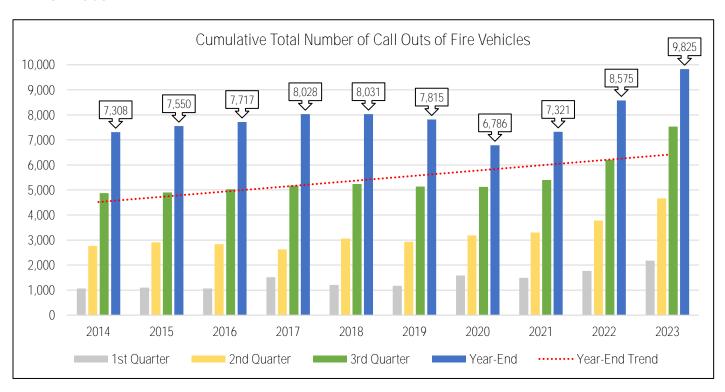


Note: In 2020, 64 of 98 grievances are attributed to Transit Windsor.

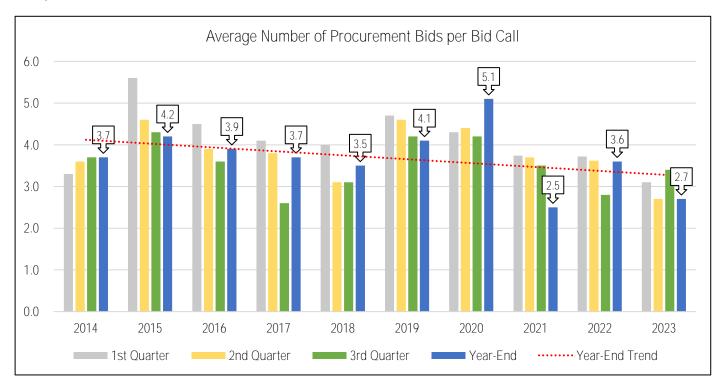




FIRE & RESCUE

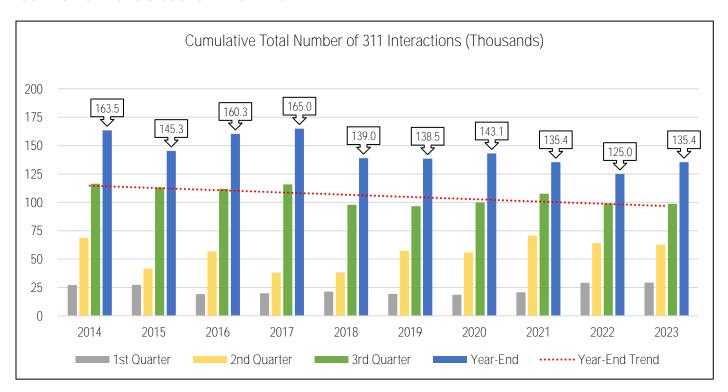


POA, PURCHASING & RISK



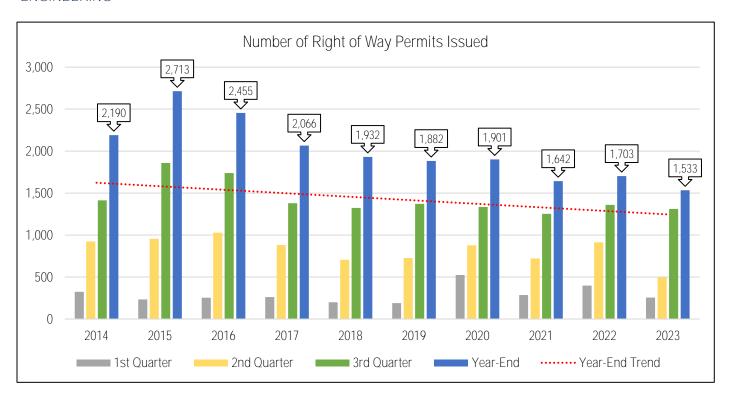


COMMUNICATIONS & CUSTOMER SERVICE

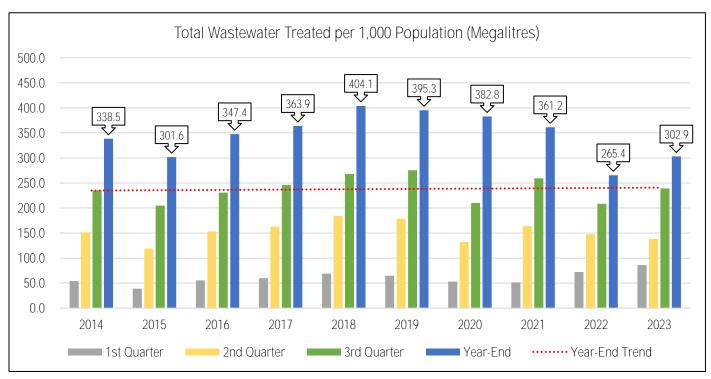




ENGINEERING



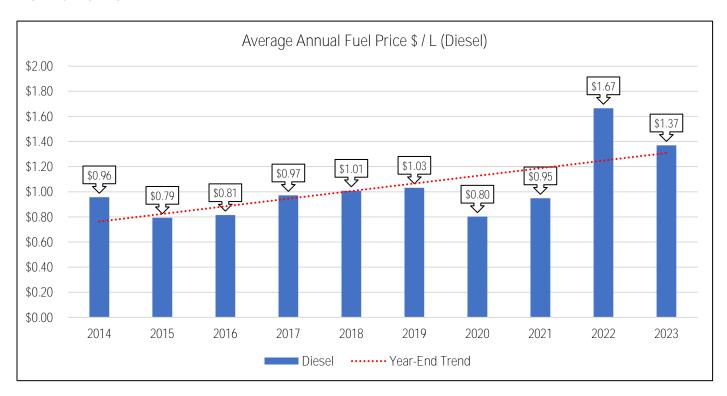
POLLUTION CONTROL

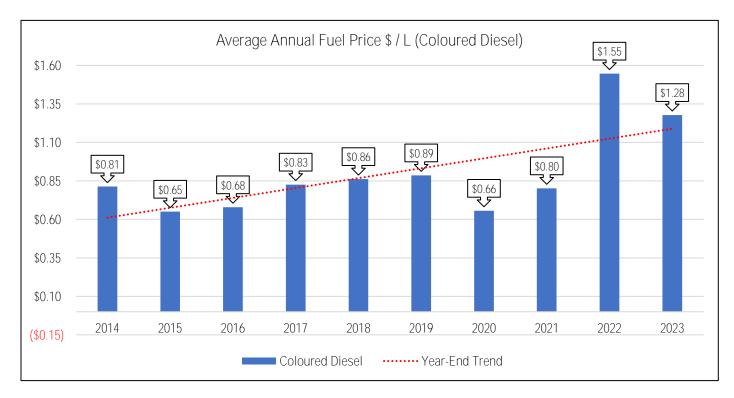


Fluctuations are partially due to changes in precipitation patterns as additional water is treated during heavy storms due to combined sewers.



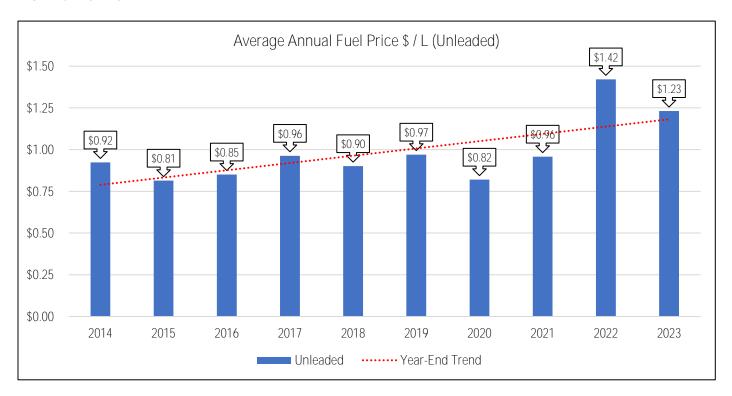
PUBLIC WORKS

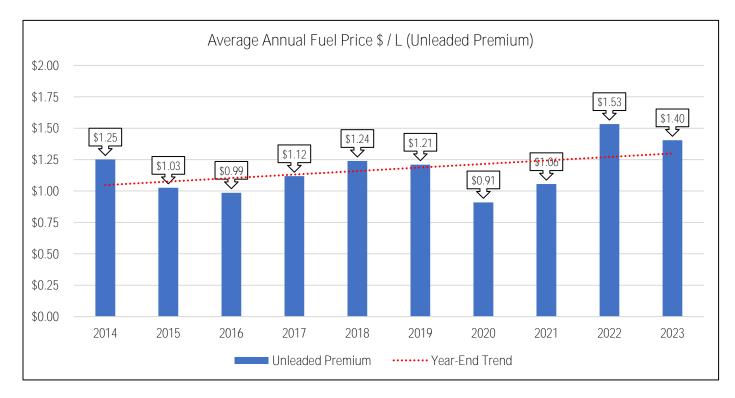






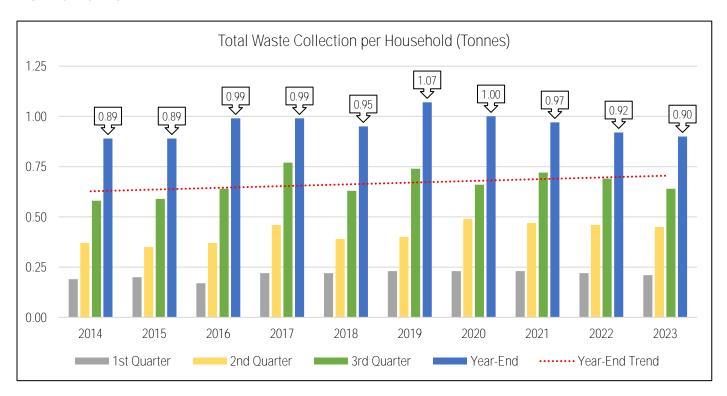
PUBLIC WORKS





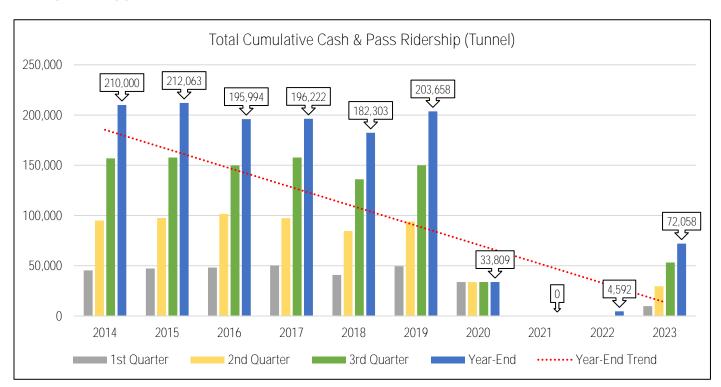


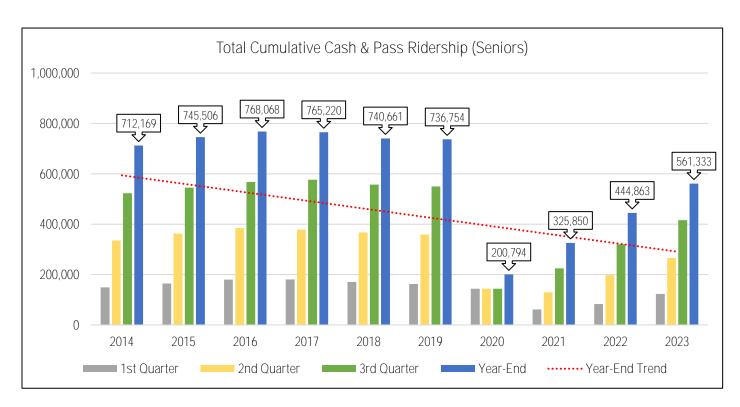
PUBLIC WORKS





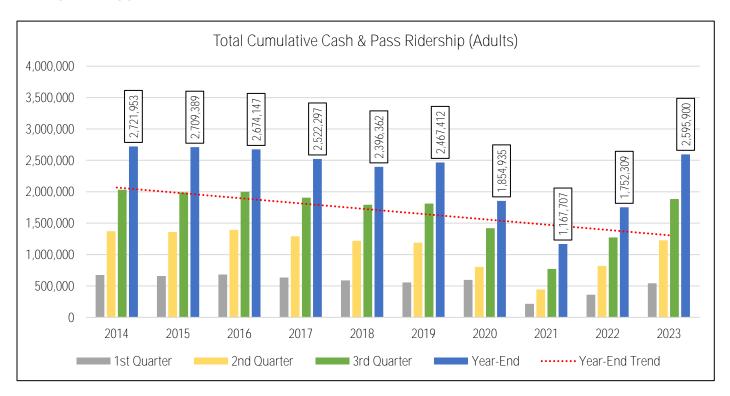
TRANSIT WINDSOR

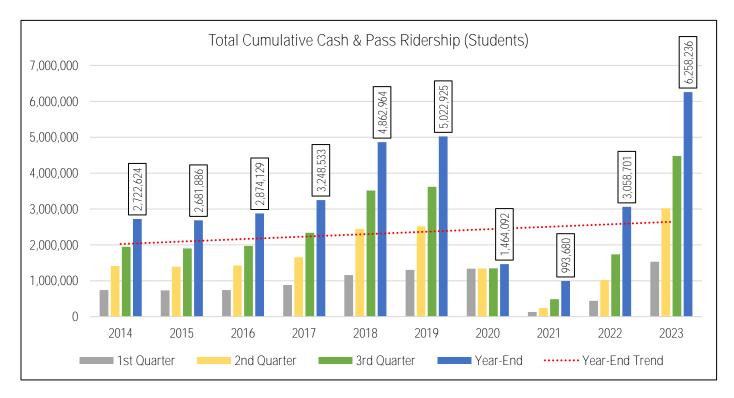






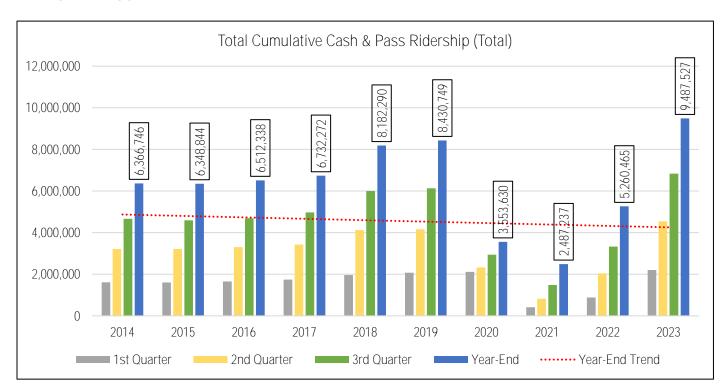
TRANSIT WINDSOR





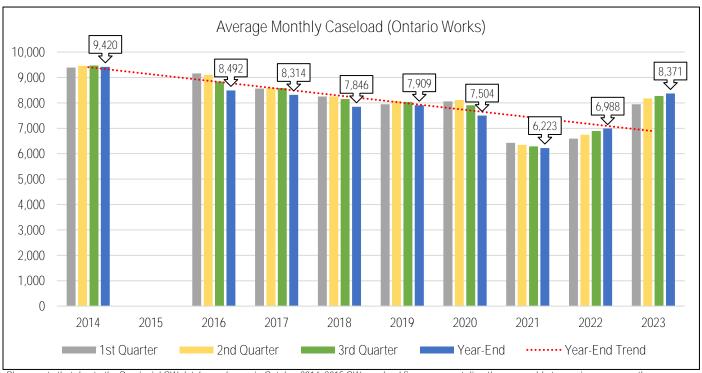


TRANSIT WINDSOR

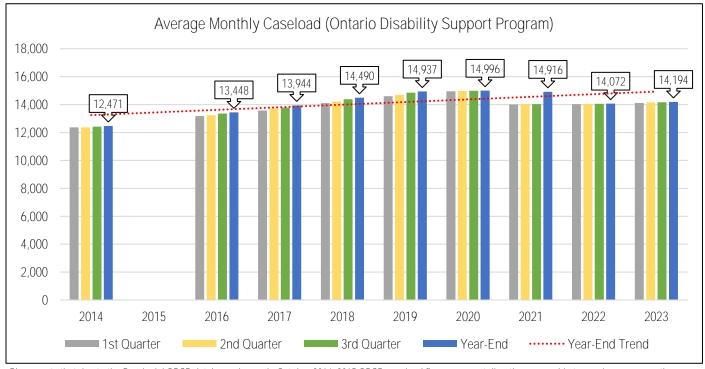




EMPLOYMENT & SOCIAL SERVICES



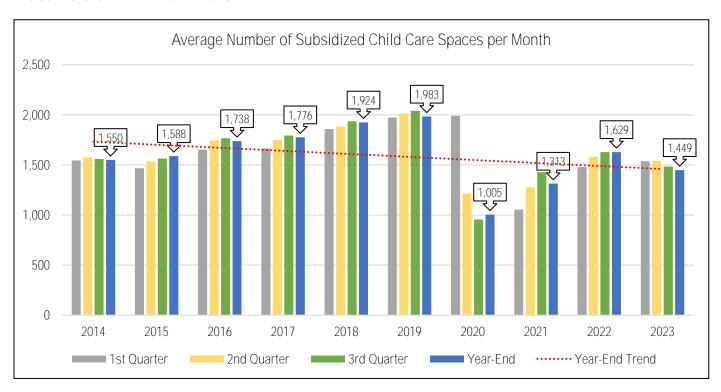
Please note that due to the Provincial OW database change in October 2014, 2015 OW caseload figures are not directly comparable to previous years as the methodology used to calculate the caseload has also changed.

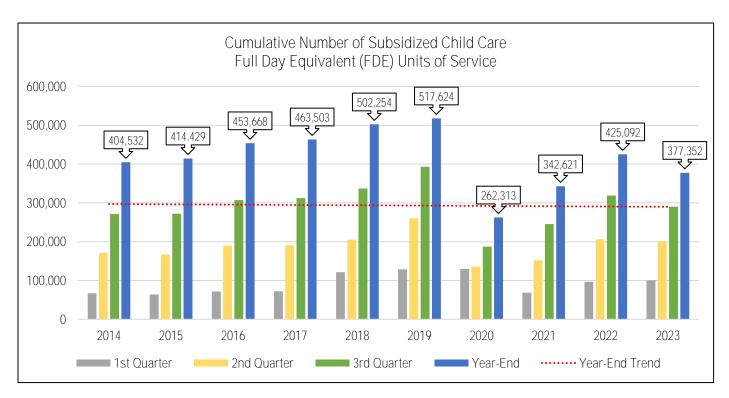


Please note that due to the Provincial ODSP database change in October 2014, 2015 ODSP caseload figures are not directly comparable to previous years as the methodology used to calculate the caseload has also changed.



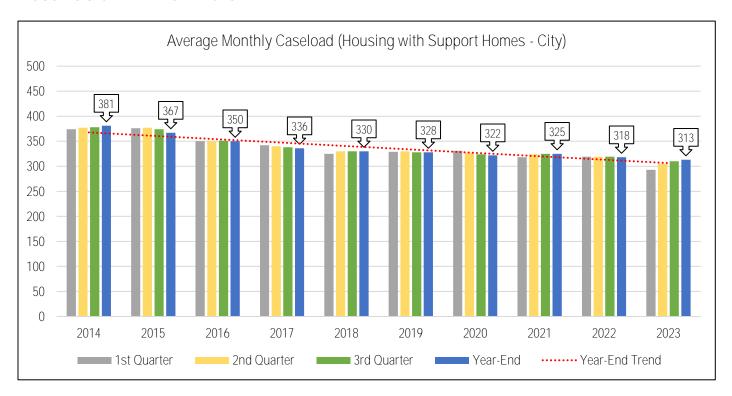
HOUSING & CHILDREN SERVICES







HOUSING & CHILDREN SERVICES





WINDSOR POLICE SERVICES







| Department | Description | Total |
|-------------------------------|--|-------------|
| Mayor's Office | Mayor's Office Year-End Balance (Community Relations) | \$145,366 |
| Mayor's Office | Mayor's Office Year-End Balance (Economic Development) | \$382,701 |
| Mayor's Office | Mayor's Office Year-End Balance (Departmental) | \$395,595 |
| Mayor's Office | Mayor's Office Year-End Balance (Youth Advisory) | \$23,687 |
| CAO's Office | Economic Development | \$60,000 |
| CAO's Office | Consulting Costs for Various Projects | \$84,869 |
| CAO's Office | Star Committee | \$932 |
| CAO's Office | Keynote Speaker | \$5,000 |
| Council Committees | Active Transportation Expert Panel | \$3,791 |
| Council Committees | International Relations Committee | \$74,054 |
| Council Committees | Windsor Essex Environmental Committee | \$7,975 |
| Council Committees | Age Friendly Windsor Working Group | \$3,949 |
| Asset Planning | One-Time Funding for Temp Energy Financial Analyst | \$84,656 |
| Taxation & Financial Projects | Tax Consulting related to property tax & assessment policy | \$74,712 |
| Taxation & Financial Projects | Customer Service Clerk position | \$55,926 |
| Economic Development | Continued Establishment of the Economic Development Department | \$300,000 |
| Communications | One-Time Funding for Project Manager Position | \$80,693 |
| Communications | One-Time Funding for Two Customer Contact Representatives | \$102,397 |
| Council Services | Upgrade of Freedom of Information Software | \$10,000 |
| Corporate Security | Master Security Plan | \$179,000 |
| Human Resources | Ministry of Labour directives | \$29,000 |
| Human Resources | Mental Health | \$300,000 |
| Human Resources | Audiograms | \$39,700 |
| Human Resources | One Time Funding of Disability Management Specialist Position | \$98,600 |
| Human Resources | Annual Keynote Speaker | \$3,800 |
| Human Resources | Corporate Training | \$4,633 |
| Human Resources | Cognitive Demands Analysis | \$30,000 |
| Information Technology | Service Desk & System Review | \$120,000 |
| Public Works | Diesel Exhaust Fluid Tanks | \$75,000 |
| Public Works | Repairs to Fuel Sites | \$28,500 |
| Public Works | Training for Fleet Analyst | \$8,000 |
| Employment & Social Services | Physician Recruitment | \$48,445 |
| Employment & Social Services | Integrated Employment Services - Affordable Pass Program | \$400,000 |
| Housing & Children's Services | Windsor Essex Housing Benefit (WEHB) Program | \$313,031 |
| Housing & Children's Services | Homelessness Initiatives | \$1,000,000 |
| Windsor Police Services | Windsor Police Services Board - Legislative Changes | \$48,000 |
| TOTAL BUDGET CARRY-FORWA | RDS | \$4,622,012 |



Section A: Projects Balanced & Closed via Transfer to Other Projects / Chartfield

| 2 721 3 722 4 721 5 722 6 721 7 713 8 714 9 720 10 715 11 722 12 722 13 711 14 721 15 714 | 21068 11058 21020 11020 31014 44008 04004 52005 | Traffic Fire and Rescue Asset Planning Parks Engineering Public Works Police Transportation Planning Planning & Building Corporate Projects Corporate Projects | Infrastructure Services Legal and Legislative Corporate Services Community Services Infrastructure Services Infrastructure Services Agencies & Boards Infrastructure Services Economic Development Infrastructure Services Infrastructure Services | 2021 Traffical Signal Upgrades WFRSHazmat-TruNarc FirstDefen Dtown Transit Terminal- Greyhound Bradley Park Upgrades P&C In-Camera Expedited Temp Traffic Calming Police External Communications University- Huron Church/McDougall CivicEsplanade/ City Hall Sq CRIP- Festival Plaza Central Riverfront Imprv. Plan | \$ 2 | - (34,669.62) - 4,749,856.08 2,239,653.00 2,480,637.43 | - | Project closed with \$0 balance. Funds combined to track under 7209000- Traffic Signal Upgrades & Replacement project. Project closed with \$0 balance after Purchase Order was cleared in 2021. No activity in capital project. Land acquisition charged directly to F160. No activity in capital project. Closed with a \$0 balance. Project closed with expenses reallocated to salary and wage accrual (account 1009) Project closed with deficit funded by 7069022- Traffic Calming Initiatives. Project closed with \$0 balance funded by Operations Project closed with surplus reallocated to 7221052- University- Crawford to Cameron as Transportation Planning EA was complete. Project closed with budget/actuals reallocated to 7232004- CRIP/Civic Esplanade to combine and track funding under one project ID. |
|---|--|--|--|--|--|---|---|---|
| 3 722 4 721 5 722 6 721 7 713 8 714 9 720 10 715 11 722 12 722 13 711 14 721 15 714 | 21068 11058 21020 11020 31014 44008 04004 52005 | Asset Planning Parks Engineering Public Works Police Transportation Planning Planning & Building Corporate Projects Corporate Projects | Corporate Services Community Services Infrastructure Services Infrastructure Services Agencies & Boards Infrastructure Services Economic Development Infrastructure Services | Dtown Transit Terminal- Greyhound Bradley Park Upgrades P&C In-Camera Expedited Temp Traffic Calming Police External Communications University- Huron Church/McDougall CivicEsplanade/ City Hall Sq CRIP- Festival Plaza | \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ | - 4,749,856.08 2,239,653.00 | - - 7069022 7221052 7232004 | No activity in capital project. Land acquisition charged directly to F160. No activity in capital project. Closed with a \$0 balance. Project closed with expenses reallocated to salary and wage accrual (account 1009) Project closed with deficit funded by 7069022- Traffic Calming Initiatives. Project closed with \$0 balance funded by Operations Project closed with surplus reallocated to 7221052- University- Crawford to Cameron as Transportation Planning EA was complete. Project closed with budget/actuals reallocated to 7232004- CRIP/Civic Esplanade to combine and track funding under one project ID. Project closed with budget/actuals reallocated to 7232004- CRIP/Civic Esplanade |
| 4 721 5 722 6 721 7 713 8 714 9 720 10 715 11 722 12 722 13 711 14 721 15 714 | 11058 21020 11020 31014 44008 04004 52005 | Parks Engineering Public Works Police Transportation Planning Planning & Building Corporate Projects Corporate Projects | Community Services Infrastructure Services Infrastructure Services Agencies & Boards Infrastructure Services Economic Development Infrastructure Services | Bradley Park Upgrades P&C In-Camera Expedited Temp Traffic Calming Police External Communications University- Huron Church/McDougall CivicEsplanade/ City Hall Sq CRIP- Festival Plaza | \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ | - 4,749,856.08 2,239,653.00 | 7069022 7221052 7232004 | No activity in capital project. Closed with a \$0 balance. Project closed with expenses reallocated to salary and wage accrual (account 1009) Project closed with deficit funded by 7069022- Traffic Calming Initiatives. Project closed with \$0 balance funded by Operations Project closed with surplus reallocated to 7221052- University- Crawford to Cameron as Transportation Planning EA was complete. Project closed with budget/actuals reallocated to 7232004- CRIP/Civic Esplanade to combine and track funding under one project ID. Project closed with budget/actuals reallocated to 7232004- CRIP/Civic Esplanade |
| 5 722 6 721 7 713 8 714 9 720 10 715 11 722 12 722 13 711 14 721 15 714 | 21020 11020 31014 44008 04004 52005 22000 | Engineering Public Works Police Transportation Planning Planning & Building Corporate Projects Corporate Projects | Infrastructure Services Infrastructure Services Agencies & Boards Infrastructure Services Economic Development Infrastructure Services | P&C In-Camera Expedited Temp Traffic Calming Police External Communications University- Huron Church/McDougall CivicEsplanade/ City Hall Sq CRIP- Festival Plaza | \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ | - 4,749,856.08 2,239,653.00 | 7069022 7221052 7232004 | Project closed with expenses reallocated to salary and wage accrual (account 1009) Project closed with deficit funded by 7069022- Traffic Calming Initiatives. Project closed with \$0 balance funded by Operations Project closed with surplus reallocated to 7221052- University- Crawford to Cameron as Transportation Planning EA was complete. Project closed with budget/actuals reallocated to 7232004- CRIP/Civic Esplanade to combine and track funding under one project ID. Project closed with budget/actuals reallocated to 7232004- CRIP/Civic Esplanade |
| 6 721 7 713 8 714 9 720 10 715 11 722 12 722 13 711 14 721 15 714 | 11020 31014 44008 04004 52005 22000 | Public Works Police Transportation Planning Planning & Building Corporate Projects Corporate Projects | Infrastructure Services Agencies & Boards Infrastructure Services Economic Development Infrastructure Services | Expedited Temp Traffic Calming Police External Communications University- Huron Church/McDougall CivicEsplanade/ City Hall Sq CRIP- Festival Plaza | \$ \$ 2 \$ 2 | - 4,749,856.08 2,239,653.00 | 7221052 7232004 | Project closed with deficit funded by 7069022- Traffic Calming Initiatives. Project closed with \$0 balance funded by Operations Project closed with surplus reallocated to 7221052- University- Crawford to Cameron as Transportation Planning EA was complete. Project closed with budget/actuals reallocated to 7232004- CRIP/Civic Esplanade to combine and track funding under one project ID. Project closed with budget/actuals reallocated to 7232004- CRIP/Civic Esplanade |
| 7 713 8 714 9 720 10 715 11 722 12 722 13 711 14 721 15 714 | 31014 44008 04004 52005 22000 | Police Transportation Planning Planning & Building Corporate Projects Corporate Projects | Agencies & Boards Infrastructure Services Economic Development Infrastructure Services | Police External Communications University- Huron Church/McDougall CivicEsplanade/ City Hall Sq CRIP- Festival Plaza | \$ 4 \$ 2 \$ 2 | - 4,749,856.08 2,239,653.00 | 7221052 7232004 | Project closed with \$0 balance funded by Operations Project closed with surplus reallocated to 7221052- University- Crawford to Cameron as Transportation Planning EA was complete. Project closed with budget/actuals reallocated to 7232004- CRIP/Civic Esplanade to combine and track funding under one project ID. Project closed with budget/actuals reallocated to 7232004- CRIP/Civic Esplanade |
| 8 714 9 720 10 715 11 722 12 722 13 711 14 721 15 714 | 44008 04004 52005 22000 | Transportation Planning Planning & Building Corporate Projects Corporate Projects | Infrastructure Services Economic Development Infrastructure Services | University- Huron Church/McDougall CivicEsplanade/ City Hall Sq CRIP- Festival Plaza | \$ 2 | 2,239,653.00 | 7232004 | Project closed with surplus reallocated to 7221052- University- Crawford to Cameron as Transportation Planning EA was complete. Project closed with budget/actuals reallocated to 7232004- CRIP/Civic Esplanade to combine and track funding under one project ID. Project closed with budget/actuals reallocated to 7232004- CRIP/Civic Esplanade |
| 9 720- 10 715. 11 722: 12 722 13 711: 14 721 15 714 | 04004 52005 22000 | Planning & Building Corporate Projects Corporate Projects | Economic Development Infrastructure Services | CivicEsplanade/ City Hall Sq CRIP- Festival Plaza | \$ 2 | 2,239,653.00 | 7232004 | Cameron as Transportation Planning EA was complete. Project closed with budget/actuals reallocated to 7232004- CRIP/Civic Esplanade to combine and track funding under one project ID. Project closed with budget/actuals reallocated to 7232004- CRIP/Civic Esplanade |
| 10 715. 11 722. 12 722. 13 711. 14 721. 15 714 | 52005 22000 | Corporate Projects Corporate Projects | Infrastructure Services | CRIP- Festival Plaza | \$ 2 | | | to combine and track funding under one project ID. Project closed with budget/actuals reallocated to 7232004- CRIP/Civic Esplanade |
| 11 722 12 722 13 711 14 721 15 714 | 22000 | Corporate Projects | | | · · | 2,480,637.43 | 7232004 | , |
| 12 722 13 711: 14 721 15 714 | | | Infrastructure Services | Central Riverfront Imprv. Plan | | | 7202001 | to combine and track funding under one project ID. |
| 13 711: 14 721 15 714 | 21063 | | | | \$ | 720,000.00 | 7232004 | Project closed with budget/actuals reallocated to 7232004- CRIP/Civic Esplanade to combine and track funding under one project ID. |
| 14 721 15 714 | | Corporate Projects | Infrastructure Services | 350CHS- Ice Rink | \$ | 662,110.06 | 7232004 | Project closed with budget/actuals reallocated to 7232004- CRIP/Civic Esplanade to combine and track funding under one project ID. |
| 15 714 | 15001 | Corporate Projects | Infrastructure Services | New City Hall | \$ ^ | 1,547,327.67 | 7231033 | Project closed with budget/actuals reallocated to 7231033- City Hall Sq E./Connect Canopy to complete final phases of work on the new City Hall building. |
| | 11013 | Transportation Planning | Infrastructure Services | ICIP COVID- Active Transportation | \$ | - | - | Project closed with \$0 balance. Grant unsuccessful. |
| 16 721 | 41005 | Corporate Projects | Infrastructure Services | Intercom Syst at 400 City Hall | \$ | - | - | Project closed with a \$0 balance. |
| | 11049 | Windsor Airport | Agencies & Boards | Airport-Apron 1 Reconstruction | \$ | - | - | Project closed with a \$0 balance. |
| 17 711 | 11012 | Engineering | Infrastructure Services | Local Improv Prog-Road Rehab | \$ | 135,354.00 | 7171002 | Project closed with budget/actuals reallocated to 7171002-Local Improv Prob Infrastruct to combine and track funding under one project ID. |
| 18 715 | 59000 | Engineering | Infrastructure Services | Local Improv Prog-Sanitary Sewer | \$ 2 | 2,773,890.00 | 7171002 | Project closed with budget/actuals reallocated to 7171002-Local Improv Prob Infrastruct to combine and track funding under one project ID. |
| 19 719 | 91008 | Engineering | Infrastructure Services | Local Improv Prog-Sidewalk | \$ | 58,172.00 | 7171002 | Project closed with budget/actuals reallocated to 7171002-Local Improv Prob Infrastruct to combine and track funding under one project ID. |
| 20 716 | 61015 | Engineering | Infrastructure Services | Local Improv Prog-Street Light | \$ | 67,922.00 | 7171002 | Project closed with budget/actuals reallocated to 7171002-Local Improv Prob Infrastruct to combine and track funding under one project ID. |
| 21 722 | 21039 | Engineering | Infrastructure Services | Clemenceau Rd Rehab-LIP | \$ 2 | 2,112,413.00 | 7171002 | Project closed with budget/actuals reallocated to 7171002-Local Improv Prob Infrastruct to combine and track funding under one project ID. |
| 22 716 | | | Agencies & Boards | WPS Indoor Training Range | \$ | (15,633.70) | 7197006 | Project closed with deficit funded from 7197006- WPS Facility Projects. |
| 23 722 | 61008 | Police | Legal Services | WFRS-Radio Service Monitor | \$ | (18,299.96) | _ | Project closed with deficit funded by Operating. |

Section B: Projects Balanced & Closed via Transfer to/from Original Funding Source

| Item | Project ID | Department / Program | Service Area | Project Name | | Surplus / (Deficit) | Fund/Project | Project Variance Comments |
|------|-----------------------------------|----------------------|----------------|--------------------------------|----|------------------------|--------------|---|
| 1 | 7211037 | Fire and Rescue | Legal Services | WFS-Fire Engine Portable Hoist | \$ | 266.43 | F169 | Project closed with surplus returned to F169- PAYG. |
| | Total to Various Reserves: 266 43 | | | | | | | |



| | | 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 SURPLUS ([| AT BEGINNING OF YEAR DEFICIT) | 1,309,337 | - | - | - | - | 84,442 | 133,764 | 191,320 | 16,417,892 | 1,232,417 | 3,944,564 | 4,221,002 |
| 6540 6660 7052 | REVENUES: Investment Income - Other Developer Contributions TRANSFER From Capital Projects TRANSFER From Current Funds | 68,232 | - - - | - - - | - - - | - - - | 4,660 4,926 - - | 8,615 31,044 - - | 10,631 7,988 - - | 1,034,451 3,391,105 - - | 79,283 269,864 - - | 220,720 221,091 - - | 249,966 556,785 - - |
| 2950 | TOTAL REVENUE EXPENSES: Other Prof Services-External | 68,232 | - | - | - | - | 9,586 | 39,659 | 18,619 | 4,425,556 | 349,147 | 441,811 | 2,181 |
| 4240 4245 | INTERNAL Service Salary Allocn TRANSFER to Current Fund TRANSFER to Capital Fund TRANSFER to Reserve Account | 1,540 | - | - | - | - | - 102 | 175 - - - | 226 - - | 21,503 - 70,000 | 1,625 - - - | 4,789 - - - | 5,332 - - - |
| 4255 | TRANSFER to Reserve Fund Bank Charges TOTAL EXPENSES | 1,540 | - | - | - | - | - 36 139 | - 223 398 | - 5 231 | - 25,179 116,681 | - 1,766 3,392 | - 1,218 6,007 | - 4,229 11,742 |
| AVAILABLE SURPLUS ([| AT YEAR END | 1,376,029 | - | - | - | - | 93,890 | 173,024 | 209,707 | 20,726,767 | 1,578,172 | 4,380,368 | 5,016,011 |
| | TRANSFER TO CAPITAL, BY PROJECT DETAIL: | | | | | | | | | | | | |
| 7045018 7171077 | Project Description TW Customer Service Requiremts Banwell Road Improvements 2023 Fleet Addn's and Upgrades | | | | | | | | | 70,000 | | | |
| TOTAL TRAN | ISFER TO CAPITAL, BY PROJECT DETAIL | - | - | - | - | - | - | - | - | 70,000 | - | - | - |



| | | 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 SURPLUS | E AT BEGINNING OF YEAR (DEFICIT) | 8,892 | 30,464 | 425,640 | 312,451 | 71,202 | 391,281 | 309,737 | 146,876 | 29,231,280 |
| 6540 6660 7052 7055 | REVENUES: Investment Income - Other Developer Contributions TRANSFER From Capital Projects TRANSFER From Current Funds TOTAL REVENUE | 704 347 - - 1,051 | 3,683 38,326 - - 42,009 | 27,782 106,062 - - 133,844 | 19,257 55,823 - - - 75,079 | 6,082 39,143 - - 45,225 | 21,609 17,976 - - 39,585 | 18,517 79,110 - - - 97,627 | 8,317 38,246 - - 46,563 | 1,782,507 4,857,838 - - - 6,640,345 |
| 2950 2951 4240 4245 4250 4255 4540 | EXPENSES: Other Prof Services-External INTERNAL Service Salary Allocn TRANSFER to Current Fund TRANSFER to Capital Fund TRANSFER to Reserve Account TRANSFER to Reserve Fund Bank Charges | - 11 - - - - | - 58 - - - - 278 | - 568 - - - - - 797 | - 403 - - - - - 425 | - 228 - - - - - 269 | - 1,009 - - - - - 116 | - 354 - 52,000 - - - 600 | - 140 - 50,000 - - - 287 | 2,181 38,063 - 172,000 - - 35,428 |
| AVAILABLE SURPLUS | TOTAL EXPENSES E AT YEAR END (DEFICIT) | 9,932 | 72,138 | 1,365 558,119 | 386,702 | 496 115,930 | 1,125 429,742 | 52,954 354,410 | 50,427 143,011 | 247,672 35,623,953 |
| | TRANSFER TO CAPITAL, BY PROJECT DETAIL: Project Description TW Customer Service Requiremts | | | | | | | 52 000 | | 52,000 |
| 7171077 7231024 | Banwell Road Improvements 2023 Fleet Addn's and Upgrades | | | | | | | | 50,000 | 70,000 50,000 |
| A/C #4245 <u>Project #</u> 7045018 7171077 7231024 | TRANSFER TO CAPITAL, BY PROJECT DETAIL: Project Description TW Customer Service Requiremts Banwell Road Improvements | | _ | _ | | | _ | 52,000 | | |



| | LISTING OF OUTSTANDING CREDITS | | | | | |
|--------------------------------------|--------------------------------|---|---|---------------------------------------|---|--|
| CREDIT HOLDER | APPLICABLE DC RESERVE FUND | Credit Balance (as at January 1, 2022) | Additional Credits Granted During Year | Credits Used by Holder During Year | Credit Balance (as at December 31, 2022) | |
| 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: \$1,643,046.00



Council Report: C 36/2024

Subject: Reinvestment of Special WDBL Dividend in WDTC

Reference:

Date to Council: April 22, 2024 Author: Stephen Cipkar Manager of Financial Accounting scipkar@citywindsor.ca 519-255-6100 ext. 6234

Financial Accounting
Report Date: April 3, 2024
Clerk's File #: AF2024

To: Mayor and Members of City Council

Recommendation:

THAT City Council **DIRECT** the Commissioner of Finance & City Treasurer to reinvest the special dividend of \$2,400,000 from Windsor Detroit Border Link ("WDBL") into the Windsor Detroit Tunnel Corporation ("WDTC") following the receipt of the dividend from WDBL; and,

THAT City Council **DIRECT** the Commissioner of Finance & City Treasurer to reinvest into WDTC all subsequent special dividends declared by WDBL; and,

THAT City Council **AUTHORIZE** the Commissioner of Finance & City Treasurer to take any additional action which may be required to effect the recommendations noted above; and further,

THAT the CAO and City Clerk **BE AUTHORIZED** sign any required documentation/agreement(s), satisfactory in legal form to the City Solicitor, or designate, and in technical and financial content to the Commissioner of Finance & City Treasurer, or designate.

Executive Summary:

N/A.

Background:

WDBL and WDTC are both government business enterprises wholly owned by the Corporation of the City of Windsor for the purposes of owning and operating the Windsor-Detroit Tunnel. These organizations are consolidated on the Corporation's financial statements on an equity basis, which means the value of the investment in each entity is an asset reported on the City's balance sheet.

On January 1, 2018, WDTC and WDBL entered into the Tunnel Agency Agreement which established that WDTC "owns the property, assets and undertaking of the Tunnel" and "has the right in its sole discretion to deal with the Tunnel." Additionally, the Agreement established that "WDBL shall be responsible for operating and managing the Tunnel ... and for maintaining, repairing and improving the Tunnel in its capacity as agent for WDTC."

Discussion:

WDTC's primary activities relate to capital projects to maintain and improve the tunnel. By contrast, WDBL's primary activity is operating the tunnel, and its main source of revenue is tolls. WDBL, as per the Agreement, acts as an agent for WDTC when making any purchases of goods or services related to the operation of the Tunnel, and the ultimate responsibility for those expenses lies with WDTC. Therefore, for any purchases where WDBL is acting as an agent for WDTC, a payable from WDTC to WDBL exists via an intercompany loan.

The repayment of this loan is required by the Tunnel Agency Agreement to maintain WDBL as an agent for WDTC. Therefore, on March 26, 2024, the WDBL board of directors approved a special dividend to the City of Windsor of \$2,400,000, payable on or before March 31, 2024. In order to retain the cash within the Tunnel entities, the City is being requested to reinvest this payment into WDTC to be used for purposes of satisfying the intercompany loan balance.

It is anticipated that a similar transfer of funds will occur annually and as such, Administration is seeking approval to reinvest special dividends on an ongoing basis the results of which will be reported to City Council as part of the year end presentation of the annual financial statements.

Risk Analysis:

The structure of the two Tunnel entities was established to mitigate liability and to separate roles and responsibilities. Further information with regards to this matter is provided in the attached P&C memo. In the absence of providing funds for repayment of the intercompany loan, the balances between the two entities would continue to grow. There is no risk to the City.

| Climate | Change | Risks |
|---------|--------|-------|
|---------|--------|-------|

Climate Change Mitigation:

N/A.

Climate Change Adaptation:

N/A

Financial Matters:

This transaction would represent a cash-in, cash-out situation for the City. The special dividend, which is separate from the annual operating dividend retained by the City, would be received and quickly paid out as a reinvestment in WDTC. The net effect on

the cash position of the City would be zero. However, the reinvestment of the dividend would solidify and enhance the City's investment in WDTC, the owner of all tunnel assets. As at December 31, 2023 the equity investment in WDTC is recorded at \$127,130,655, with this additional dividend, the balance will increase to \$129,530,655.

Consultations:

N/A.

Conclusion:

It is recommended that the Commissioner of Finance & City Treasurer be authorized and directed to reinvest the special dividend from WDBL of \$2,400,000 into WDTC after it has been received.

Approvals:

| Name | Title |
|----------------|---|
| Stephen Cipkar | Manager of Financial Accounting |
| Dan Seguin | Deputy Treasurer, Financial Accounting & Corporate Controls |
| Janice Guthrie | Commissioner, Finance & City Treasurer |
| Wira Vendrasco | Acting City Solicitor |
| Dana Paladino | Acting Commissioner, Corporate Services |
| Joe Mancina | Chief Administrative Officer |

Notifications:

| Name | Email |
|--|------------------|
| Tal Czudner, CEO of WDBL | tczudner@wdbl.ca |
| Jackie Dent, Director of Finance, WDBL | jdent@wdbl.ca |

Appendices:

P&C Memo provided to Mayor and Members of Council only.



Council Report: C 42/2024

Subject: Contract Amendment for Net Metering Photovoltaic Rooftop Project at 11 City Facilities – City Wide

Reference:

Date to Council: April 22, 2024

Author: Sokol Aliko

Manager, Energy Initiatives Email: saliko@citywindsor.ca Phone: 519-255-6100 ext. 6124

Asset Planning

Report Date: April 5, 2024 Clerk's File #: El/14250

To: Mayor and Members of City Council

Recommendation:

THAT City Council **APPROVE** the amendment of the contract with Moose Power Inc. for the installation of larger photovoltaic systems in 11 facilities under the approved Net Metering Project (CR 515/2021) as follows:

- Optimist Community Centre and Library 120 kW (originally 96 kW)
- Forest Glade Community Centre and Library 80 kW (originally 60 kW)
- John Atkinson Community Centre 106 kW (originally 106 kW)
- Fire Hall #2 49.5 kW (originally 36 kW)
- Fire Hall #5 49.5 kW (originally 36 kW)
- Fire Hall #6 and EOC 100 kW (originally 55 kW)
- Fire Hall #7 49.5 kW (originally 32 kW)
- Fire Apparatus Building 10 kW (originally 10 kW)
- Parks & Recreation Facilities Storage 115.4 kW (originally 144 kW)
- Parks & Recreation Maintenance Yard 115.4 kW (originally 87.5 kW)
- South Windsor Library 49.5 kW (originally 48 kW)

for a total Net Metering project installed capacity of 916.8 kW, a total installation cost of \$2,697,653 (exclusive of HST), and an annual maintenance cost of \$18,320 (exclusive of HST); and,

THAT the Chief Administrative Officer and City Clerk **BE AUTHORIZED** to sign an amendment to the existing agreement with Moose Power Inc., to reflect installation of larger photovoltaic systems, subject to approval in legal content to the City Solicitor, in

financial content to the City Treasurer, and in technical content to the Senior Manager of Asset Planning, or their designates; and,

THAT City Council **SUPPORT** the total project costs of \$4,164,261 for the revised Net Metering project to be financed from the project savings, as noted below and as outlined within this report; and,

THAT the City Treasurer **BE AUTHORIZED** to make the following transfers of the annual savings, estimated at \$242,101, as follows:

- Transfer \$18,320 (exclusive of HST and to be adjusted annually by 2% for inflation) to the CHP and PV Consolidated Maintenance and Equipment Replacement Reserve Fund 222 for the photovoltaic systems' operational and maintenance cost, and;
- Transfer the balance of the annual savings, estimated to be \$223,781, to fund the repayment of capital costs expended to implement the project until those costs are fully recovered.

Executive Summary:

N/A.

Background:

City Council previously approved the installation of Net Metering solar photovoltaic (PV) rooftop systems at 13 City facilities (C 173/2021, CR 515/2021, CAO 133/2021, and CAO 159/2022). The total cost of the approved project was \$2,712,325 (exclusive of HST), the total installed capacity was 878.5 kW, the annual electricity production was 1,185,796 kWh, and the annual savings were expected to be approximately \$220,000.

Of the originally proposed 13 installations, one is currently undergoing construction under a separate agreement, and one was eliminated due to technical constraints:

- 1. EG Energy Management Inc. is currently implementing a 72 kW Net Metering rooftop solar photovoltaic installation at Fontainebleau Public Library.
- 2. The installation at Little River Pollution Control Plant of a 96 kW system by Essex Energy Corporation could not continue because of technical constraints in the Plant's electricity supply equipment. The City and Essex Energy Corporation have signed a termination agreement related to this work.

The remaining 11 installations with an original total capacity of 710.5 kW are being implemented by Moose Power Inc. After a review of the originally proposed designs by Moose Power Inc. there is an opportunity to implement larger systems on the 11 facilities with better overall performance and benefit to the City for a new total capacity of 844.8 kW.

This report provides City Council with a business case analysis of the expanded project.

Discussion:

The main benefit of PV system installations are in their ability to allow the Corporation to generate electricity for its own use and receive credit for any excess energy produced but not consumed. This credit is then used to offset the electricity drawn from the local electrical utility grid when the PV system is not generating power, effectively lowering overall electricity bills. Net Metering also improves energy independence and contributes to the reduction of greenhouse gas emissions.

During the detailed engineering design of the 11 PV systems awarded to Moose Power Inc., an opportunity for larger systems with higher electricity production and lower electricity bills and GHG emissions for the facilities was highlighted to Administration.

The Moose Power Inc. revised proposal at the 11 facilities is 20% larger than the approved project (CR 515/2021). The energy production, cost savings, and GHG emission reduction are also 20% higher at the 11 facilities.

This report discusses the benefits of the expanded project proposal and requests Council approval to proceed with its implementation. A comparison of the current project to the proposed larger project, is shown in Table 1.

Table 1

| | Approved Project | Proposed Revised Project | Difference |
|---|---------------------|-----------------------------|------------|
| Installation Cost | \$2,592,325 | \$2,697,653 | \$105,328 |
| Internal Project Management Cost | \$120,000 | \$0 | -\$120,000 |
| Total Installation Cost | \$2,712,325 | \$2,697,653 | -\$14,672 |
| | | | |
| Internal Financing Charges | \$601,008 | \$602,476 | \$1,468 |
| Non-Recoverable HST | \$456,249 | \$474,787 | \$18,538 |
| Contingency (5%) | \$188,479 | \$188,746 | \$267 |
| Total Project Capital Cost | \$3,958,062 | \$3,963,662 | \$5,600 |
| | | | |
| Operational & Maintenance Costs (10 years) * | \$479,981 | \$200,599 | -\$279,382 |
| Total Project Cost | \$4,438,043 | \$4,164,261 | -\$273,782 |
| | | | |
| Estimated Cost Savings over the Life of the Project | \$4,367,735 | \$4,842,025 | \$474,290 |
| Estimated Annual Cost Savings | \$218,387 | \$242,101 | \$23,714 |
| Estimated Simple Payback Period | 18.12 | 16.37 | 1.75 |
| | | | |
| Cost per Watt (DC) based on Installation Cost | \$2.40 | \$2.22 | -\$0.18 |
| Installed Power (kW _{DC}) | 1,131 | 1,216 | 85 |
| Annual Production (kWh) | 1,185,796 | 1,265,825 | 80,029 |
| Annual GHG Reduction (t CO₂e) | 40.32 | 43.04 | 2.72 |

^{*} Includes escalation of 2% annually for inflation.

The table above factors in both the increased costs and capacity for the revised Moose Power Inc. contract, along with the impact of the termination of the Little River Pollution Control Plant installation, resulting in an overall decrease in project installation costs. Impacting the installation costs are the elimination of internal staff recoveries for project management which are no longer required as those salaries are now fully recovered as a first-charge to the corporate utilities budget.

The approved project budget under CR 515/2021 did not account for internal financing charges, non-recoverable HST or contingency amounts; all of which are now included in the overall cost of the project. The total project capital cost includes a 5% contingency which will allow for any unexpected variations, etc. The inclusion of these amounts in both the previously approved and currently proposed project budgets, allows for an equitable comparison of both project scopes and provides for full costing of the project.

Offsetting the project increases are reduced Operational & Maintenance costs of approximately \$20,000 per year.

After considering the above changes, the installation cost per Watt (\$2.22/W) of the revised expanded project is lower than the cost per Watt (\$2.40/W) of the currently approved project, with an overall total project budget savings estimated to be \$273,782 over 10 years for the revised project proposal.

In addition to the project savings, the implementation of the revised-scope PV systems will result in annual operating cost savings estimated at \$242,101. These estimated annual savings are \$23,714 higher for the revised expanded project, resulting in a lowered simple payback period of just over 16 years.

Annual production of electricity of the proposed project is higher by 80,029 kWh and GHG emissions further reduced by 2.72 tonnes of CO₂e.

Risk Analysis:

There is minimal risk associated with implementation of the expanded project, as the PV installations have proven reliable and profitable. The City has installed and has been successfully operating three PV installations since 2015.

If the expanded project is not implemented the City will not benefit from a further reduction of electricity cost and GHG emissions.

Climate Change Risks

Climate Change Mitigation:

The Corporate Climate Action Plan calls for the continue investment in rooftop solar PV systems. The expanded project will allow the City to further reduce its carbon footprint by the amount of GHG reduction presented in this report, as part of City's commitment to fight the climate change. Renewable energy sources are among the most effective ways to mitigate climate change. The installation of PV systems helps reduce the peak load to the Ontario electricity system, thereby reducing the generation requirement from Ontario's natural gas peaker plants.

Climate Change Adaptation:

Improving energy performance of buildings through the implementation of renewable energy sources makes the buildings more energy resilient. The PV systems could also provide a "green" energy source for future Electrical Vehicle charging stations.

Financial Matters:

The implementation of the revised and expanded project detailed in this report results in an overall budget requirement of \$4,164,261 which is a decrease of \$273,782 over the updated original project cost of \$4,438,043.

The capital project and operational and maintenance project costs will be funded from operational savings. Administration is recommending that \$223,781 from the annual savings to be used to pay the project cost of \$4,164,261, until such time as the project cost is paid in full. After the project is fully re-paid, the savings will be taken into the budget to reduce the overall corporate utilities cost. The simple payback period is expected to be approximately 16 years.

The annual operational and maintenance cost of \$18,320 (exclusive of HST, to be adjusted annually by 2% for inflation) for the revised extended project will be funded from the annual savings and will be transferred annually to the CHP and PV Consolidated Maintenance and Equipment Replacement Reserve Fund 222.

Consultations:

Karina Richters - Supervisor, Environmental Sustainability and Climate Change

Shael Rotman - Moose Power Inc.

Conclusion:

Administration is recommending the approval of the expanded photovoltaic rooftop system installations at the 11 facilities identified.

Planning Act Matters:

N/A

Approvals:

| Name | Title |
|-----------------|----------------------------------|
| Natasha Gabbana | Senior Manager, Asset Planning |
| Kristen Karam | Financial Planning Administrator |
| Alex Vucinic | Purchasing Manager |
| Wira Vendrasco | City Solicitor |

| Name | Title |
|----------------|--|
| Dana Paladino | Commissioner, Corporate Services (A) |
| Janice Guthrie | Commissioner, Finance, CFO / City Treasurer |
| Joe Mancina | Chief Administrative Officer |

Notifications:

| Name | Address | Email |
|------------------|-------------------------|------------------------|
| Moose Power Inc. | 102-40 St. Clair Ave. W | srotman@moosepower.com |
| | Toronto ON M4V 1M2 | |

Appendices:

- Agenda_ltem_C_173_2021 Net MeteringCR 515-2021 Net Metering



Council Report: C 173/2021

Subject: Net Metering Photovoltaic Rooftop Project at 13 City Facilities - Awarding of RFP 22/21- City Wide

Reference:

Date to Council: November 15, 2021 Author: Sokol Aliko Manager of Energy Initiatives 519-255-6100 ext. 6124 saliko@citywindsor.ca

Asset Planning

Report Date: October 29, 2021

Clerk's File #: EI/14250

To: Mayor and Members of City Council

Recommendation:

THAT consistent with the provisions contained within the Request for Proposal (RFP) #22/21, in accordance with Purchasing Bylaw 93-2012 and amendments thereto, and subject to receiving the appropriate engineering approvals as well as confirmation of roof conditions, the Chief Administrative Officer and City Clerk **BE AUTHORIZED** to execute and sign agreements with the vendors noted below, subject to approval in legal content to the Commissioner of Legal and Legislative Services / City Solicitor, in financial content to the Commissioner of Corporate Services CFO / City Treasurer, and in technical content to the Senior Manager of Asset Planning, or designates:

- 1. Moose Power Inc. for the installation and maintenance of Net Metering rooftop solar photovoltaic installations at the following 11 facilities:
 - Optimist Community Centre and Library 96 kW
 - Forest Glade Community Centre and Library 60 kW
 - John Atkinson Community Centre 106 kW
 - Fire Hall #2 36 kW
 - Fire Hall #5 36 kW
 - Fire Hall #6 and EOC 55 kW
 - Fire Hall #7 32 kW
 - Fire Apparatus Building 10 kW
 - Parks & Recreation Facilities Storage 144 kW
 - Parks & Recreation Maintenance Yard 87.5 kW
 - South Windsor Library 48 kW

for a total installed capacity of 710.5 kW, a total installation cost of \$1,912,701 (exclusive of HST), and an annual maintenance cost of \$12,350 (exclusive of HST).

- EG Energy Management Inc. for the installation and maintenance of a 72 kW Net Metering rooftop solar photovoltaic installation at Fontainebleau Library for a total installation cost of \$292,229 (exclusive of HST) and an annual maintenance cost of \$3,500 (exclusive of HST).
- 3. Essex Energy Corporation for the installation and maintenance of a 96 kW Net Metering rooftop solar photovoltaic installation at Little River Pollution Control Plant for a total installation cost of \$277,395 (exclusive of HST) and an annual maintenance cost of \$2,985 (exclusive of HST); and,

THAT City Council **APPROVE** the capital cost of \$2,602,825 (inclusive of internal cost allocation and exclusive of HST) for the implementation of the Net Metering rooftop solar photovoltaic installations at the 13 City facilities; and,

THAT City Council **APPROVE** the use of the annual savings, estimated at \$220,000, resulting from the implementation of these projects, to fund:

- Transfer \$43,835 (exclusive of HST and to be adjusted annually by 2%) of the annual savings to the CHP and PV Consolidated Maintenance and Equipment Replacement Reserve Fund 222 for the photovoltaic systems' operational and maintenance cost and;
- Transfer the balance of the annual savings, estimated to be \$176,165, to fund the repayment of capital costs expended to implement the project until the project is fully funded; and,

THAT the Chief Administrative Officer and City Clerk **BE AUTHORIZED** to sign agreements as may be required with the Government of Ontario and its affiliated agencies as well as EnWin Utilities; such documents to be satisfactory in form to the Commissioner of Legal and Legislative Services / City Solicitor, in financial content to the Commissioner of Corporate Services CFO / City Treasurer, and in technical content to the Senior Manager of Asset Planning.

Executive Summary:

N/A.

Background:

Canada is committed to moving to net-zero emissions by 2050.

The Government of Ontario released the Made-in-Ontario Environment Plan on November 2018, which commits to reducing the province emissions to 30 per cent below 2005 levels by 2030. The Federal Government has recently set an even more

aggressive goal to enhance the emissions reduction target by 40-45% below 2005 levels, by 2030.

During the past several years, the Government of Ontario, through its Independent Electricity System Operator (IESO), has enacted programs to promote the generation of electricity from renewable sources as one of the most effective ways to improve the reliability and sustainability of the power system, and fight climate change.

City of Windsor has been a leader in the development and promotion of renewable energy sources. City Council has approved the Community Energy and the Corporate Climate Action Plans (CR426/2017) which include the following targets:

- The City of Windsor will reduce its primary energy use from the 2014 baseline by:
 - 11% by 2030; and
 - **25% by 2041.**
- The City of Windsor will reduce its GHG emissions from the 2014 baseline by:
 - 20% by 2030; and
 - 40% by 2041.

City Council has also approved the Corporate Energy Management Plan 2019-2023 (CR301/2019) which identifies continuing investment in solar photovoltaic generation in addition to many other energy reduction measures.

CR570/2019 approved the declaration of the Climate Change Emergency that emphasizes the emergency and importance of GHG (greenhouse gas) reduction from the City of Windsor and directs administration to propose implementation measures towards achieving that goal.

City of Windsor's proactive role in the global fight against climate change is demonstrated by its many projects and initiatives aiming at increasing energy efficiency, implementing "green" energy technologies, and reducing its carbon footprint.

The City has obtained substantial experience in developing photovoltaic rooftop generation projects resulting from the participation in the province's Feed-in-Tariff (FIT) programs. City of Windsor has three such solar photovoltaic FIT contracts with the IESO, at WIATC (350 kW), WFCU Centre (500 kW), and Transit Windsor (500 kW) that pay between \$0.33 and \$0.54 for every kilowatt-hour produced. The three systems generate total revenues of approximately \$700,000 annually. The revenue contracts are with the Independent Electricity System Operator (IESO) for a period of 20 years and will expire in 2035, 2036 and 2038 respectively.

The FIT program was terminated in 2018 and was replaced with the Net Metering program. The FIT program offered to participants a premium fixed price for the electricity generated, while Net Metering is a billing arrangement that allows customers to generate renewable energy onsite for their internal use (self-consumption) and to receive bill credits for any surplus electricity that they supply to the grid. Customers are

still responsible for charges not calculated based on the customer's electricity consumption (i.e. monthly fixed charges or peak-demand-based charges).

In a Net Metering installation, the electricity generated offsets the electricity consumed at the installation facility, at retail prices. This is a very effective hedge against price increases, given the historical upward trend of electricity prices in Ontario.

Council Resolution 621/2019 (see attachment A) authorized administration to issue an RFP in order to garner interest and retain companies for the potential development of a photovoltaic generation Net Metering project on suitable City of Windsor properties.

Following a review of several facilities for Net Metering project suitability and an assessment of the roof conditions, administration decided to investigate the possibility of Net Metering implementation at the following 14 facilities:

- Optimist Community Centre and Library
- Forest Glade Community Centre and Library
- John Atkinson Community Centre
- Fire Hall #2
- Fire Hall #5
- Fire Hall #6 and EOC
- Fire Hall #7
- Fire Apparatus Building
- Parks & Recreation Facilities Storage
- Parks & Recreation Maintenance Yard
- Riverside Library
- South Windsor Library
- Fontainebleau Library
- Little River PCP

This report will provide City Council with a business case analysis and the GHG emissions reduction as the result of the installation of photovoltaic rooftop systems at these facilities.

Discussion:

Under the "Ontario Regulation 541/05: Net Metering", the City can construct and connect photovoltaic systems with an annual generation potential equivalent to (or less) than the annual consumption of the existing connected electricity service at the locations where the solar photovoltaic systems are to be installed. The electricity produced by the solar photovoltaic systems is payable at the same rate as the electricity consumed for the volumetric based electricity (kilowatt-hours) charges on the bill, resulting in a net reduction in electricity costs for the specific location where the system is installed.

EnWin Utilities Ltd. has established a Net Metering program in compliance with "Ontario Regulation 541/05 - Net Metering".

After a Net Metering system is connected to the power distribution system, EnWin will continue to read the electricity meter, as they do currently, and subtract the amount of electricity supplied to the grid from the amount of electricity taken from the grid. The electricity bill will show the "net" difference between these two amounts. If over the billing cycle, more power is supplied than what is taken from the grid, a credit will be issued toward future energy bills. The credit can be carried forward for up to 12 months; after that, it expires.

On April 9, 2021, administration issued the RFP #22-21 for the development of a Net Metering rooftop solar photovoltaic project at the 14 facilities mentioned above. The RFP closed on April 30, 2021 and five companies submitted proposals.

Based on the evaluation and scoring of the technical and cost proposals of each company and for each site, three companies achieved the highest combined scores as shown in Table 1.

Table 1

| Facility | Address | Successful Proponent |
|---|--|---------------------------|
| Optimist Community Centre and Library | 1075 Ypres Ave., Windsor ON N8W 4W4 | Moose Power Inc. |
| Forest Glade Community Centre and Library | 3215 Forest Glade Dr., Windsor ON N8R 1X3 | Moose Power Inc. |
| John Atkinson Community Centre | 4270 Alice St., Windsor ON N8Y 2B8 | Moose Power Inc. |
| Fire Hall #2 | 3121 Milloy St., Windsor ONN8W 4N1 | Moose Power Inc. |
| Fire Hall #5 | 2650 Northwood St., Windsor ONN9C 2L7 | Moose Power Inc. |
| Fire Hall #6 and EOC | 1587 Provincial Rd., Windsor ON N8W 5V7 | Moose Power Inc. |
| Fire Hall #7 | 1380 Matthew Brady Blvd., Windsor ON N8S 4R6 | Moose Power Inc. |
| Fire Apparatus Building | 2885 Kew Dr., Windsor ON N8T 3B7 | Moose Power Inc. |
| Parks & Recreation Facilities Storage | 2437 Howard Ave., Windsor ON N8X 3V5 | Moose Power Inc. |
| Parks & Recreation Maintenance Yard | 2461 McDougall St., Windsor ON N8X 3N5 | Moose Power Inc. |
| South Windsor Library | 1310 Grand Marais Rd.W., Windsor ON N9E 1E4 | Moose Power Inc. |
| Fontainebleau Library | 3030 Rivard Ave., Windsor ON N8T 2J2 | EG Energy Management Inc. |
| Little River PCP | 9400 Little River Rd., Windsor ON N8S 4J8 | Essex Energy Corporation |

Moose Power Inc. is the successful proponent for 11 facilities while EG Energy Management Inc. and Essex Energy Corporations are the successful proponents for Fontainebleau Library and Little River Pollution Control Plant respectively.

The proposals for the Riverside Library resulted in very high overall costs and a project will not be pursued at this facility.

Business Case Analysis

The business case analysis of each site produced the following results:

Table 2

| Facility | Annual Facility Electricity Usage | Current Facilities Electricity Rates | Installed Power | PV Systems Annual Production | Installation | | Costs | | C Li | st Savings over the fe of the Project |
|---|--|---|--------------------|------------------------------|--------------|-----------|-------|--------|---------|--|
| | kWh | \$/kWh | kW | kWh | | \$ | | \$ | | \$ |
| Optimist Community Centre and Library | 222,550 | 0.125 | 96 | 105,626 | \$ | 206,645 | \$ | 1,250 | \$ | 340,277 |
| Forest Glade Community Centre and Library | 1,318,868 | 0.167 | 60 | 94,590 | \$ | 189,833 | \$ | 1,200 | \$ | 464,052 |
| John Atkinson Community Centre | 195,756 | 0.140 | 106 | 136,796 | \$ | 245,630 | \$ | 1,200 | \$ | 493,575 |
| Fire Hall #2 | 193,901 | 0.137 | 36 | 43,560 | \$ | 124,781 | \$ | 1,000 | \$ | 170,719 |
| Fire Hall #5 | 160,300 | 0.141 | 36 | 47,782 | \$ | 129,906 | \$ | 1,000 | \$ | 198,987 |
| Fire Hall #6 and EOC | 209,138 | 0.157 | 55 | 84,193 | \$ | 166,015 | \$ | 1,200 | \$ | 340,665 |
| Fire Hall #7 | 176,206 | 0.127 | 32 | 42,000 | \$ | 121,942 | \$ | 1,000 | \$ | 137,469 |
| Fire Apparatus Building | 99,735 | 0.132 | 10 | 13,860 | \$ | 35,250 | \$ | 600 | \$ | 51,910 |
| Parks & Recreation Facilities Storage | 195,881 | 0.127 | 144 | 180,941 | \$ | 298,200 | \$ | 1,400 | \$ | 689,307 |
| Parks & Recreation Maintenance Yard | 182,703 | 0.126 | 87.5 | 152,784 | \$ | 248,500 | \$ | 1,400 | \$ | 548,039 |
| South Windsor Library | 75,102 | 0.133 | 48 | 59,816 | \$ | 146,000 | \$ | 1,100 | \$ | 241,272 |
| Fontainebleau Library | 119,886 | 0.153 | 72 | 112,020 | \$ | 292,229 | \$ | 3,500 | \$ | 437,151 |
| Little River PCP | 5,724,109 | 0.116 | 96 | 111,828 | \$ | 277,395 | \$ | 2,985 | \$ | 328,171 |
| Sub-Total | · | | | | \$ | 2,482,325 | \$ | 18,835 | | |
| CCW Staff Cost Allocation | | | | | \$ | 120,000 | \$ | 25,000 | | |
| TOTAL | | | 878.5 | 1,185,796 | \$ | 2,602,325 | \$ | 43,835 | \$4 | 4,441,594 |

The total installed capacity of the 13 photovoltaic rooftop systems is 878.5 kW and the annual production is approximately 1.19 million kWh. The installation cost is approximately \$2.6 million and includes internal staff cost allocation.

The average cost per Watt of solar panels installed is \$2.22 compared to \$2.36 of the last FIT project that the City built in 2017.

Based on the experience with the photovoltaic systems that City has already installed and owns, a 10-year maintenance requirement and performance guarantee component was included in the RFP. As a result there will be no extra cost to the City other than the Annual Operational Cost (table 2) adjusted by an annual factor of 2%. Furthermore, if the Annual Production will not be achieved at any time during the life of the project (20 years), the contractor (successful proponent) will pay the City the difference in kWh multiplied by the average annual electricity rate or a mutually agreed upon electricity rate.

The Cost Savings over the life of the project are estimated at \$4.44 million assuming a 3% annual escalation of electricity rate. It is to be noted that the annual average electricity cost in Ontario, in the last 8 years, has jumped approximately 7% annually and if the electricity rates in the future will increase more than the assumed 3% annual escalation, the total cost benefit to the City will be much higher.

Environmental Benefit Analysis

The reduction of GHG emissions is a very important element of this project, as the City of Windsor needs to play its role in the global fight against climate change.

The table below shows the annual GHG emissions reduction for each project.

Table 3

| Facility | Annual GHG Reduction | Annual GHG Reduction |
|---|----------------------------|----------------------------|
| . set, | (Average) | (Marginal) |
| | t CO ₂ e | t CO₂e |
| Optimist Community Centre and Library | 3.59 | 12.46 |
| Forest Glade Community Centre and Library | 3.22 | 11.16 |
| John Atkinson Community Centre | 4.65 | 16.14 |
| Fire Hall #2 | 1.48 | 5.14 |
| Fire Hall #5 | 1.62 | 5.64 |
| Fire Hall #6 and EOC | 2.86 | 9.93 |
| Fire Hall #7 | 1.43 | 4.96 |
| Fire Apparatus Building | 0.47 | 1.64 |
| Parks & Recreation Facilities Storage | 6.15 | 21.35 |
| Parks & Recreation Maintenance Yard | 5.19 | 18.03 |
| South Windsor Library | 2.03 | 7.06 |
| Fontainebleau Library | 3.81 | 13.22 |
| Little River PCP | 3.80 | 13.20 |
| TOTAL | 40.3 | 139.9 |

The emissions reduction is the amount of electricity that the photovoltaic system replaces from the electricity grid, multiplied by the emission factor (gCO₂/kWh) of the grid. In the case of Ontario, the emissions from the electricity network are very low as the electricity is generated mainly from nuclear and hydro power plants.

If the Ontario average emission factor of 34 gCO₂/kWh is used, the annual GHG reduction from the Net Metering project will be 40.3 tonnes of GHG reduction.

The use of the average emission factor does not consider the fact that the distributed generators, like the photovoltaic systems for example, mainly replace the electricity that the natural gas fired power plants are required to supply to the grid, i.e. the electricity that is required to be supplied when the demand for the grid electricity changes (increases) during the day. The impact of these distributed generators in reducing the GHG emissions is more correctly calculated using the marginal emission factor, which considers the reduction of natural gas fired power plants operation.

If the Ontario marginal emission factor (118 gCO₂/kWh) is used the GHG emission reduction is much higher at 140 tonnes of GHG. Ontario is expected to reduce its nuclear generation plant capacity and add more natural gas to the generation mix. If this happens, the estimated marginal emissions factor will jump to 246 gCO₂/kwh and the proposed photovoltaic project's GHG reduction will be much higher.

Risk Analysis:

There is minimal risk associated with implementation of the project, as the photovoltaic installations have been proven reliable and profitable. The insertion of the maintenance and performance guarantee component minimizes the risk further.

If the project is not implemented the City will not benefit from the reduced electricity cost or GHG, at the 13 facilities.

Some of the buildings included in the project have roofs that are over 10 years old. The expected life span of a roof installation is approximately 20 years, but can vary by +/-5 years depending on the materials used, and the wear they experience. Roofs that reach the end of life and require replacement in the next 20 years will require the solar photovoltaic installation to be removed and replaced as part of the roof replacement project. There is a significant risk that the cost of replacing a roof will increase as a result. The incremental cost would be funded from a combination of the Consolidated Maintenance and Equipment Replacement Reserve Fund 222, Roof Replacement Program, and project savings.

Climate Change Risks

Climate Change Mitigation:

If the project is not implemented the City will not be able to reduce its carbon footprint by the amount of GHG reduction presented in this report, as part of City's commitment to fight the climate change. Renewable energy sources are among the most effective ways to mitigate climate change.

Climate Change Adaptation:

Improving energy performance of buildings through implementation of renewable energy sources makes the buildings more energy resilient. The photovoltaic systems could also provide a "green" energy source for future Electrical Vehicle charging stations.

Financial Matters:

Capital funding have not been specifically designated for this project as the financial analysis projects the average annual savings at \$220,000. The calculations assume a 3% escalation rate of grid electricity tariffs, which, based on historical data, is a conservative rate. If the electricity prices increase more than the assumed rate, the savings to the City will be higher.

Administration is recommending that both capital project cost and operational and maintenance cost be funded from operational savings. This allows the project to proceed without displacement of other capital projects.

Administration is recommending that \$176,165 from the annual savings to be used to pay the capital project cost of \$2,602,325, inclusive of financing costs, until such time as

the capital cost is paid in full. The estimated payback period for this project is between 12 to 15 years depending on the electricity rate environment.

Administration is also recommending that the annual operational and maintenance cost of \$43,835 (exclusive of HST, to be adjusted annually by 2%) for this project to be funded from the annual savings and to be transferred annually to the CHP and PV Consolidated Maintenance and Equipment Replacement Reserve Fund 222.

Financial numbers for the project are summarized in the table 4 below:

Table 4

| | Project Costs |
|--|-----------------|
| Moose Power Inc. Contract | \$ 1,912,701 |
| EG Energy Management Inc. Contract | \$ 292,229 |
| Essex Energy Corporation Contract | \$ 277,395 |
| CCW CCW Staff Cost Allocation | \$ 120,000 |
| Total Implementation Cost | \$ 2,602,325 |
| Annual Maintenance (adjusted annually by 2%) | \$ 43,835 |

Consultations:

Karina Richters - Supervisor, Environmental Sustainability and Climate Change

Donna Desantis - Supervisor, Facilities

Dragan Savic - Manager Engineering (Technical Services), ENWIN Utilities Ltd.

Conclusion:

Administration is recommending the approval of photovoltaic rooftop system installations at the 13 facilities identified.

Planning Act Matters:

N/A

Approvals:

| Name | Title |
|-----------------|---|
| Muhammad Masri | Financial Planning Administrator |
| Melissa Osborne | Senior Manager, Asset Planning |
| Alex Vucinic | Purchasing Manager |
| Tom Graziano | Senior Manager of Facilities |
| Joe Mancina | Commissioner, Corporate Services CFO / City Treasurer |

| Name | Title |
|--------------------|---|
| Shelby Askin Hager | Commissioner, Legal & Legislative Services / City Solicitor |
| Jason Reynar | Chief Administrative Officer |

Notifications:

| Name | Address | Email | |
|------------------------------|------------------------------|----------------------------|--|
| EG Energy Management Inc. | 40 Adesso Dr. Unit 1 | nzhang@egenergy.ca | |
| Management inc. | Vaughan ON L4K 3C6 | | |
| Essex Energy Corporation | 2199 Blackacre Dr. Suite 200 | mcalibani@essexenergy.ca | |
| Corporation | Oldcastle ON N0R 1L0 | | |
| Moose Power Inc. | 102-40 St. Clair Ave. W | srotman@moosepower.com | |
| | Toronto ON M4V 1M2 | | |
| Newton Group Ltd. | 41 Massey Rd. | jvanderlaan@kiwinewton.com | |
| | Guelph ON N1H 7M6 | | |
| Sirius Power Corp | Suite 5700, 100 King St. W | isaidani@siriuspower.ca | |
| | Toronto ON M5X 1A9 | | |

Appendices:

Attachment A:

CR-621-2019 - Net Metering PV RFP.pdf



OFFICE OF THE CITY CLERK COUNCIL SERVICES

Phone: (519)255-6211

CITY HALL WINDSOR, ONTARIO N9A 6S1

Fax: (519)255-6868
E-mail: clerks@citywindsor.ca
WEBSITE: www.citywindsor.ca

City Council Decision Monday, November 15, 2021

Moved by: Councillor Gignac Seconded by: Councillor Gill

Decision Number: CR515/2021

That consistent with the provisions contained within the Request for Proposal (RFP) #22/21, in accordance with Purchasing Bylaw 93-2012 and amendments thereto, and subject to receiving the appropriate engineering approvals as well as confirmation of roof conditions, the Chief Administrative Officer and City Clerk **BE AUTHORIZED** to execute and sign agreements with the vendors noted below, subject to approval in legal content to the Commissioner of Legal and Legislative Services / City Solicitor, in financial content to the Commissioner of Corporate Services CFO / City Treasurer, and in technical content to the Senior Manager of Asset Planning, or designates:

- 1. Moose Power Inc. for the installation and maintenance of Net Metering rooftop solar photovoltaic installations at the following 11 facilities:
 - Optimist Community Centre and Library 96 kW
 - Forest Glade Community Centre and Library 60 kW
 - John Atkinson Community Centre 106 kW
 - Fire Hall #2 36 kW
 - Fire Hall #5 36 kW
 - Fire Hall #6 and EOC 55 kW
 - Fire Hall #7 32 kW
 - Fire Apparatus Building 10 kW
 - Parks & Recreation Facilities Storage 144 kW
 - Parks & Recreation Maintenance Yard 87.5 kW
 - South Windsor Library 48 kW

for a total installed capacity of 710.5 kW, a total installation cost of \$1,912,701 (exclusive of HST), and an annual maintenance cost of \$12,350 (exclusive of HST).



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 EG Energy Management Inc. for the installation and maintenance of a 72 kW Net Metering rooftop solar photovoltaic installation at Fontainebleau Library for a total installation cost of \$292,229 (exclusive of HST) and an annual maintenance cost of \$3,500 (exclusive of HST).

 Essex Energy Corporation for the installation and maintenance of a 96 kW Net Metering rooftop solar photovoltaic installation at Little River Pollution Control Plant for a total installation cost of \$277,395 (exclusive of HST) and an annual maintenance cost of \$2,985 (exclusive of HST); and,

That City Council **APPROVE** the capital cost of \$2,602,825 (inclusive of internal cost allocation and exclusive of HST) for the implementation of the Net Metering rooftop solar photovoltaic installations at the 13 City facilities; and,

That City Council **APPROVE** the use of the annual savings, estimated at \$220,000, resulting from the implementation of these projects, to fund:

- Transfer \$43,835 (exclusive of HST and to be adjusted annually by 2%) of the annual savings to the CHP and PV Consolidated Maintenance and Equipment Replacement Reserve Fund 222 for the photovoltaic systems' operational and maintenance cost and;
- Transfer the balance of the annual savings, estimated to be \$176,165, to fund the repayment of capital costs expended to implement the project until the project is fully funded; and,

That the Chief Administrative Officer and City Clerk **BE AUTHORIZED** to sign agreements as may be required with the Government of Ontario and its affiliated agencies as well as EnWin Utilities; such documents to be satisfactory in form to the Commissioner of Legal and Legislative Services / City Solicitor, in financial content to the Commissioner of Corporate Services CFO / City Treasurer, and in technical content to the Senior Manager of Asset Planning. Carried.

Report Number: C 173/2021 Clerk's File: El/14250 8.4

Anna Ciacelli

Deputy City Clerk/Supervisor of Council Services November 19, 2021



OFFICE OF THE CITY CLERK COUNCIL SERVICES

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Department Distribution

| Sokol Aliko | Manager of Energy Initiatives | | | | |
|--------------------|---|--|--|--|--|
| Muhammad Masri | Financial Planning Administrator | | | | |
| Melissa Osborne | Senior Manager of Asset Planning | | | | |
| Alex Vucinic | Purchasing Manager | | | | |
| Tom Graziano | Senior Manager of Facilities | | | | |
| Joe Mancina | Commissioner, Corporate Services / Chief Financial Officer / City Treasurer | | | | |
| Shelby Askin Hager | Commissioner, Legal & Legislative Services | | | | |
| Jason Reynar | Chief Administrative Officer | | | | |

External Distribution

| EG Energy | 40 Adesso Dr. Unit 1 | nzhang@egenergy.ca | | |
|-------------------|-------------------------------|----------------------------|--|--|
| Management Inc. | Vaughan, ON L4K 3C6 | | | |
| Essex Energy | Suite 200, 2199 Blackacre Dr. | mcalibani@essexenergy.ca | | |
| Corporation | Oldcastle, ON N0R 1L0 | | | |
| Moose Power Inc. | 102-40 St. Clair Ave. W. | srotman@moosepower.com | | |
| | Toronto, ON M4V 1M2 | | | |
| Newton Group Ltd. | 41 Massey Rd. | jvanderlaan@kiwinewton.com | | |
| | Guelph, ON N1H 7M6 | | | |
| Sirius Power Corp | Suite 5700, 100 King St. W | isaidani@siriuspower.ca | | |
| | Toronto, ON M5X 1A9 | - | | |



Committee Matters: SCM 103/2024

Subject: Report of the Special Meeting of Council – In-Camera of its meeting held March 18, 2024

SPECIAL MEETING OF COUNCIL – IN CAMERA March 18, 2024

Meeting called to order at: 11:27 a.m.

Members in Attendance:

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

Members Absent:

Councillor Gary Kaschak

Joe Mancina, Chief Administrative Officer

Also in attendance:

Andrew Daher, Commissioner, Human and Health Services
Mark Winterton, Acting Commissioner of Infrastructure Services/City
Engineer
Janice Guthrie, Commissioner of Finance/City Treasurer
Dana Paladino, Acting Commissioner of Corporate Services
Ray Mensour, Commissioner of Community Services
Jelena Payne, Commissioner Economic Development
Steve Vlachodimos, City Clerk
Wira Vendrasco, Acting City Solicitor
Abe Taqtaq, Mayor's Chief of Staff
Michelle Staadegaard, Manager of Culture and Events (Item 2)
Jen Knights, Executive Director of Culture & Recreation (Item 2)

James Chacko, Executive Director Parks & Facilities (Item 2)

Verbal Motion is presented by Councillor Renaldo Agostino, seconded by Councillor Fabio Costante, 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 – acquisition of land (Section 30), Section 239(2)(c) |
| 2 | Plan/negotiations – agreement, Section 239(2)(k) |

Motion Carried.

Declarations of Pecuniary Interest:

None declared.

Discussion on the items of business.

Verbal Motion is presented by Councillor Kieran McKenzie, seconded by Councillor Jim Morrison, to move back into public session.

Motion Carried.

Moved by Councillor Ed Sleiman, seconded by Councillor Jo-Anne Gignac,

THAT the Clerk BE DIRECTED to transmit the recommendation(s) contained in the report(s) discussed at the In-Camera Council Meeting held March 18, 2024 directly to Council for consideration at the next Regular Meeting.

1. That the recommendation contained in the in-camera report from Senior Legal Counsel, Acting City Solicitor, Acting Commissioner of Corporate Services, Acting Commissioner of Infrastructure Services and Commissioner of Finance/City Treasurer respecting a property matter – acquisition of land **BE APPROVED**.

2. That the recommendation contained in the in-camera report from the Manager of Culture and Events, Manager of Development Revenue and Financial Administration, Executive Director of Recreation and Culture, Commissioner of Community Services, Acting City Solicitor, Acting Commissioner of Corporate Services and Commissioner of Finance/City Treasurer respecting a plan/negotiations - agreement **BE APPROVED AS AMENDED.**

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

Motion Carried.

Moved by Councillor Fred Francis, seconded by Councillor Mark McKenzie,
That the special meeting of council held March 18, 2024 BE ADJOURNED.
(Time: 11:55 a.m.)
Motion Carried.

City Council Agenda - Monday, April 22, 2024 Page 1232 of 1323

BY-LAW NUMBER 52-2024

A BY-LAW TO FURTHER AMEND BY-LAW NUMBER 8600 CITED AS THE "CITY OF WINDSOR ZONING BY-LAW"

Passed the 22nd day of April, 2024.

WHEREAS it is deemed expedient to further amend By-law Number 8600 of the Council of The Corporation of the City of Windsor, cited as the "City of Windsor Zoning By-law" passed the 31st day of March, 1986, as heretofore amended:

THEREFORE the Council of the Corporation of the City of Windsor enacts as follows:

1A. That Section 1.7 be deleted and substituted with the following:

1.7 INTERPRETATION AND ENFORCEMENT

[ZNG/6277]

- 1.7.1 The City Planner shall administer and interpret this by-law. Any reference to the City Planner in this by-law shall include the Deputy City Planner or their designate.
- 1.7.3 The Chief Building Official shall enforce this by-law. Any reference to the Chief Building Official in this by-law shall include the Deputy Chief Building Official or their designate including an officer who has the responsibility of enforcing a zoning by-law.
- 1B. That Section 1.10.50.1 be deleted and substituted with the following:
 - .1 Addition, correction, or revision of abbreviation, cross-referencing, grammar, numbering, punctuation, or typographical error, revision of the format in a manner that does not change the intent of a provision, or revision to a provision that has a general reference to the effective date of the provision coming into force or similar phrasing by adding the actual date the provision came into force.

Example: A provision contains the phrase "as they exist on the effective date of this clause" with the provision coming into force on January 1, 2022. The phrase "as they exist on the effective date of this clause" may be replaced with "as they exist on January 1, 2022" without an amending by-law.

[ZNG/6277]

1C. That Section 1.20.9 be deleted and substituted with the following:

1.20.9 **DEFINED TERM**

[ZNG/6277]

A term that is italicized in this by-law indicates that the term is defined in this by-law.

The case, capitalization, or emphasis of a defined term is done so for the ease of reading and does not affect the meaning of the defined term.

Example: *DWELLING*, *Dwelling*, and *dwelling* have the same meaning.

Where the term "existing" is not italicized, "existing" shall mean "lawfully existing".

A term used in the singular may also mean the plural and vice versa, except "one" or "1" shall always mean the singular.

1D. That Section 1.20 be amended by adding the following clauses:

1.20.10 **WHOLE OR PART**

[ZNG/6277]

structure includes the whole, or part of the building, lot, premises, or structure.

1.20.11 **USE** [ZNG/6277]

Unless otherwise stated, a reference to a building, lot, premises, or

- .1 A *use* not listed as a permitted *use* is prohibited.
- .5 Unless otherwise stated, a permitted *use* is a *main use*. A permitted *use* identified as a "*use* accessory to a permitted *use*" or similar is an *accessory use*.

1.20.12 **LEGAL NON-CONFORMING USE**

[ZNG/6277]

No by-law passed under Section 34 of the Planning Act applies:

- .1 to prevent the *use* of any *lot*, *building*, or *structure* for any purpose prohibited by the by-law if such *lot*, *building*, or *structure* was lawfully used for such purpose on the day of the passing of the by-law, so long as it continues to be used for that purpose; or
- .5 to prevent the erection or use for a purpose prohibited by the by-law of any building or structure for which a permit has been issued under subsection 8 (1) of the Building Code Act, 1992, prior to the day of the passing of the by-law, so long as the building or structure when erected is used and continues to be used for the purpose for which it was erected and provided the permit has not been revoked under subsection 8 (10) of that Act.
- 1E. That Section 3.1.10 and Section 3.1.20 be deleted.
- 2A. That Section 3.10 be amended by adding after "MOTOR VEHICLE SALVAGE OPERATION" the following new defined term:
- MUNICIPAL INFRASTRUCTURE means a building or structure used for any of the following municipal systems: district heating or cooling, emergency power generator, heating, ventilation, or air conditioning (HVAC), electrical service, pumping station, sanitary sewer, site servicing facility, storm sewer, storm water management facility, storm water outlet, traffic equipment, or water service; where the building or structure is identified, generally or specifically, in any of the following documents approved, adopted, or moved by Council: Agency Budget, Capital Budget, Council Resolution, Environmental Assessment, Master Plan, Municipal By-law, Official Plan, or Operating Budget.

[ZNG/6277]

- 2B. That Section 9.1 be deleted and substituted with the following:
- 9.1 **GREEN DISTRICT 1.1 (GD1.1)**

[ZNG/6277]

9.1.1 PERMITTED MAIN USES

Child Care Centre

Public Park

9.1.2 PERMITTED ACCESSORY USES

Any use accessory to a permitted main use

- 9.1.5 PROVISIONS
 - .3 Lot Coverage maximum

.4 Building Height - maximum

Lot having a lot area of less than 0.50 ha 9.0 m

Lot having a lot area of 0.50 ha or more 14.0 m

- .90 For any *lot* situated on the north side of Riverside Drive East and West between Rosedale Avenue and Lauzon Road, the extension of a *building* above the crown of the pavement within Riverside Drive is prohibited. This provision shall not apply to the following: fountain, *municipal infrastructure*, observation deck, playground equipment, sculpture and any other work of art, or washroom.
- 2C. That Section 20 be amended by deleting Clause 20(1)3 and that Schedule A be amended by deleting S.20(1)3 from all Zoning District Maps.
- 3. That Section 5.23.5 be deleted and substituted with the following:
- When a *lot* on which a *semi-detached dwelling* or *townhome dwelling* has been erected and is subsequently divided in compliance with Part VI of the Planning Act by a common *interior lot line* that separates the *dwelling units*, for each *dwelling unit* the following additional provisions shall apply:
 - .1 Lot Width minimum equal to the width of the dwelling unit plus any exterior side yard as existing at the time of the lot division
 - .2 Lot Area minimum as existing at the time of the lot division
 - .3 Lot Coverage Total maximum 50% of lot area
 - .7 An interior *side yard* shall not be required along the common *interior lot line* for that part of the *dwelling unit* lawfully *existing* at the time of the lot division.

[ZNG/6277]

4. That Section 5.99.7 be deleted and substituted with the following:

5.99.7 AUTOMOBILE SALES, LEASE OR RENTAL – ACCESSORY USE

- .1 The sale, lease or rental of an automobile as an accessory use is prohibited, save and except the sale, lease or rental of an automobile as an accessory use to an Automobile Repair Garage, Automobile Collision Shop, or Service Station or the lease or rental of an automobile as an accessory use to any Retail Store is permitted subject to the following additional provisions:
 - .1 The storage or display of five or more *automobiles* for sale, lease or rental purposes on a *lot* is prohibited.
 - .2 The storage or display of an *automobile* for sale, lease or rental purposes having a width of greater than 2.50 m or a length greater than 6.10 m is prohibited.
 - .3 The storage or display of an *automobile* for sale, lease or rental purposes in a *required parking space*, required accessible parking space or *landscaped open space yard* is prohibited.
 - .4 The area where an *automobile* for sale, lease or rental purposes is stored or displayed shall be subject to the provisions in Section 5.99.60.6.1.1 to 5.99.60.6.1.3.

[ZNG/5271; ZNG/6277]

(AMENDED B/L 7-2018 Feb 23/2018)

5A. That Section 3.10 be amended by substituting the defined term "HOME OCCUPATION" with the following:

HOME OCCUPATION means an occupation for profit or gain conducted entirely within an *accessory building*, *dwelling unit*, or *garage* which occupation is incidental and secondary to the *use* of the *dwelling unit* for residential purposes and does not change the character thereof. It includes any employment identified or classified as "Work at Home", "Work from Home", "Remote Work", or similar.

[ZNG/6276; ZNG/6277]

(AMENDED B/L 145-202 Oct 26/2021)

5B. That Section 5.99.40 be deleted and substituted with the following:

5.99.40 HOME OCCUPATION

- .1 A home occupation within an accessory building, dwelling unit, or garage located on the same lot as the dwelling unit is an additional permitted accessory use.
- .3 The *home occupation* shall be carried out by a resident of the *dwelling unit* located on the same *lot* as the *home occupation*.
- .5 The total *gross floor area* of all *home occupations* shall not exceed 25% of the *gross floor area* of the *dwelling unit*.
- .90 A home occupation within a carport, or a home occupation that generates dust, fumes, noise, odour, or vibration that is evident outside the accessory building, dwelling unit, or garage is prohibited.
- .92 Except for those goods produced by, or accessory or related to, the *home occupation*, the direct sale of goods is prohibited.
- .93 Except for a sign permitted by The Windsor Sign By-law, any visible indication from the exterior of the accessory building, dwelling, dwelling unit, or garage that a home occupation is being carried on is prohibited.
- .95 Except those items customarily used for housekeeping or personal recreational purposes, the external or outdoor storage of materials, goods, or equipment related to, or used by, the *home occupation* is prohibited.

[ZNG/6276; ZNG/6277]

(AMENDED B/L 145-2021 Oct 26/2021)

6A. That the Side Yard Width - Minimum values in Sections 10 and 11 be amended as following:

Section 10.1.5.7 for a Single Unit Dwelling from 1.50 m to 1.20 m

Section 10.4.5.7 for a Single Unit Dwelling from 1.80 m to 1.20 m

Section 10.6.5.7 from 1.50 m to 1.20 m

Section 11.2.5.4.7 from 1.80 m to 1.20 m

Section 11.2.5.5.7 from 1.50 m to 1.20 m

Section 11.3.5.7 for a Townhome Dwelling from 1.50 m to 1.20 m

Section 11.5.5.6.7 for a Multiple Dwelling with 5 or more dwelling units from

2.50 m to 1.20 m

Section 11.5.5.7.7 for a Townhome Dwelling from 2.50 m to 1.20 m

- 6B. That Section 10.7.5.7 be deleted and replaced with the following:
 - .7 Side Yard Width minimum

1.20 m

1.20 m

6C. That Sections 10.1.5, 10.2.5, 10.3.5, 10.4.5, 10.5.5, 11.1.5, 11.3.5, and 11.4.5 be amended by changing the clause number of "Gross Floor Area – Main Building – maximum" from ".8" to ".10".

7A. That new Section 95 be added as follows:

SECTION 95 - HOLDING ZONE PROVISIONS

[ZNG/6277]

95.1 APPLICATION

Section 95 applies to any *lot* where the H symbol precedes a *zoning* district symbol or is contained within a specific zoning exception on any Schedule listed in Section 1.20.3. "Holding zone", "Holding symbol", "H symbol", "H", or "h" mean the same thing.

In this by-law or in an amending by-law, any reference to Section 5.4 shall mean Section 95 and any reference to Section 5.4.20 shall mean Section 95.10.

95.2 PURPOSE

The purpose of the holding zone is to defer development or redevelopment until all holding conditions have been satisfied. A holding zone may supplement, alter, add, or remove any by-law provision affecting the *use* of the *lot*, *building*, or *structure*.

95.3 PROHIBITION AND EXCEPTION

A use, building or structure is prohibited except:

- .1 For any *use*, *building*, or *structure* erected, operated, or maintained by the *City of Windsor*, a *Public Authority*, or a *Public Utility*;
- .3 For an existing use, building, or structure that is permitted by the applicable zoning district or a specific zoning exception, additions or alterations to existing buildings are permitted, and structures and accessory buildings may be erected, provided such additions, alterations, structures, or accessory buildings are in accordance with the provisions of the zoning district, specific zoning exception, and all other provisions of this by-law.

95.5 REMOVAL OF H SYMBOL

The H symbol may be removed when the applicable holding conditions in Sections 95.10 and 95.20 have been satisfied. It is the responsibility of the property owner or an authorized agent to satisfy the applicable holding conditions, to submit proof to that effect, and to submit an application, including the fee, to remove the H symbol.

95.10 HOLDING CONDITIONS - GENERAL

The following holding conditions apply to any holding zone:

- .1 The land is on a registered plan of subdivision or condominium, subject to a part lot control exemption by-law, or subject to an approved consent to sever by the Committee of Adjustment; and
- .2 A street paved to the satisfaction of the City Engineer, municipal storm water outlet, municipal sanitary sewer, municipal electrical service, and municipal water service are available or an agreement to provide the aforementioned items is registered on title to the property; and
- .3 Where required by legislation, full compliance with remediation/mitigation recommendations in a required study, report, or plan to the satisfaction of the appropriate approval authority, or an agreement registered on title to the property to comply with the remediation/mitigation recommendations in the required study, report, or plan; and

- .4 Where required, a site plan control agreement is registered on title for the *lot*: and
- .5 Any other holding condition contained within any approved amending by-law for the subject land.

95.20 HOLDING CONDITIONS - SITE SPECIFIC

An H symbol may be followed by one or more numbers in brackets.

Example: H(1)RD1.3, H(1,4)MD1.4, or S.20(1)H(10)384

The number refers to a specific clause in Section 95.20. Unless otherwise stated, the applicable holding conditions in Section 95.10 shall also apply, and the greater clause number shall take precedence.

The format of the clause shall be the clause number in brackets with each condition listed separately and, if applicable, who is the approval authority that determines that the condition has been satisfied.

Example:

- (99) a) Submission of a Noise Study to the satisfaction of the City Planner;
 - b) Submission of a Sanitary Sewer Study to the satisfaction of the City Engineer; and
 - c) Conveyance of a 6 m by 6 m corner cut-off at the intersection of Adstoll Avenue and Rivard Avenue to the satisfaction of the City Engineer.

[ZNG/9999]

- 7B. That Section 5.4 be deleted.
- 7C. That Section 1.20.90 be deleted and substituted with the following:

1.20.90 **PRECEDENCE**

[ZNG/6277]

- .1 Unless otherwise stated, the precedence of provisions, from lowest to highest, is as follows:
 - a) Section 3 Definitions
 - b) Section 5 General Provisions
 - c) Section 24 Parking, Loading and Stacking Provisions
 - d) Section 25 Parking Area Provisions
 - e) Sections 8 to 19 Zoning Districts
 - f) Section 20(1) Site Specific Provisions
 - g) Section 20(3) Heritage Conservation Districts
 - h) Section 20(4) Traditional Commercial Street Off-Street Parking Provisions
 - j) Section 95 Holding Zone Provisions
 - k) Section 20(2) Temporary Use Provisions
 - m) Within Section 20(1), Section 20(2), or Section 95, the greater clause number shall take precedence
- .5 Where a provision in this by-law is less than the minimum required by, is more than the maximum required by, or conflicts with an exception in, a provincial or federal act, regulation, or statute, the provincial or federal act, regulation, or statute shall take precedence.
- .10 Where a conflict between provisions cannot be resolved using the precedence of provisions, the City Planner shall determine the

precedence.

8. By-law Number 8600 is further amended by changing the Zoning District Maps or parts thereof referred to in Section 1, of the by-law and made part thereof, so that the zoning district symbol of the lands described in Column 3 shall be changed from that shown in Column 5 to that shown in Column 6:

| 1. Item | 2. Zoning | 3. Lands Affected | 4. Official Plan | 5. Zoning | 6. New |
|------------|-----------------|---|---------------------|----------------|------------------|
| Number | District Map | | Amendment Number | Symbol | Zoning Symbol |
| 8A | 10 | Lots 122 & 123, Part Water Lot, Concession 1; Part 4, Plan 12R6456; Part 1, Plan 12R13549 | | GD1.1 RD1.6 | GD1.1 |
| | | (known municipally as 0 Riverside Drive East; Roll No. 060-170-01500; situated on the north side of Riverside Drive East at St. Rose Avenue) | | | |
| 8B | 10 | Lots 274 to 281, Part of Lot 282, and Part of Closed Alley, Plan 1247 | | RD3.2 | RD1.2 |
| | | (known municipally as 955, 961, 965, 971, 975, 981, 985, and 991 Parkview Avenue; Roll No. 060-180-11000, 060-180-10800, 060-180-10700, 060-180-10600, 060-180-10500, 060-180-10400, 060-180-10300; situated on the west side of Parkview Avenue between Ontario Street and Raymond Avenue) | | | |

DREW DILKENS, MAYOR

CITY CLERK

BY-LAW NUMBER 53-2024

A BY-LAW TO ASSUME FOR SUBSEQUENT CLOSURE THE 3.96 METRE NORTH/SOUTH ALLEY LOCATED EAST OF CALIFORNIA AVENUE, NORTH OF QUEBEC STREET, WEST OF ASKIN AVENUE AND SOUTH OF TOTTEN STREET, CITY OF WINDSOR

Passed the 22nd day of April, 2024.

WHEREAS the 3.96 metre north/south alley located east of California Avenue, north of Quebec Street, west of Askin Avenue and south of Totten Street, City of Windsor, more particularly described in Schedule "A" hereto annexed, is assumed for subsequent closure;

THEREFORE the Council of the Corporation of the City of Windsor enacts as follows:

- 1. That the 3.96 metre portion of the north/south alley located east of California Avenue, north of Quebec Street, west of Askin Avenue and south of Totten Street, City of Windsor, more particularly described in Schedule "A" hereto annexed and forming part of this by-law, be and the same is hereby assumed for subsequent closure.
- 2. That this by-law shall come into force and take effect on the day of the final passing thereof.

DREW DILKENS, MAYOR

CITY CLERK

SCHEDULE "A" TO BY-LAW 53-2024

Alley, Registered Plan 629, Sandwich West, designated as Parts 1 to 44, Plan 12R-29623; Windsor

Being all of PIN 01580-0283 (LT)

BY-LAW NUMBER 54-2024

A BY-LAW TO CLOSE, STOP UP AND CONVEY THE 3.96 METRE NORTH/SOUTH ALLEY LOCATED EAST OF CALIFORNIA AVENUE, NORTH OF QUEBEC STREET, WEST OF ASKIN AVENUE AND SOUTH OF TOTTEN STREET, CITY OF WINDSOR

Passed the 22nd day of April, 2024.

WHEREAS it is deemed expedient to close, stop up and convey the 3.96 metre portion of the north/south alley located east of California Avenue, north of Quebec Street, west of Askin Avenue and south of Totten Street, City of Windsor, more particularly described in Schedule "A" attached hereto;

THEREFORE the Council of the Corporation of the City of Windsor enacts as follows:

- 1. That the 3.96 metre portion of the north/south alley located east of California Avenue, north of Quebec Street, west of Askin Avenue and south of Totten Street, City of Windsor, more particularly described in Schedule "A" attached hereto and forming part of this by-law, be and the same is hereby closed and stopped up.
- 2. That any required easements pursuant to Council Resolution CR416/2022 be registered prior to conveyance.
- 3. That the lands be conveyed to the abutting owners, and that the conveyance cost be set in accordance with Council Resolution CR416/2022.
- 4. That the Chief Administrative Officer and City Clerk be authorized and directed to execute on behalf of The Corporation of the City of Windsor and to seal with the seal thereof, any and all documents necessary to implement the foregoing; and that the transaction be completed electronically, for property where it is available, pursuant to By-law Number 366-2003, as amended from time to time.
- 5. This by-law shall come into force and take effect the day upon which it is registered in the Land Registry Office for the County of Essex (No. 12).

DREW DILKENS, MAYOR

CITY CLERK

SCHEDULE "A" TO BY-LAW 54-2024

Alley, Registered Plan 629, Sandwich West, designated as Parts 1 to 44, Plan 12R-29623; Windsor

Being all of PIN 01580-0283 (LT)

BY-LAW NUMBER 55-2024

A BY-LAW TO ASSUME FOR SUBSEQUENT CLOSURE THE 3.66 METRE NORTH/SOUTH ALLEY LOCATED NORTH OF MALDEN ROAD, EAST OF BLACKBURN COURT AND WEST OF HURON CHURCH ROAD, CITY OF WINDSOR

Passed the 22nd day of April, 2024.

WHEREAS the 3.66 metre north/south alley located north of Malden Road, east of Blackburn Court and west of Huron Church Road, City of Windsor, more particularly described in Schedule "A" hereto annexed, is assumed for subsequent closure;

THEREFORE the Council of the Corporation of the City of Windsor enacts as follows:

- 1. That the 3.66 metre portion of the north/south alley located north of Malden Road, east of Blackburn Court and west of Huron Church Road, City of Windsor, more particularly described in Schedule "A" hereto annexed and forming part of this by-law, be and the same is hereby assumed for subsequent closure.
- 2. That this by-law shall come into force and take effect on the day of the

DREW DILKENS, MAYOR

CITY CLERK

SCHEDULE "A" TO BY-LAW 55-2024

Part Alley, Registered Plan 1021, Town of Sandwich, designated as Parts 1 to 8, Plan 12R-29330; Windsor

Being part of PIN 01243-0287 (LT)

BY-LAW NUMBER 56-2024

A BY-LAW TO CLOSE, STOP UP AND CONVEY THE 3.66 METRE NORTH/SOUTH ALLEY LOCATED NORTH OF MALDEN ROAD, EAST OF BLACKBURN COURT AND WEST OF HURON CHURCH ROAD, CITY OF WINDSOR

Passed the 22nd day of April, 2024.

WHEREAS it is deemed expedient to close, stop up and convey the 3.66 metre portion of the north/south alley located north of Malden Road, east of Blackburn Court and west of Huron Church Road, City of Windsor, more particularly described in Schedule "A" attached hereto;

THEREFORE the Council of the Corporation of the City of Windsor enacts as follows:

- That the 3.66 metre portion of the north/south alley located north of Malden Road, east of Blackburn Court and west of Huron Church Road, City of Windsor, more particularly described in Schedule "A" attached hereto and forming part of this by-law, be and the same is hereby closed and stopped up.
- 2. That any required easements pursuant to Council Resolution CR57/2021 be registered prior to conveyance.
- 3. That the lands be conveyed to the abutting owners, and that the conveyance cost be set in accordance with Council Resolution CR57/2021.
- 4. That the Chief Administrative Officer and City Clerk be authorized and directed to execute on behalf of The Corporation of the City of Windsor and to seal with the seal thereof, any and all documents necessary to implement the foregoing; and that the transaction be completed electronically, for property where it is available, pursuant to By-law Number 366-2003, as amended from time to time.
- 5. This by-law shall come into force and take effect the day upon which it is registered in the Land Registry Office for the County of Essex (No. 12).

DREW DILKENS, MAYOR

CITY CLERK

SCHEDULE "A" TO BY-LAW 56-2024

Part Alley, Registered Plan 1021, Town of Sandwich, designated as Parts 1 to 8, Plan 12R-29330; Windsor

Being part of PIN 01243-0287 (LT)

BY-LAW NUMBER 57-2024

A BY-LAW TO REPEAL BY-LAW NUMBER 49-2020, BEING A BY-LAW TO ASSUME FOR SUBSEQUENT CLOSURE THE 3.66 METRE EAST/WEST ALLEY AND THE 4.00 METRE NORTH/SOUTH ALLEY LOCATED SOUTH OF WYANDOTTE STREET EAST, NORTH OF ONTARIO STREET, EAST OF BUCKINGHAM ROAD AND WEST OF FORD BOULEVARD, CITY OF WINDSOR

Passed the 22nd day of April, 2024.

WHEREAS it is deemed expedient to repeal By-Law Number 49-2020, being a by-law to assume for subsequent closure the 3.66 metre east/west alley and the 4.00 metre north/south alley located south of Wyandotte Street East, north of Ontario Street, east of Buckingham Road and west of Ford Boulevard, City of Windsor, and more particularly described on Schedule "A" attached hereto, passed the 27th day of April, 2020;

THEREFORE the Council of the Corporation of the City of Windsor enacts as follows:

- 1. By-Law Number 49-2020, being a by-law to assume for subsequent closure the 3.66 metre east/west alley and the 4.00 metre north/south alley located south of Wyandotte Street East, north of Ontario Street, east of Buckingham Road and west of Ford Boulevard, City of Windsor, and more particularly described on Schedule "A" attached hereto, is hereby repealed.
- 2. This by-law shall come into force and take effect on the day following the final passing thereof.

DREW DILKENS, MAYOR

CITY CLERK

SCHEDULE "A" TO BY-LAW 57-2024

Alley Plan 709, designated as Parts 1 to 42, inclusive, 12R27989; Windsor Being all of PlN 01084-0501 (LT)

BY-LAW NUMBER 58-2024

A BY-LAW TO REPEAL BY-LAW NUMBER 50-2020, BEING A BY-LAW TO CLOSE, STOP UP AND CONVEY CLOSURE THE 3.66 METRE EAST/WEST ALLEY AND THE 4.00 METRE NORTH/SOUTH ALLEY LOCATED SOUTH OF WYANDOTTE STREET EAST, NORTH OF ONTARIO STREET, EAST OF BUCKINGHAM ROAD AND WEST OF FORD BOULEVARD, CITY OF WINDSOR

Passed the 22nd day of April, 2024.

WHEREAS it is deemed expedient to repeal By-Law Number 50-2020, being a by-law to close, stop up and convey the 3.66 metre east/west alley and the 4.00 metre north/south alley located south of Wyandotte Street East, north of Ontario Street, east of Buckingham Road and west of Ford Boulevard, City of Windsor, and more particularly described on Schedule "A" attached hereto, passed the 27th day of April, 2020.

THEREFORE the Council of the Corporation of the City of Windsor enacts as follows:

- 1. By-Law Number 50-2020, being a by-law to close, stop up and convey the 3.66 metre east/west alley and the 4.00 metre north/south alley located south of Wyandotte Street East, north of Ontario Street, east of Buckingham Road and west of Ford Boulevard, City of Windsor, and more particularly described on Schedule "A" attached hereto, is hereby repealed.
- 2. This by-law shall come into force and take effect on the day following the final passing thereof.

DREW DILKENS, MAYOR

CITY CLERK

SCHEDULE "A" TO BY-LAW 58-2024

Alley Plan 709, designated as Parts 1 to 42, inclusive 12R27989; Windsor Being all of PlN 01084-0501 (LT)

BY-LAW NUMBER 59-2024

A BY-LAW TO ASSUME FOR SUBSEQUENT CLOSURE THE 4.0 METRE NORTH/SOUTH ALLEY LOCATED EAST OF BUCKINGHAM ROAD, NORTH OF ONTARIO STREET, WEST OF FORD BOULEVARD AND SOUTH OF WYANDOTTE STREET EAST, CITY OF WINDSOR

Passed the 22nd day of April, 2024.

WHEREAS the 4.0 metre north/south alley located east of Buckingham Road, north of Ontario Street, west of Ford Boulevard and south of Wyandotte Street East, City of Windsor, more particularly described in Schedule "A" hereto annexed, is vested in The Corporation of the City of Windsor;

AND WHEREAS it is deemed expedient that the said lands be assumed for subsequent closure;

THEREFORE the Council of the Corporation of the City of Windsor enacts as follows:

- 1. That the 4.0 metre portion of the north/south alley located east of Buckingham Road, north of Ontario Street, west of Ford Boulevard and south of Wyandotte Street East, City of Windsor, more particularly described in Schedule "A" hereto annexed and forming part of this by-law, be and the same is hereby assumed for subsequent closure.
- 2. That this by-law shall come into force and take effect on the day of the final passing thereof.

DREW DILKENS, MAYOR

CITY CLERK

SCHEDULE "A" TO BY-LAW 59-2024

Part Alley, Plan 709, Sandwich East, Parts 8 to 37, Plan 12R-27989; City of Windsor

Being all of PIN 01084-0931 (LT)

BY-LAW NUMBER 60-2024

A BY-LAW TO CLOSE, STOP UP AND CONVEY THE 4.0 METRE NORTH/SOUTH ALLEY LOCATED EAST OF BUCKINGHAM ROAD, NORTH OF ONTARIO STREET, WEST OF FORD BOULEVARD AND SOUTH OF WYANDOTTE STREET EAST, CITY OF WINDSOR

Passed the 22nd day of April, 2024.

WHEREAS it is deemed expedient to close, stop up and convey the 4.0 metre portion of the north/south alley located east of Buckingham Road, north of Ontario Street, west of Ford Boulevard and south of Wyandotte Street East, City of Windsor, more particularly described in Schedule "A" attached hereto;

THEREFORE the Council of the Corporation of the City of Windsor enacts as follows:

- 1. That the 4.0 metre portion of the north/south alley located east of Buckingham Road, north of Ontario Street, west of Ford Boulevard and south of Wyandotte Street, City of Windsor, more particularly described in Schedule "A" attached hereto and forming part of this by-law, be and the same is hereby closed and stopped up.
- 2. That any required easements pursuant to Council Resolution CR320/2022, be registered prior to conveyance.
- 3. That the lands be conveyed to the abutting owners, and that the conveyance cost be set in accordance with Council Resolution CR320/2022.
- 4. That the Chief Administrative Officer and City Clerk be authorized and directed to execute on behalf of The Corporation of the City of Windsor and to seal with the seal thereof, any and all documents necessary to implement the foregoing; and that the transaction be completed electronically, for property where it is available, pursuant to By-law Number 366-2003, as amended from time to time.
- 5. This by-law shall come into force and take effect the day upon which it is registered in the Land Registry Office for the County of Essex (No. 12).

DREW DILKENS, MAYOR

CITY CLERK

SCHEDULE "A" TO BY-LAW 60-2024

Part Alley, Plan 709, Sandwich East, Parts 8 to 37, Plan 12R-27989; City of Windsor

Being all of PIN 01084-0931 (LT)

BY-LAW NUMBER 61-2024

A BY-LAW TO ASSUME FOR SUBSEQUENT CLOSURE THE TWO (2) PORTIONS OF THE 4.27 METRE EAST/WEST ALLEY LOCATED NORTH OF CABANA ROAD WEST, EAST OF ROCKWELL AVENUE, SOUTH OF CARTIER DRIVE AND WEST OF GRANADA AVENUE WEST, CITY OF WINDSOR

Passed the 22nd day of April, 2024.

WHEREAS the two (2) portions of the 4.27 metre east/west alley located north of Cabana Road West, east of Rockwell Avenue, south of Cartier Drive and west of Granada Avenue West, City of Windsor, more particularly described in Schedule "A" hereto annexed, is assumed for subsequent closure;

THEREFORE the Council of the Corporation of the City of Windsor enacts as follows:

- 1. That the two (2) portions of the 4.27 metre portion of the east/west alley located north of Cabana Road West, east of Rockwell Avenue, south of Cartier Drive and west of Granada Avenue West, City of Windsor, more particularly described in Schedule "A" hereto annexed and forming part of this by-law, be and the same is hereby assumed for subsequent closure.
- 2. That this by-law shall come into force and take effect on the day of the final passing thereof.

DREW DILKENS, MAYOR

CITY CLERK

SCHEDULE "A" TO BY-LAW 61-2024

Alley, Plan 1305, Sandwich West, designated as Parts 7 to 34, Plan 12R-29628; Windsor

Being all of PIN 01288-0374 (LT)

City of Windsor County of Essex

Alley, Plan 1345, Sandwich West, designated as Parts 1 to 6, Plan 12R-29628; Windsor

Being all of PIN 01288-0397 (LT)

BY-LAW NUMBER 62-2024

A BY-LAW TO CLOSE, STOP UP AND CONVEY THE TWO (2) PORTIONS OF THE 4.27 METRE EAST/WEST ALLEY LOCATED NORTH OF CABANA ROAD WEST, EAST OF ROCKWELL AVENUE, SOUTH OF CARTIER DRIVE AND WEST OF GRANADA AVENUE WEST, CITY OF WINDSOR

Passed the 22nd day of April, 2024.

WHEREAS it is deemed expedient to close, stop up and convey the two (2) portions of the 4.27 metre east/west alley located north of Cabana Road West, east of Rockwell Avenue, south of Cartier Drive and west of Granada Avenue West, City of Windsor, more particularly described in Schedule "A" attached hereto;

THEREFORE the Council of the Corporation of the City of Windsor enacts as follows:

- 1. That the two (2) portions of the 4.27 metre east/west alley located north of Cabana Road West, east of Rockwell Avenue, south of Cartier Drive and west of Granada Avenue West, City of Windsor, more particularly described in Schedule "A" attached hereto and forming part of this by-law, be and the same is hereby closed and stopped up.
- 2. That any required easements pursuant to Council Resolution CR326/2023 be registered prior to conveyance.
- 3. That the lands be conveyed to the abutting owners, and that conveyance cost be set in accordance with Council Resolution CR326/2023.
- 4. That the Chief Administrative Officer and City Clerk be authorized and directed to execute on behalf of The Corporation of the City of Windsor and to seal with the seal thereof, any and all documents necessary to implement the foregoing; and that the transaction be completed electronically, for property where it is available, pursuant to By-law Number 366-2003, as amended from time to time.
- This by-law shall come into force and take effect the day upon which it is registered in the Land Registry Office for the County of Essex (No. 12).

DREW DILKENS, MAYOR

CITY CLERK

SCHEDULE "A" TO BY-LAW 62-2024

Alley, Plan 1305, Sandwich West, designated as Parts 7 to 34, Plan 12R-29628; Windsor

Being all of PIN 01288-0374 (LT)

City of Windsor County of Essex

Alley, Plan 1345, Sandwich West, designated as Parts 1 to 6, Plan 12R-29628; Windsor

Being all of PIN 01288-0397 (LT)

BY-LAW NUMBER 63-2024

A BY-LAW TO ASSUME FOR SUBSEQUENT CLOSURE THE 4.57 METRE EAST/WEST ALLEY NORTH OF WENTWORTH STREET, EAST OF PERTH AVENUE, AND SOUTH OF ARMANDA STREET, CITY OF WINDSOR

Passed the 22nd day of April, 2024.

WHEREAS the 4.57 metre portion of the east/west alley north of Wentworth Street, east of Perth Avenue, and south of Armanda Street, City of Windsor, more particularly described in Schedule "A" hereto annexed, is assumed for subsequent closure;

THEREFORE the Council of the Corporation of the City of Windsor enacts as follows:

- That the 4.57 metre portion of the east/west alley north of Wentworth Street, east of Perth Avenue, and south of Armanda Street, City of Windsor, more particularly described in Schedule "A" hereto annexed and forming part of this by-law, be and the same is hereby assumed for subsequent closure.
- 2. That this by-law shall come into force and take effect on the day of the final passing thereof.

DREW DILKENS, MAYOR

CITY CLERK

SCHEDULE "A" TO BY-LAW 63-2024

Part Alley Plan 708, Sandwich West, designated as Part 1, Plan 12R29656; Windsor

Being part of PIN 01264-4244 (LT)

BY-LAW NUMBER 64-2024

A BY-LAW TO CLOSE, STOP UP AND CONVEY THE 4.57 METRE EAST/WEST ALLEY NORTH OF WENTWORTH STREET, EAST OF PERTH AVENUE, AND SOUTH OF ARMANDA STREET, CITY OF WINDSOR

Passed the 22nd day of April, 2024.

WHEREAS it is deemed expedient to close, stop up and convey the 4.57 metre portion of the east/west alley north of Wentworth Street, east of Perth Avenue, and south of Armanda Street, City of Windsor, more particularly described in Schedule "A" attached hereto;

THEREFORE the Council of the Corporation of the City of Windsor enacts as follows:

- 1. That the 4.57 metre portion of the east/west alley north of Wentworth Street, east of Perth Avenue, and south of Armanda Street, City of Windsor, more particularly described in Schedule "A" attached hereto and forming part of this by-law, be and the same is hereby closed and stopped up.
- 2. That any required easements pursuant to Council Resolution CR418/2023, be registered prior to conveyance.
- 3. That the lands be conveyed to the owner of 1707 Armanda Street, and that the conveyance cost be set in accordance with Council Resolution CR418/2023.
- 4. That the Chief Administrative Officer and City Clerk be authorized and directed to execute on behalf of The Corporation of the City of Windsor and to seal with the seal thereof, any and all documents necessary to implement the foregoing; and that the transaction be completed electronically, for property where it is available, pursuant to By-law Number 366-2003, as amended from time to time.
- 5. This by-law shall come into force and take effect the day upon which it is registered in the Land Registry Office for the County of Essex (No. 12).

DREW DILKENS, MAYOR

CITY CLERK

SCHEDULE "A" TO BY-LAW 64-2024

Part Alley Plan 708, Sandwich West, designated as Part 1, Plan 12R29656; Windsor

Being part of PIN 01264-4244 (LT)

BY-LAW NUMBER 65-2024

A BY-LAW TO ASSUME FOR SUBSEQUENT CLOSURE THE 3.66 METRE NORTH/SOUTH ALLEY NORTH OF MILLOY STREET, EAST OF FACTORIA ROAD, SOUTH OF ALICE STREET, AND WEST OF ST. LUKE ROAD, CITY OF WINDSOR

Passed the 22nd day of April, 2024.

WHEREAS the 3.66 metre portion of the north/south alley north of Milloy Street, east of Factoria Road, south of Alice Street, and west of St. Luke Road, City of Windsor, more particularly described in Schedule "A" hereto annexed, is assumed for subsequent closure;

THEREFORE the Council of the Corporation of the City of Windsor enacts as follows:

- 1. That the 3.66 metre portion of the north/south alley north of Milloy Street, east of Factoria Road, south of Alice Street, and west of St. Luke Road, City of Windsor, more particularly described in Schedule "A" hereto annexed and forming part of this by-law, be and the same is hereby assumed for subsequent closure.
- 2. That this by-law shall come into force and take effect on the day of the final passing thereof.

DREW DILKENS, MAYOR

CITY CLERK

SCHEDULE "A" TO BY-LAW 65-2024

Alley Plan 1028, Ford City, designated as Parts 1 to 64, inclusive, Plan 12R29503; Windsor

Being all of PIN 01125-0266 (LT)

BY-LAW NUMBER 66-2024

A BY-LAW TO CLOSE, STOP UP AND CONVEY THE 3.66 METRE NORTH/SOUTH ALLEY NORTH OF MILLOY STREET, EAST OF FACTORIA ROAD, SOUTH OF ALICE STREET AND WEST OF ST. LUKE ROAD, CITY OF WINDSOR

Passed the 22nd day of April, 2024.

WHEREAS it is deemed expedient to close, stop up and convey the 3.66 metre portion of the north/south alley north of Milloy Street, east of Factoria Road, south of Alice Street, and west of St. Luke Road, City of Windsor, more particularly described in Schedule "A" attached hereto;

THEREFORE the Council of the Corporation of the City of Windsor enacts as follows:

- 1. That the 3.66 metre portion of the north/south alley north of Milloy Street, east of Factoria Road, south of Alice Street, and west of St. Luke Road, City of Windsor, more particularly described in Schedule "A" attached hereto and forming part of this by-law, be and the same is hereby closed and stopped up.
- 2. That any required easements pursuant to Council Resolution CR13/2023, be registered prior to conveyance.
- 3. That the lands be conveyed to the abutting owners, and that the conveyance cost be set in accordance with Council Resolution CR13/2023.
- 4. That the Chief Administrative Officer and City Clerk be authorized and directed to execute on behalf of The Corporation of the City of Windsor and to seal with the seal thereof, any and all documents necessary to implement the foregoing; and that the transaction be completed electronically, for property where it is available, pursuant to By-law Number 366-2003, as amended from time to time.
- 5. This by-law shall come into force and take effect the day upon which it is registered in the Land Registry Office for the County of Essex (No. 12).

DREW DILKENS, MAYOR

CITY CLERK

SCHEDULE "A" TO BY-LAW 66-2024

Alley Plan 1028, Ford City, designated as Parts 1 to 64, inclusive, Plan 12R29503; Windsor

Being all of PIN 01125-0266 (LT)

BY-LAW NUMBER 67-2024

A BY-LAW TO ASSUME FOR SUBSEQUENT CLOSURE THE 4.26 METRE NORTH/SOUTH ALLEY NORTH OF BEALS STREET, EAST OF CHURCH STREET, SOUTH OF LIBERTY STREET, AND WEST OF DOUGALL AVENUE, CITY OF WINDSOR

Passed the 22nd day of April, 2024.

WHEREAS the 4.26 metre portion of the north/south alley north of Beals Street, east of Church Street, south of Liberty Street, and west of Dougall Avenue, City of Windsor, more particularly described in Schedule "A" hereto annexed, is assumed for subsequent closure;

THEREFORE the Council of the Corporation of the City of Windsor enacts as follows:

- 1. That the 4.26 metre portion of the north/south alley north of Beals Street, east of Church Street, south of Liberty Street, and west of Dougall Avenue, City of Windsor, more particularly described in Schedule "A" hereto annexed and forming part of this by-law, be and the same is hereby assumed for subsequent closure.
- 2. That this by-law shall come into force and take effect on the day of the final passing thereof.

DREW DILKENS, MAYOR

CITY CLERK

SCHEDULE "A" TO BY-LAW 67-2024

Alley Plan 1305, Sandwich West, designated as Parts 1 to 40, inclusive, Plan 12R29075; Windsor

Being all of PIN 01304-0827 (LT)

BY-LAW NUMBER 68-2024

A BY-LAW TO CLOSE, STOP UP AND CONVEY THE 4.26 METRE NORTH/SOUTH ALLEY LOCATED NORTH OF BEALS STREET, EAST OF CHURCH STREET, SOUTH OF LIBERTY STREET, AND WEST OF DOUGALL AVENUE, CITY OF WINDSOR

Passed the 22nd day of April, 2024.

WHEREAS it is deemed expedient to close, stop up and convey the 4.26 metre portion of the north/south alley north of Beals Street, east of Church Street, south of Liberty Street, and west of Dougall Avenue, City of Windsor, more particularly described in Schedule "A" attached hereto;

THEREFORE the Council of the Corporation of the City of Windsor enacts as follows:

- 1. That the 4.26 metre portion of the north/south alley north of Beals Street, east of Church Street, south of Liberty Street, and west of Dougall Avenue, City of Windsor, more particularly described in Schedule "A" attached hereto and forming part of this by-law, be and the same is hereby closed and stopped up.
- 2. That any required easements pursuant to Council Resolution CR35/2021, be registered prior to conveyance.
- 3. That the lands be conveyed to the abutting owners, and that the conveyance cost be set in accordance with Council Resolution CR35/2021.
- 4. That the Chief Administrative Officer and City Clerk be authorized and directed to execute on behalf of The Corporation of the City of Windsor and to seal with the seal thereof, any and all documents necessary to implement the foregoing; and that the transaction be completed electronically, for property where it is available, pursuant to By-law Number 366-2003, as amended from time to time.
- 5. This by-law shall come into force and take effect the day upon which it is registered in the Land Registry Office for the County of Essex (No. 12).

DREW DILKENS, MAYOR

CITY CLERK

SCHEDULE "A" TO BY-LAW 68-2024

Alley Plan 1305, Sandwich West, designated as Parts 1 to 40, inclusive, Plan 12R29075; Windsor

Being all of PIN 01304-0827 (LT)

BY-LAW NUMBER 69-2024

A BY-LAW TO ASSUME FOR SUBSEQUENT CLOSURE THE 4.42 METRE NORTH/SOUTH ALLEY LOCATED NORTH OF TECUMSEH ROAD EAST, EAST OF BERNARD ROAD, SOUTH OF GUY STREET, AND WEST OF FRANCOIS ROAD, CITY OF WINDSOR

Passed the 22nd day of April, 2024.

WHEREAS the 4.42 metre portion of the north/south alley located north of Tecumseh Road East, east of Bernard Road, south of Guy Street, and west of Francois Road, City of Windsor, more particularly described in Schedule "A" hereto annexed, is assumed for subsequent closure;

THEREFORE the Council of the Corporation of the City of Windsor enacts as follows:

- 1. That the 4.42 metre portion of the north/south alley located north of Tecumseh Road East, east of Bernard Road, south of Guy Street, and west of Francois Road, City of Windsor, more particularly described in Schedule "A" hereto annexed and forming part of this by-law, be and the same is hereby assumed for subsequent closure.
- 2. That this by-law shall come into force and take effect on the day of the final passing thereof.

DREW DILKENS, MAYOR

CITY CLERK

SCHEDULE "A" TO BY-LAW 69-2024

Part Alley Plan 1313, Ford City, designated as Parts 4 to 28, and Parts 37 to 61, Plan 12R29556; Windsor

Being part of PIN 01114-0509 (LT)

BY-LAW NUMBER 70-2024

A BY-LAW TO CLOSE, STOP UP AND CONVEY THE 4.42 METRE NORTH/SOUTH ALLEY LOCATED NORTH OF TECUMSEH ROAD EAST, EAST OF BERNARD ROAD, SOUTH OF GUY STREET, AND WEST OF FRANCOIS ROAD, CITY OF WINDSOR

Passed the 22nd day of April, 2024.

WHEREAS it is deemed expedient to close, stop up and convey the 4.42 metre portion of the north/south alley located north of Tecumseh Road East, east of Bernard Road, south of Guy Street, and west of Francois Road, City of Windsor, more particularly described in Schedule "A" attached hereto;

THEREFORE the Council of the Corporation of the City of Windsor enacts as follows:

- 1. That the 4.42 metre portion of the north/south alley located north of Tecumseh Road East, east of Bernard Road, south of Guy Street, and west of Francois Road, City of Windsor, more particularly described in Schedule "A" attached hereto and forming part of this by-law, be and the same is hereby closed and stopped up.
- 2. That any required easements pursuant to Council Resolution CR254/2023, be registered prior to conveyance.
- 3. That the lands be conveyed to the abutting owners, and that the conveyance cost be set in accordance with Council Resolution CR254/2023.
- 4. That the Chief Administrative Officer and City Clerk be authorized and directed to execute on behalf of The Corporation of the City of Windsor and to seal with the seal thereof, any and all documents necessary to implement the foregoing; and that the transaction be completed electronically, for property where it is available, pursuant to By-law Number 366-2003, as amended from time to time.
- 5. This by-law shall come into force and take effect the day upon which it is registered in the Land Registry Office for the County of Essex (No. 12).

DREW DILKENS, MAYOR

CITY CLERK

SCHEDULE "A" TO BY-LAW 70-2024

Part Alley Plan 1313, Ford City, designated as Parts 4 to 28 and Parts 37 to 61, Plan 12R29556; Windsor

Being part of PIN 01114-0509 (LT)

BY-LAW NUMBER 71-2024

A BY-LAW TO FURTHER AMEND BY-LAW NUMBER 8600 CITED AS THE "CITY OF WINDSOR ZONING BY-LAW"

Passed the 22nd day of April, 2024.

WHEREAS it is deemed expedient to further amend By-law Number 8600 of the Council of The Corporation of the City of Windsor, cited as the "City of Windsor Zoning By-law" passed the 31st day of March, 1986, as heretofore amended:

THEREFORE the Council of the Corporation of the City of Windsor enacts as follows:

1. By-law Number 8600 is further amended by changing the District Maps or parts thereof of the said by-law and made part thereof, so that the zoning district symbol of the lands therein and hereinafter described shall be changed from that shown in Column 5 hereof to that shown in Column 6 hereof:

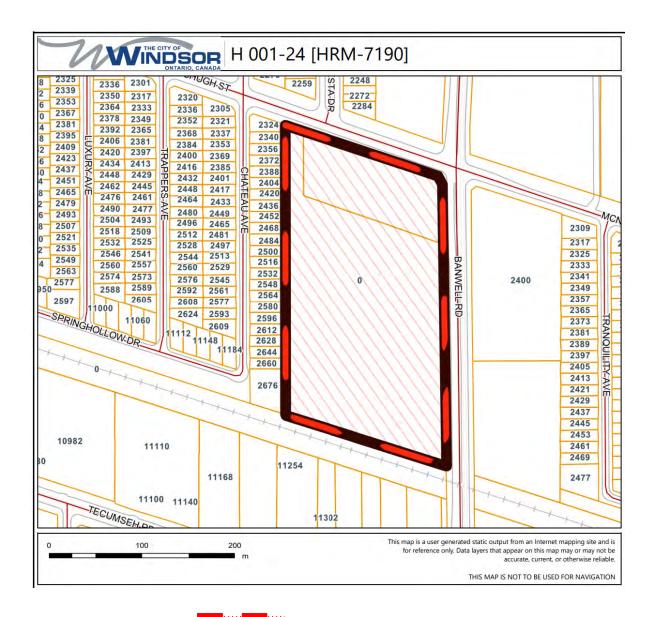
| 1. Item Number | 2. Zoning District Map Part | 3. Lands Affected | 4. Official Plan Amendment Number | 5. Zoning Symbol | 6. New Zoning Symbol |
|----------------------|---|---------------------------|--|------------------------|-------------------------------|
| 1 | 15 | Block 8, Plan 12M- 425 | n/a | HCD2.7 | CD2.7 |

2. That Schedule 'A', attached hereto, is hereby declared to form part of this amending by-law.

DREW DILKENS, MAYOR

CITY CLERK

SCHEDULE "A" TO BY-LAW 71-2024



Area for H removal

BY-LAW NUMBER 72-2024

A BY-LAW TO ESTABLISH LANDS AS A PUBLIC HIGHWAY KNOWN AS LITTLE RIVER BOULEVARD IN THE CITY OF WINDSOR

Passed the 22nd day of April, 2024.

WHEREAS the lands described in Schedule "A" annexed hereto and forming part of this by-law are vested in The Corporation of the City of Windsor.

AND WHEREAS it is deemed expedient to establish the said lands hereinafter described as a public highway.

THEREFORE the Council of the Corporation of the City of Windsor enacts as follows:

- 1. That the lands described in said Schedule "A" annexed hereto are established as a public highway known as **LITTLE RIVER BOULEVARD**.
- 2. That this by-law shall come into force and take effect after the final passing thereof on the day on which it is electronically registered in the Land Registry Office of Essex (12).

DREW DILKENS, MAYOR

CITY CLERK

SCHEDULE "A" TO BY-LAW 72-2024

PT LOTS 136 TO 139 INCL. PT LOTS 141 TO 143 INCL. CONC. 1 & PT BLK B RP 1230 (AS AMENDED BY JUDGES ORDER, REG'D AS #SE23271) DESIGNATED AS PT 24 ON PL 12R16307 AND PTS 1 TO 14 INCL. ON PL 12R18947; WINDSOR

Part of PIN 01596-0244 (LT) Little River Boulevard, Windsor

BY-LAW NUMBER 73-2024

A BY-LAW TO CONFIRM PROCEEDINGS OF THE COUNCIL OF THE CORPORATION OF THE CITY OF WINDSOR AT ITS MEETING HELD ON THE 22ND DAY OF APRIL, 2024

Passed the 22nd day of April, 2024.

WHEREAS it is deemed expedient that the proceedings of the Council of The Corporation of the City of Windsor at this meeting be confirmed and adopted by by-law;

THEREFORE the Council of the Corporation of the City of Windsor enacts as follows:

- 1. The action of the Council of The Corporation of the City of Windsor in respect to each recommendation contained in the Report/Reports of the Committees and the local Boards and Commissions and each motion and resolution passed and other action taken by the Council of The Corporation of The City of Windsor at this meeting is hereby adopted and confirmed as if all such proceedings were expressly in this by-law.
- 2. The Mayor and the proper officials of The Corporation of the City of Windsor are hereby authorized and directed to do all things necessary to give effect to the action of the Council of The Corporation of the City of Windsor referred to in the preceding section hereof.
- 3. The Mayor and the City Clerk are authorized and directed to execute all documents necessary in that behalf and to affix thereto the seal of The Corporation of the City of Windsor.

This by-law shall come into force and take effect on the day of the final passing thereof.

DREW DILKENS, MAYOR

CITY CLERK



Council Questions: SCM 98/2024

Subject: Summary of Outstanding Council Questions as of April 10, 2024

OUTSTANDING COUNCIL QUESTIONS

Just a reminder that this is quoted from the 2004 Council report:

"overdue Council Questions (i.e., <u>outstanding for 30 days or more) be responded to immediately."</u>

Outstanding:

2019 - 1

2020 - 3

2021 - 3

2022 - 1

2023 - 25

2024 - 23

2019

| COUNCIL MEMBER | | QUESTION – ISSUES RAISED | |
|--------------------|------------------------------------|--|---|
| Kieran McKenzie | Chief Administrative Officer | Asks that in light of the recent announcement from FCA to eliminate the third shift at the Windsor Assembly Plant and understanding the gravity of the economic impact to our community where as many as 10,000 jobs may be lost or affected, that Administration develop a proposal for Council's review that could incent FCA to consider the possibility of introducing a new product into the Windsor Assembly Plant Facility. In doing so Administration should consider how existing City of Windsor economic development programs could be applied or amended to create a proposal that can help to protect the jobs now at risk both at the Windsor Assembly Plant and across the community generally. SPL/10759 (April 15, 2019) | Type of Response Required -Written Report |

<u>2020</u>

| COUNCIL | | QUESTION - ISSUES RAISED | |
|--------------------|---|--|---|
| MEMBER | | | |
| Kieran McKenzie | Comm. Human Health & Services and Comm. Economic Development | That Administration prepare a comparative analysis of the Affordable Housing frameworks and incentives that are in place in comparable municipalities. To the extent that the data is available the analysis should consider all forms of affordable housing and the composition of the affordable housing marketplace in the communities analyzed. | Type of Response Required -Written Report |
| E-b: | 0 | SS2020 (February 3, 2020) | T |
| Fabio Costante | Comm. Corporate Services (Executive Director Human Resources) | It is important that we recognize and acknowledge the historic and systemic nature of racism and discrimination in our country and our City. We understand that to move forward and promote equity and eliminate anti-racism requires reaching out to and hearing from the voices of those in our community and Corporation most impacted by discrimination and racism. In this pursuit, it is also essential that we work towards having a Corporation that is representative of the people it serves and that everyone is treated with respect. As such, I am seeking the input and recommendations of Administration and our Diversity Advisory Committee on the viability of: 1.Including community-led consultations on systemic racism, under Phase 2 of the City of Windsor Diversity and Inclusion Initiative. 2.Seeking the input of those in our Corporation and related entities and our community most affected by racism and discrimination, regarding barriers to hiring and advancement in our Corporation and related entities as part of the Diversity and Inclusion Initiative. 3.Including recommendations and input regarding providing historical information and educational materials for City owned statues, buildings and streets named with racist histories | Type of Response Required -Written Report |

| | | and further developing a plan for inclusive street and property naming practices in the future. APM2020 (July 13, 2020) | |
|----------|----------------------------|---|---|
| McKenzie | Comm. Economic Development | CQ32-2020 That Administration review and report back to Council on tree protection and replacement policies as it relates to the City of Windsor's land development bylaws. The review should include information pertaining to replacement ratios and the mechanisms by which trees are protected and required to be protected through the development process as well as the extent to which development is impacting the total tree count under our current framework along with options for Council to consider in terms of protecting trees and increasing tree cover through land development policy. SRT2020 (December 7, 2020) | Type of Response Required -Written Report |

<u>2021</u>

| COUNCIL MEMBER | | QUESTION - ISSUES RAISED | |
|--------------------|---|---|---|
| Jo-Anne Gignac | Comm. Corporate Services (Executive Director of Human Resources) | CQ7-2021 Asking Administration to provide a report to Council outlining the policy that regulates procedures after an accident involving City vehicles and any amendments they might propose to update it. ACD2021 & AL2021 18.2 (March 29, 2021) | Type of Response Required -Written Report |
| Kieran McKenzie | Comm. Corporate Services | CQ17-2021 Asks that, to promote greater public safety for all people, that Administration work to develop a bylaw for Council consideration to provide the City of Windsor with additional tools within the licensing framework for enforcement agencies to address unsafe and illicit activity in hotels and motels across the community that create dangerous and undesirable situations for motel guests, neighbours, and community members alike. The bylaw development process should include consultation process with industry stakeholders and social service providers, social agencies and health providers from both within and external to the City of Windsor as well as any other stakeholder group deemed appropriate by Administration. AB2021 & MH2021 18.1 (July 26, 2021) | Type of Response Required -Written Report |
| Jo-Anne Gignac | Comm. Economic Development | CQ26-2021 Asks that Administration research what municipal zoning bylaws may be in place in other municipalities in Ontario or across Canada that regulate Cannabis retail outlets/consumption areas. GP/13047 18.3 (November 1, 2021) | Type of Response Required -Written Report |

<u>2022</u>

| COUNCIL MEMBER | | QUESTION – ISSUES RAISED | |
|-------------------|--------------------------------|--|---|
| Fabio Costante | Comm. Community Services | Asks that, as part of the Urban Forest Management Plan, Administration should include information about the following: How a tree is determined to be either public or privately owned. Reason(s) for potential change in ownership status. The impacts of change in ownership status for the municipality and the private property owner with respect to liability, maintenance and replacement costs. ACOQ2022 & SRT2022 (August 8, 2022) | Type of Response Required -Written Report |

2023

| COUNCIL | | QUESTION – ISSUES RAISED | |
|--------------------|--------------------------------|--|---|
| MEMBER | | QUESTION - ISSUES RAISED | |
| Kieran McKenzie | Comm. Economic Development | Asks that given Council's declaration of a Climate Change Emergency informing the need to address climate change through municipal policy frameworks; And further, given the energy capacity challenges and opportunities faced by our community over the short, medium and long term; That Administration report back to Council with | Type of Response Required -Written Report |
| | | proposals for Council consideration to create a Green Energy Community Energy Plan (CIP) with the goal of creating a favourable energy investment climate for sustainable energy proposals. | |
| | | ACOQ2023 (January 16, 2023) | T |
| Gary Kaschak | Comm. Community Services | Asks if this City Council wanted to potentially relocate in 2024 or 2025 the Bright Lights event from Jackson Park to a Downtown location starting at an Intersection like University Ave and Ouellette Ave and then work its way East to the City Hall open lands and then proceed North along the open lands/esplanade towards Riverside Drive. I ask Administration to provide a report in regards to the infrastructure, logistics and safety requirements required and obviously the cost of potentially relocating this event for the December 2024 Holiday season or no later than the December 2025 Holiday season. ACOQ2023 (January 16, 2023) | Type of Response Required -Written Report |
| Mark McKenzie | Comm. Infrastructure Services | That Administration develop a report and policy for Council on the feasibility of Electric Vehicle Charging Stations be installed to all current and future municipally owned parking lots and garages. ST2023 (February 13, 2023) | Type of Response Required -Written Report |

| Kieran McKenzie | Comm. Economic Development (City Planner) | Given the significant housing crisis challenging municipalities across Canada, including the City of Windsor And noting, the objective stated by the Government of Ontario to add 1.5 Million home across the province over the next 10 years, including 13,000 in our Community. And Whereas, the City of Windsor has already recognized the benefits of adding housing capacity through Additional Dwelling Units (ADUs) by enacting Planning Act amendments thereby eliminating some barriers to investment. That Administration report back with further options for Council to consider that would include a range of financial tools including (but not necessarily limited to) a targeted Community Improvement Plan or Grant program that would address industry challenges to help promote greater uptake of the opportunity to augment housing stock through investments in ADUs. | Type of Response Required -Written Report |
|--------------------|---|--|---|
| Kieran McKenzie | Comm. Corporate Services (City Clerk) | CQ6-2023 That, given the City of Windsor's stated objective in Council's approved Diversity and Inclusion Initiative to: continually take steps to learn and grow as a community and to recognize that "diversity adds to our strength and creates an important opportunity for fostering understanding, acceptance and innovation", and, The City's publicly articulated commitment to an Agency, Board and Committee (ABC) appointments process that is transparent, fair and consistent; That Administration undertake a review of the city's appointment policy, including a comparison to processes and policies adopted in peer municipalities such as (but not limited to) London, Kitchener and Cambridge and report back with options for Council consideration in terms of best practices or improvements that can be made in the context of Equity, Diversity, Inclusion, Transparency and Accountability. ACO2023 (February 13, 2023) | Type of Response Required -Written Report |

| Angelo Marignani | Comm. Community Services | That Administration report back to City Council on a collaboration with Detroit City Council in creating a new International Freedom Festival. This world class civic event will promote international investment while improving the quality of life in our city. It will showcase our rich heritage and shared identity of our two cities. The focal point of this new annual festival will be the new Gordie Howe International Bridge, opening in 2024. There is more than a bridge that connects us and it is in our advantage to strengthen these connections. SR2023 (February 27, 2023) | Type of Response Required -Written Report |
|---------------------|--------------------------------|--|---|
| Mark McKenzie | Comm. Community Services | Asks that Administration develop new policies and provide report back to tamp down on "frivolous, dangerous and unreasonable" behaviour at City Hall and other City owned facilities, similar to Essex County Council. Also, report back on feasibility of installing metal detectors at City Hall and WFCU Centre. ACO2023 (May 29, 2023) | Type of Response Required -Written Report |
| Mark McKenzie | Comm. Infrastructure Services | Asks Administration re-examine the Driveway Requirement Policy regarding 2.2.1 which deals with not allowing front parking, as well as the Official Plan to allow front driveways with report back to Council. SB2023 & ACOQ2023 (May 29, 2023) | Type of Response Required -Written Report |
| Gary Kaschak | Comm. Infrastructure Services | CQ14-2023 Asks that Administration investigate the use of rumble strips in an urban environment within the City of Windsor through a pilot installation on Grand Marais Avenue between Plymouth and Pillette Road and that information as to their effectiveness be collected, analyzed and reported back to Council once sufficient data has been collected to determine both the benefits and concerns of their use in an urban setting and that the cost of the pilot be funded through the Expedited Temporary Traffic Calming Program. ST2023 & ACOQ2023 (May 29, 2023) | Type of Response Required -Written Report |

| Angelo Marignani | Comm. Community Services | CQ15-2023 Asks to have the city look into more auxiliary police being used on a regular schedule in our public parks and trails. A report back on costs and risks involved. SP2023 (May 29, 2023) | Type of Response Required -Written Report |
|---------------------|---|--|---|
| Fabio Costante | Comm. Infrastructure Services | Asks Administration to investigate a method to implement Intelligent Transportation applications to improve transportation and traffic flow throughout the City. Including, but not limited to, an advanced warning system for trains for eastbound travel on Tecumseh Road West east of Crawford. | Type of Response Required -Written Report |
| Mark McKenzie | Comm. Economic Development | MT2023 (May 29, 2023) CQ21-2023 Asks that administration be directed to provide council with a feasibility report on the elimination of the alley closure application fee of \$1505 (and other associated fees) to assist in the acceleration of closing residential alleys. ACOQ2023 & ACO2023 (July 10, 2023) | Type of Response Required -Written Report |
| Mark McKenzie | Comm. Corporate Services | CQ22-2023 Asks that Administration be directed to provide options on targeted and pro-active enforcement in paved alleys to address garbage, vandalism, encampments, and land maintenance concerns up to and including any possible collaborative efforts that can be initiated with other City departments and resources. ACOQ2023 & ACO2023 (July 10, 2023) | Type of Response Required -Written Report |
| Angelo Marignani | Comm. Corporate Services (Deputy Licence Commissioner) | CQ23-2023 Asks that administration report back to city council regarding the rise in popularity of smoker barbecues and the nuisance that it causes in the community with air pollution and concerns from neighbors who no longer can enjoy their outdoors as a result of smoke. ACO2023(August 8, 2023) | Type of Response Required -Written Report |

| Mark McKenzie | Comm. Infrastructure Services | CQ24-2023 Asks that administration provide a report to Council regarding construction projects, specific to road repair, sewer infrastructure and road rehab, including policies and procedures, minimum standards and vendor warranties for review. ACO2023 (August 8, 2023) | Type of Response Required -Written Report |
|---------------------|--|---|---|
| Angelo Marignani | Comm. Infrastructure Services | Asks that Administration come back with a report explaining the need for traffic lights at the intersection of Robinet and Tecumseh Rd. To include details such as traffic volume, recent police incidents, and any growing trends in ward seven that indicates the necessity for traffic lights at this intersection. It was also requested that a meeting be set up with traffic department to discuss this concern as well as a follow up with the administration to check on the progress as soon as possible. ACO2023 (September 5, 2023) | Type of Response Required -Written Report |
| Renaldo Agostino | Comm. Infrastructure Services / Comm. Economic Development | CQ26-2023 Certain cities across North America have introduced pre-approved housing and primary/secondary/ADU galleries/permits to streamline the process and lower construction costs for residential and accessory dwelling units in order to boost their city's housing supply without dramatically altering neighbourhoods. Raleigh, Stockton and Los Angeles to name a few. The City of Enderby, British Columbia hosted a competition for drawings. The winners' drawings are now for sale by the city to builders for \$1000 each. The drawings are pre-approved and in compliance. Asks that Administration look at these models which could help standardize rules, save time and money and speed up the building of more homes in our city. ACO2023 (September 18, 2023) | Type of Response Required -Written Report |

| Ed Sleiman | Comm. Community Services | CQ27-2023 Asks that in light of parking complaints at the Ford Test Track, Administration be requested to report back to Council regarding designing and building 100 parking spaces at Ford Test Track on the former Gordon McGregor lands; and, that the report include financial information and budget allocations as required. ACO2023 (September 18, 2023) | Type of Response Required -Written Report |
|---------------------|--|--|---|
| Fred Francis | Comm. Infrastructure Services | ACO2023 (September 18, 2023) CQ29-2023 Asks that Administration report back to City Council about a policy regarding capital improvements at city gateways to provide options for further enhancements when budget allotments do not allow for them. ACO2023 (October 30, 2023) | Type of Response Required -Written Report |
| Angelo Marignani | Windsor Police Services/Police Chief | Asks that Administration look into and report on a pilot project to install video police box. These safety tools will create confidence in our community and help our police force deter crime. I would like to see the pilot project at Optimist Park in Forest Glade or wherever administration sees fit. | Type of Response Required -Written Report |
| Jo-Anne Gignac | Comm. Economic Development | ACO2023 (October 30, 2023) CQ33-2023 Asks that Administration report back with tools that we, as a municipality, have to protect areas of our city that we have designated or identified, such as historic districts, historic neighbourhoods or even roadways, such as the Riverside Vista, as developments and intensification occurs in order to ensure that these developments compliment these identified areas. ACO2023 (October 30, 2023) | Type of Response Required -Written Report |
| Renaldo Agostino | Comm. Infrastructure Services | Downtown businesses face many challenges. A major concern is our current streetscaping plan. Many benches occupy space in front of abandoned businesses. These benches attract unwanted illegal public drinking and in some case use of illegal narcotics. These areas then get used as street bathrooms. This then becomes a burden on the businesses/their redevelopment and in some cases residential buildings ask the residents. Asks that Administration report back regarding the current streetscaping plan to | Type of Response Required -Written Report |

| Danalda | Commit | remove or relocate benches that exist around abandoned businesses. ACO2023 (October 30, 2023) | Towns of |
|---------------------|-------------------------------|---|---|
| Renaldo Agostino | Comm. Infrastructure Services | Recently I've had reports from concerned citizens in regards to the operations from out of town buses. I myself was almost involved in a car accident in-front of the police station where a bus just randomly stopped to drop off passengers. I've also had reports concerning seniors being left out in the cold waiting hours for a bus to pick them up with no shelter. Asks that Administration report back regarding out of town buses not utilizing our bus station and what steps can be taken to motivate them to do so. ACO2023 (October 30, 2023) | Type of Response Required -Written Report |
| Renaldo Agostino | Comm. Infrastructure Services | CQ36-2023 Downtown residents are having a very tough time dealing with noise and loitering issues in lot 16. The problem is after hours partying and cars performing burnouts. It's my understanding that we have been losing this battle for at least a decade. Asks that Administration report back regarding options available for repurposing parking lot 16. ACO2023 (October 30, 2023) | Type of Response Required -Written Report |
| Renaldo Agostino | Comm. Infrastructure Services | Asks that Administration report back on EV charging - How will cars in our neighbourhoods, especially those who don't have driveways or garages, charge their electric vehicles? If you park on the street how do you charge your car? ACO2023 (December 11, 2023) | Type of Response Required -Written Report |

2024

| COUNCIL MEMBER | | QUESTION – ISSUES RAISED | |
|---------------------|------------------------------------|--|---|
| Gary Kaschak | Chief Administrative Officer | Asking that Administration provide a comprehensive report regarding all of the activities, situations, interactions & ramifications involved that occur within our Municipality from having the two current Federal border crossings & soon to be 3 located in our City. All financials, use of City employees & monies involved with Windsor hosting these Federal border crossings are required to be outlined for City Council. | Type of Response Required -Written Report |
| Angelo Marignani | Comm. Infrastructure Services | ACO2024 & GF2024 (January 15, 2024) CQ2-2024 Asks administration to report back on an enhanced street sweeping initiative. The Public Works department to develop and implement a comprehensive street sweeping plan including increase frequency in coverage in area prone to flooding. | Type of Response Required -Written Report |
| Jo-Anne Gignac | Comm. Community Services | CQ3-2024 Canada Goose population is becoming a dangerous hazard and there are no natural predators to keep check on the population growth. Personal injury and vehicle accidents related to geese is on the rise. Asks that administration report on options including a cull be presented to Council. | Type of Response Required -Written Report |
| Renaldo Agostino | Comm. Infrastructure Services | ACO2024 (January 15, 2024) CQ4-2024 Asks that Administration look into removing parking metres across the city and replacing them with modern technology. I would like to know the costs of upgrading our system and the savings we could realize or any additional revenue sources. ACO2024 (January 15, 2024) | Type of Response Required -Written Report |

| Mark McKenzie | Comm. Community Services | CQ5-2024 Asks that administration report back with a variety of operating models & options for Lakeview park marina, including potential divestment options. ACO2024 & SR2024 (January 15, 2024) | Type of Response Required -Written Report |
|--------------------|-------------------------------------|--|---|
| Kieran McKenzie | Comm. Finance & City Treasurer | CQ6-2024 Asks that Administration report back to Council on the Heads and Beds Levy assessing its efficacy mitigating pressure on municipal services from property tax exempt institutions such as colleges, universities, public hospitals and correctional institution. | Type of Response Required -Written Report |
| Renaldo | Comm. | ACO2024 & AF2024 (January 15, 2024) | Type of |
| Agostino | Infrastructure Services | CQ7-2024 Asks that Administration look into changing some one-way streets downtown back into two-way streets. This has the potential to make our roads safer and bring more business downtown on Pellissier and McDougall, for example. | Type of Response Required -Written Report |
| | | ACO2024 & ST2024 (February 12, 2024) | |
| Jo-Anne Gignac | Comm. Infrastructure Services | CQ8-2024 Asks that Administration report back regarding the requirement for handicapped parking spots in BIAs and in front of the Capitol Theater. | Type of Response Required -Written Report |
| Angelo | Comm. | ACO2024 & ST2024 (February 12, 2024) CQ9-2024 | Type of |
| Marignani | Infrastructure Services | Asks that Administration report back regarding a strategy with option to rectify current deficient roads that are not part of our 10-year Capital Budget, while adhering to the budget constraints of the Asset Management Plan – In addition as an interim solution for roads designated as a "like for like" policy without service upgrades. Helping Neighbourhoods where LIP option is financially challenging, this approach aims to enhance constituents' well-being by offering clearer insight to city policy and ensuring equitable solutions to our residents. | Response Required -Written Report |
| | | ACO2024 & SW2024 (February 12, 2024) | |
| Mark McKenzie | Comm. Economic Development | CQ10-2024 Asks that Administration report back regarding a policy adjustment for approval, which would change the permit policy to require a property owner to sign off on any permit applications. | Type of Response Required -Written Report |
| | | ACO2024 & SB2024 (February 12, 2024) | |

| Angelo Marignani | Chief of Police | ASS for a strategic partnership between city Administration and Windsor Police to work closely with school administrators to address specific challenges and tailor solutions to the unique needs of each school in relation to the Kiss and Ride program. The purpose of this question is to ensure safety on our streets for our students and drivers alike. | Type of Response Required -Written Report |
|---------------------|--------------------------------|---|---|
| Angelo Marignani | Comm. Community Services | ACO2024 & ST2024 (February 26, 2024) CQ12-2024 Asks that Administration consider instituting an annual citizen recognition award in Windsor to honour hard-working individuals who contribute to our community's well-being. This award would celebrate their effort, inspiring others and reinforce our city's values of compassion and dedication. ACO2024 & APR2024 (February 26, 2024) | Type of Response Required -Written Report |
| Gary Kaschak | Comm. Community Services | CQ13-2024 Asks that Administration prepare a report in regards to the potential of City installing a couple squash courts at a City owned facility for residents to rent & use moving forward. I understand there are no squash courts or facilities any longer in the City. ACO2024 & SR2024 (February 26, 2024) | Type of Response Required -Written Report |
| Angelo Marignani | Comm. Human & Health Services | CQ14-2024 Asks that Administration write a letter to the Provincial and Federal government advocating for greater funds to organizations that help women and children who suffer from IPV and gender-based violence so that we can take a proactive approach to this epidemic. ACOQ2024 & GP2024 (March 18, 2024) | Type of Response Required -Written Report |
| Fred Francis | Comm. Infrastructure Services | CQ15-2024 Asks that Administration provide a status report regarding the access soil/earth project from 2021. This is important as it can save some money when we take projects to tender. ACOQ2024 & El2024 (March 18, 2024) | Type of Response Required -Written Report |

| 1 4 | 10 | 0040.0004 | |
|---------------------|-------------------------------|---|--|
| Jo-Anne Gignac | Comm. Community Services | CQ16-2024 Asks that Administration provide a report on the feasibility of adding indoor pickle ball courts to our facilities where space allows, utilizing the space as much as possible. ACOQ2024 & SR2024 (March 18, 2024) | Type of Response Required -Written Report |
| Jo-Anne | Comm. Economic | CQ17-2024 | Type of |
| Gignac | Development | Asks that Administration prepare a report on feasibility of a residential "outdoor lighting bylaw", similar to those in Muskoka, Tecumseh and Lakeshore. | Response Required -Written Report |
| lo Anno | Comm | ACOQ2024 & AB2024 (March 18, 2024) | Turne of |
| Jo-Anne Gignac | Comm. Infrastructure Services | CQ18-2024 Asks that Administration provide an update on the Little River flood control plan progress and how we are monitoring encroachments along the berm and waterway. | Type of Response Required -Written Report |
| Renaldo | Comm. Human & | ACOQ2024 & SPL2024 (March 18, 2024) CQ19-2024 | Type of |
| Agostino | Health Services | Asks that Administration report back to City Council on the current status of the warming bus initiative, including current statistics and also explore the feasibility of expanding this to a full year service, including all costs and resources required. | Response Required -Written Report |
| | | ACOQ2024 & MT2024 (March 18, 2024) | |
| Renaldo Agostino | Comm. Infrastructure Services | Asks that Administration report back to City Council on the feasibility of expanding the current bulk item pick-up program to include commercial businesses in BIAs rather than just residential, do we have the capacity to do this. ACOQ2024 & SW2024 (March 18, 2024) | Type of Response Required -Written Report |
| Fabio Costante | Comm. Corporate Services | Asks that Administration report back on the Short-Term Rental License By-law, what is working and what is not, especially from an enforcement perspective. Further, report back on potential strategies, taking into account what other municipalities are doing, in addition to advocacy proposals to upper level government. ACOQ2024 & ACL2024 (March 18, 2024) | Type of Response Required -Written Report |

| Kieran McKenzie | Comm. Infrastructure Services | CQ22-2024 Asks that Administration report back to Council with a list of Local Improvement Plans previously approved prior to the policy change enabling the City to initiate LIPs in areas that would serve to further City objectives and provide cost estimates for the previously approved projects for Council consideration in upcoming 2025 budget. ACOQ2024 & SL2024 (March 18, 2024) | Type of Response Required -Written Report |
|--------------------|-------------------------------------|--|---|
| Kieran McKenzie | Comm. Infrastructure Services | CQ23-2024 Asks that Administration report back to Council on the feasibility, financial and service level implications of adding snow removal services on residential roads for Transit Windsor School Bus Extra routes. ACOQ2024 & SW2024 (March 18, 2024) | Type of Response Required -Written Report |

/sg as of April 10, 2024



Committee Matters: SCM 97/2024

Subject: Outstanding Council Directives as of April 22, 2024

| Meeting Date | Resolution | Report No. | Portfolio | Action | Notes |
|--------------------|------------------------|------------|-----------------------|---|--|
| December 17, 2012 | CR293/2012 | 16287 | Corporate Services | That the report of the City Planner dated November 21, 2012 entitled "Exemption from Sandwich Demolition Control By-law 20-2007 — 508, 520, 540, 556, 570, 590, 604, 612, 615, 622, 623, 631, 639, 646, 663, 670, 673, 686, 704, 710, 718, 724, 730, 738, 744, 750, 753, 758-760, 759, 765, 764, 769, 772, 777, 778, 781, 784, and 790 Indian Road, 812 and 862 Mill Street, and 764, 770, 780 and 788 Rosedale Avenue" BE DEFERRED as requested by the Canadian Transit Company, to allow for further discussions with administration on this matter. | Report remains deferred as per City Solicitor. |
| August 24, 2015 | CR159/2015 para. 11 | 17893 | Finance | That City Council APPROVE the award of the Workforce Management Solution RFP 69-14 to the successful proponent, WorkForce Software; and That the final FTE staffing changes reductions and resultant project savings and completions, BE REPORTED to City Council as part of or prior to the 2018 budget process. | |
| May 07, 2018 | CR275/2018 para. 2 | C 77/2018 | Infrastructure | That Council APPROVE the requested \$5000 indemnity and that this BE CHARGED to the Budget Stabilization Reserve Fund (BSR) and that Administration BE DIRECTED to prepare a draft policy for Council's consideration regarding banners (how they can be requested, all costs associated, etc.) outlining what would be expected. | |
| September 17, 2018 | CR503/2018 para. 3 | S 122/2018 | Community Services | That Administration BE DIRECTED to develop a wayfinding standards policy based on the results of the Little River Corridor wayfinding signage and markers, as a pilot project, to be brought to City Council for approval. | |

| Meeting Date | Resolution | Report No. | Portfolio | Action | Notes |
|-------------------|-------------------------|------------|-------------------------------|---|-------|
| October 07, 2019 | CR495/2019 para. 6 | C 162/2019 | Finance | That Council AUTHORIZE administration to negotiate a Municipal Sewer Access Agreement between the City of Windsor and Noventa Engergy Partners Ltd and, | |
| | | | | That Council DIRECT administration to report back detailing the outcome of the negotiated agreements and other related matters contained in this report. | |
| December 02, 2019 | CR608/2019 para. 5 | S 200/2019 | Health & Human Services | That Administration REPORT BACK to the Community Services and Parks Standing Committee once further analysis is completed regarding the causal data related increase in vulnerability as reported in the Early Development Instrument (EDI) and further analysis in terms of breakdowns of EarlyON programs and usage. | |
| April 27, 2020 | CR149/2020 para. 2 | C 76/2020 | Finance | That administration BE DIRECTED to prepare a report for Council's consideration, as soon as possible, on options available for the City of Windsor to use the Municipal Accommodation Tax (MAT) to help the local hospitality industry as a result of the ongoing COVID-19 pandemic. | |
| November 23, 2020 | CR588/2020 para. 1-3 | C 221/2020 | Infrastructure | That Council ENDORSE the establishment of a Mandatory Downspout Disconnection Zone for the area bounded by Norfolk St. to the North, Dougall Ave/Howard Avenue to the East and the Herb Grey Parkway to the West and South; and, | |
| | | | | That a Mandatory Downspout Disconnection Pilot Project, the boundaries to be determined by the City Engineer, BE UNDERTAKEN within the Mandatory Downspout Disconnection Zone with an upset limit of \$250,000 funded by Project ID#7199004 – Sewer Master Plan Implementation Project; and, | |
| | | | | That the results of the Mandatory Downspout Disconnection Pilot Project BE COMMUNICATED to Council once sufficient data is available; | |

| Meeting Date | Resolution | Report No. | Portfolio | Action | Notes |
|-------------------|-----------------------|------------|-----------------------|---|-------|
| November 23, 2020 | CR588/2020 para. 5 | C 221/2020 | Infrastructure | That the City Engineer BE DIRECTED to bring forward a dedicated inflow and infiltration funding program to address inflow and infiltration measures; | |
| December 07, 2020 | CR616/2020 para. 6 | C 54/2020 | Finance | That administration BE DIRECTED to report back at a high level on the economic impact and any perceived impacts on development if Council were to revisit eliminating the industrial exemption. | |
| December 21, 2020 | CR655/2020 | S 164/2020 | Community Services | That Administration BE REQUESTED to report back to Council outlining the costs associated with undertaking an invasive species management strategy citywide. | |
| January 18, 2021 | CR40/2021 | S 155/2020 | Infrastructure | That the report of the Environment, Transportation and Public Safety Standing Committee of its meeting held December 16, 2020 regarding "Wyandotte Street East Corridor Review" BE REFERRED back to Administration to narrow the focus as soon as possible, and to satisfy the Active Transportation Master Plan by providing cycling infrastructure along Wyandotte Street East and further, that in-person public meetings BE HELD once permitted, as part of a consultation process that would include residents and businesses in the subject area. | |
| March 29, 2021 | CR119/2021 | C 32/2021 | Corporate Services | That the update from the Senior Manager of Facilities on the Corporate Security Plan and Risk Assessment BE RECEIVED ; and further, | |
| | | | | That City Council APPROVE the hiring of one Temporary Coordinator of Security Services at an estimated cost at \$122,314 to be charged to the Budget Stabilization Reserve, for the development of Corporate security policies, protocols, and a draft implementation plan with options for a centralized Security Division, with a report back to City Council at the 2022 Budget deliberations. | |

| Meeting Date | Resolution | Report No. | Portfolio | Action | Notes |
|---------------|-----------------------|------------|------------------------------------|---|-------|
| May 03, 2021 | CR179/2021 | C 51/2021 | Corporate Services | That the report of the Senior Legal Counsel and Student-at-Law dated April 9, 2021 entitled "Response to CR591/2020 – Cannabis Odour" BE DEFERRED to allow for a further report once the enforceability of the Town of Leamington's Cannabis Regulation By-law is considered by the Superior Court of Justice and the Normal Farm Practices Protection Board, and that the report also include possible enforcement options that would be available for Council's consideration. | |
| May 17, 2021 | CR213/2021 | CMC 8/2021 | Economic Development | That the correspondence from Paul Mullins on behalf of Assumption Parish dated April 23, 2021 requesting support from the City of Windsor to be recognized by Parks Canada as a Nationally Significant Historic Site, BE REFERRED to administration for review and a report back to Council for consideration, specifically as it would pertain to the ramifications designation would have on city property. | |
| June 21, 2021 | CR285/2021 para. 2 | C 87/2021 | Chief Administrative Officer | That Council DIRECTS Administration to report back to Council with a Corporate Strategic Plan that will provide strategic and tactical objectives that will continue to create an organization that is innovative, agile, collaborative, solution-oriented, efficient, and effective; and, | |
| June 21, 2021 | CR285/2021 para. 3 | C 87/2021 | Chief Administrative Officer | That Council DIRECTS Administration to create an Implementation Playbook for the 20-Year Strategic Vision to ensure the continued rapid realization of its goals; and, | |
| June 21, 2021 | CR285/2021 para. 4 | C 87/2021 | Chief Administrative Officer | That Council DIRECTS Administration to report back to Council with amendments to the Delegated Authority By-law No. 208-2008 to remove "red tape" and enable rapid execution of Council's vision and direction; | |

| Meeting Date | Resolution | Report No. | Portfolio | Action | Notes |
|--------------------|------------|------------|-------------------------|--|-------|
| July 26, 2021 | CR363/2021 | S 71/2021 | Economic Development | That Report No. S 71/2021 updating City Council on the use and implementation of the Brownfield Redevelopment Community Improvement Plan (CIP) and tabling issues to be addressed as part of the CIP update BE RECEIVED for information; and, | |
| | | | | That the City Planner BE DIRECTED to consult with stakeholders regarding potential changes to the Brownfield Redevelopment CIP outlined in Report No. S 71/2021 and prepare any necessary CIP amendments for Council's consideration. | |
| September 27, 2021 | CR387/2021 | C 116/2021 | Finance | That City Council SUPPORT the following actions with regards to the development and implementation of an enhanced investment strategy: | |
| | | | | That Administration BE AUTHORIZED to prepare a Request for Proposal (RFP) for Investment Advisory services; and further, | |
| | | | | That Administration BE DIRECTED to explore alternative options to traditional financial instruments to maximize overall investment returns for the City; and further, | |
| | | | | That Administration BE AUTHORIZED to prepare an Expression of Interest (EOI) to seek interest in the development of an in-house solution for managing current and projected cash flows more efficiently through the use of technology; and further, | |
| | | | | That Administration BE DIRECTED to report back to City Council the results of the above noted actions. | |

| Meeting Date | Resolution | Report No. | Portfolio | Action | Notes |
|-------------------|-------------------------|------------|-------------------------|--|-------|
| October 04, 2021 | CR429/2021 | S 41/2021 | Economic Development | That the report of the Senior Planner – Policy and Special Studies dated February 27, 2021 entitled "Closure of Part of Dodsworth Street, Between Kay Street and Malden Road, Between 5168 and 5180 Malden Road - Applicant: T. Fasan - SAS/5917 - Ward 1" BE REFERRED back to administration to allow administration the opportunity to work with the Applicant to come to an amenable resolution for everyone involved. | |
| October 04, 2021 | CR448/2021 para. 2-3 | S 110/2021 | Infrastructure | That the addition of signage at pedestrian inter-block walkways in the wintertime BE APPROVED ; and, That administration BE DIRECTED to monitor the effectiveness for a period of 2 years; | |
| -, - | CR476/2021 para. 4 | C 129/2021 | Community Services | That City Council APPROVE the design of the building and the terraces for the Legacy Beacon as the new home for Streetcar No. 351, located on the waterfront North of Riverside Drive at the foot of Caron Avenue in Legacy Park (Appendix A); and, | |
| | | | | That Administration REPORT BACK to Council with a business case for the concession/terrace area prior to the 2022 budget deliberation meetings or as soon as possible thereafter. | |
| November 01, 2021 | CR497/2021 para. 3 | S 132/2021 | Community Services | That the report of the Cultural Development Coordinator and Manager of Culture & Events dated September 16, 2021 entitled "Update of Round 2 of the Arts, Culture and Heritage Fund 2021 – City Wide" BE RECEIVED for information; and, | |
| | | | | That Administration BE DIRECTED to investigate the possibility of private sector partnerships to augment the funding envelope that this program delivers to the community. | |

| Meeting Date | Resolution | Report No. | Portfolio | Action | Notes |
|----------------|-----------------------|------------|-----------------------|--|-------|
| April 11, 2022 | CR150/2022 | S 29/2022 | Infrastructure | That Administration BE AUTHORIZED to initiate a Home Flood Protection Program on a pilot basis; and further, That Administration REPORT BACK to City Council on completion of the pilot program. | |
| April 25, 2022 | CR171/2022 para. 4 | C 54/2022 | Corporate Services | That the report of the (Acting) Licence Commissioner and the Executive Initiatives Coordinator dated March 25, 2022 entitled "Residential Rental Licensing By-law—Wards 1 & 2" and draft by-law, "A By-law Respecting the Licensing of Residential Rental Housing Units," attached as Appendix A, BE RECEIVED for information; and, That Administration REPORT BACK TO COUNCIL on the | |
| | | | | results of the two-year pilot study within Wards 1 and 2. | |
| April 25, 2022 | CR184/2022 | S 39/2022 | Community Services | That the report of the Manager of Culture & Events dated March 15, 2022 entitled "City of Windsor Lancaster Bomber FM 212 Progress Report 2019-2021 – Ward 3" BE RECEIVED for information; and further, | |
| | | | | That Administration BE DIRECTED to report to City Council regarding a fundraising strategy, a plan for assembly of the aircraft, and options to display the aircraft to the public once the assembly portion has been completed. | |
| May 09, 2022 | CR195/2022 | C 1/2022 | Infrastructure | That the report of the Manager of Culture & Events dated March 15, 2022 entitled "City of Windsor Lancaster Bomber FM 212 Progress Report 2019-2021 – Ward 3" BE RECEIVED for information; and further, | |
| | | | | That administration BE DIRECTED to report back to Council on what effective monitoring program can be put in place to give early warning in order to mitigate future flooding events and make proper adjustments to the system as needed. | |

| Meeting Date | Resolution | Report No. | Portfolio | Action | Notes |
|---------------|-------------------------|------------|-----------------------|--|-------|
| June 13, 2022 | CR272/2022 para. 5 | C 98/2022 | Community Services | That the results of the Consultant's report for a new outdoor ice rink at City Hall BE REFERRED to the 2023 budget for funding required; and further, | |
| | | | | That Administration BE DIRECTED to work with representatives from All Saints Church for alternatives/options for the next skating season. | |
| June 13, 2022 | CR273/2022 para. 2-3 | S 14/2022 | Infrastructure | That WSP Canada Inc. firm BE APPOINTED as the Drainage Engineer to make an examination of, and prepare a Drainage Report for the repair and improvement to, the Dawson Drain between Division Road and the O'Neil Drain and to the O'Neil Drain from south of Hallee Crescent to Division Road under section 78 of the Drainage Act; and further, | |
| | | | | That Administration BE DIRECTED to report back to Council once the Drainage report for the repair and improvement of the Dawson Drain is complete. | |
| July 11, 2022 | CR284/2022 para. 5 | C 105/2022 | Finance | Whereas City Council previously approved the capital cost of land acquisitions being Point East Development ("Land Acquisitions") to be financed through long-term borrowing by issue of debentures to Ontario Infrastructure and Lands Corporation (OILC), City Council APPROVES the following with respect to the financing of the Land Acquisitions: | |
| | | | | That the CFO/City Treasurer BE INSTRUCTED to report back to City Council the results of the long-term borrowing at the earliest opportunity following completion; | |

| Meeting Date | Resolution | Report No. | Portfolio | Action | Notes |
|--------------------|-----------------------|-----------------|-------------------------------|---|-------|
| September 06, 2022 | CR390/2022 para. 8 | C 112/2022 | Health & Human Services | That the Executive Director, Housing & Children's Services REPORT BACK on: • potential sites for the Housing Hub • the findings of the preliminary work completed to support a recommendation to enter into negotiations to acquire and/or build and/or renovate a property the outcome of applications made related to capital and/or operating funding • any capital funding required for the acquisition, renovation or construction of the proposed Hub, as well as for any ongoing operating funding required to maintain the asset and deliver the services; | |
| September 06, 2022 | CR393/2022 para. 2 | SCM 172/2022 | Health & Human Services | That the additional information memo of the Executive Director of Housing & Children's Services dated August 3, 2022 regarding the motion from the Housing & Homelessness Advisory Committee of their meeting held June 21, 2022 and Report No. 14 of the Housing & Homelessness Advisory Committee entitled "Barriers faced by the 2SLGBTQIA+ community in finding appropriate housing and housing services" from their meeting held June 21, 2022 BE RECEIVED; and, That Administration BE DIRECTED to provide a report in 2023 outlining the next steps regarding the proposed training initiative; | |
| September 06, 2022 | CR399/2022 para. 8 | C 150/2022 | Health & Human Services | That the report of the Coordinator of Housing Administration and Development regarding the Social Services Relief Fund ("SSRF") Phase 5 Windsor Essex Community Housing Corporation Capital Project BE RECEIVED for information, and, That the Executive Director of Housing and Children's Services or their designate REPORT to City Council on the outcome of the capital developments; | |

| Meeting Date | Resolution | Report No. | Portfolio | Action | Notes |
|--------------------|-------------------------|------------|-------------------------|--|-------|
| September 26, 2022 | CR424/2022 para. 3 | C 157/2022 | Infrastructure | That Administration REPORT BACK to Council on proposed options to collect costs from the benefiting properties related to servicing charges for municipal services (mainline sewers and private drain connections) that would offer options for payment terms similar to local improvement payments. | |
| November 28, 2022 | CR501/2022 para. 8 | C 191/2022 | Infrastructure | That City Council RECEIVE the Investing in Canada Infrastructure Plan (ICIP) Grant Application report dated November 17, 2022, along with the report from IBI Group titled "Transit Windsor Garage Feasibility Study" dated October 28, 2021 provided in Schedule A; and further, That given the dramatically higher cost estimate for the Transit Garage emanating from the detailed study recently completed by the IBI Group, City Council DIRECT Administration to re-evaluate the Transit Windsor Master Plan to determine how to best achieve the goals of the Master Plan and report back to Council as part of the Transit Master Plan Implementation Project update. | |
| January 16, 2023 | CR8/2023 para. 5 | C 222/2022 | Economic Development | That Administration REPORT BACK with a supplemental report providing details on emerging technologies and strategies related to decarbonization of the electrical grid; | |
| February 27, 2023 | CR103/2023 para. 1-3 | C 225/2022 | Economic Development | That the Planning Division PROVIDE Council with recommendations for Amendments to the Sign By-law related to Paper Copy Billboard and Electronic Change Copy Billboard Ground and Wall Signs, for a decision by Council prior to the expiry date of the moratorium. | |

| Meeting Date | Resolution | Report No. | Portfolio | Action | Notes |
|--------------------|-------------------------|-----------------|----------------|---|-------|
| September 05, 2023 | CR356/2023 para. 1-2 | C 120/2023 | Infrastructure | That Council APPROVE bi-weekly garbage collection, weekly organic collection, and bi-weekly leaf and yard waste collection from April until November, and that this service level BE IMPLEMENTED with the next waste collection contract expected to begin in 2025; and, That Administration BE DIRECTED to report back to Council the results of the collection tender(s) and any additional costs related to the new SSO program, once available; | |
| September 05, 2023 | CR356/2023 para. 5 | C 120/2023 | Infrastructure | That administration REPORT BACK to Council regarding the implementation of a comprehensive communication plan and process which includes community partners including post secondary institutions and communication mediums for residents who may not speak English. | |
| September 05, 2023 | CR359/2023 para. 1-2 | SCM 211/2023 | Infrastructure | That Administration BE DIRECTED to issue a Request for Proposal for curbside garbage collection and optional bidding for alley garbage collection in the alleys that garbage collection is being provided currently; and, | |
| | | | | That Administration BE DIRECTED to report back to Council the results of the collection Request for Proposal and any additional costs related to the new SSO program, once available; | |
| September 05, 2023 | CR359/2023 para. 3-4 | SCM 211/2023 | Infrastructure | That Administration BE DIRECTED to conduct a pilot project in the Pelissier/Victoria alley between Tecumseh Rd. W. and Jackson St, as well as the Dougall/Church alley between Tecumseh Rd. W. and Wahketa St. whereby garbage will be temporarily relocated from alley collection to curbside collection for a minimum of 8 weeks; and, | |
| | | | | That Administration REPORT BACK on the information learned during the pilot project; and, | |
| September 05, 2023 | CR359/2023 para. 5 | SCM 211/2023 | Infrastructure | That administration BE DIRECTED to provide a report during the 2024 budget deliberation process for a plan to increase funding for alley maintenance for paved alleys. | |

| Meeting Date | Resolution | Report No. | Portfolio | Action | Notes |
|--------------------|------------------------|------------|----------------|---|-------|
| September 05, 2023 | CR361/2023 para. 3 | C 106/2023 | Infrastructure | That Administration BE REQUESTED to report back to City Council with a specific proposed framework and work plan for the previously approved Alley Standards and Development Committee. | |
| September 05, 2023 | CR383/2023 para. 4d | C 128/2023 | Finance | That with respect to DMAF 4 Program: That the CFO/City Treasurer BE DIRECTED to report back to City Council with updated information, along with any additional funding requirements, needed to allow for the full implementation of the proposed funding strategy for DMAF 4 prior to use of debt; | |
| September 05, 2023 | CR385/2023 | S 92/2023 | Infrastructure | That Administration PREPARE for Council's consideration a plan to complete the engineering and design work for Howard Avenue between South Cameron and Cabana Road; and, That Administration CREATE an accelerated financing option to be considered during the 2024 Capital Budget Process. | |
| October 16, 2023 | CR421/2023 para. 3 | S 96/2023 | Infrastructure | That administration BE REQUESTED to conduct a traffic analysis of the immediate surrounding neighbourhood and to come forward with recommendations for Councils consideration to address parking concerns and general traffic issues. | |
| October 16, 2023 | CR427/2023 | Petition | Infrastructure | That the petition presented by Councillor Ed Sleiman on behalf of the residents living on the 1400 block of Central, north of Seminole, asking that the roads and sidewalk on Central Avenue be repaired due to safety concerns BE RECEIVED by the Clerk and the Clerk BE DIRECTED to forward the petition to the Commissioner, Infrastructure Services for the purpose of an examination of the requested works or undertakings. | |

| Meeting Date | Resolution | Report No. | Portfolio | Action | Notes |
|------------------|-----------------------|------------|-----------------------|---|-------|
| October 16, 2023 | CR428/2023 | Petition | Infrastructure | That the petition presented by Councillor Gary Kaschak on behalf of Parents of St. Therese School children looking for crossing guard improvements, signage, road improvements and potentially a sidewalk in that area BE RECEIVED by the Clerk and the Clerk BE DIRECTED to forward the petition to the Commissioner, Infrastructure Services for the purpose of an examination of the requested works or undertakings. | |
| October 16, 2023 | CR429/2023 | Petition | Infrastructure | That the petition presented by Councillor Kieran McKenzie on behalf of residents of Windsor asking for an increase in buses during peak hours and a review of bus schedules BE RECEIVED by the Clerk and the Clerk BE DIRECTED to forward the petition to the Commissioner, Infrastructure Services and the Executive Director of Transit Windsor for the purpose of an examination of the requested works or undertakings, and that this be tabled as part of the public record. | |
| October 30, 2023 | CR432/2023 para. 5 | S 107/2023 | Community Services | That the report from the Manger, Culture and Events, dated August 21, 2023, entitled "Response to Open Streets Petition" BE RECEIVED for information; and further, That in future years, the City CONTINUE to alternate between the newly proposed east-side route and the previously approved downtown/west-side route; and further, That administration BE REQUESTED to provide information related to options regarding holding Open Streets events | |
| | | | | twice a year including feasibility and costs, one in the downtown/west-side route and one in the new east-side route. | |

| Meeting Date | Resolution | Report No. | Portfolio | Action | Notes |
|------------------|-----------------------|------------|-------------------------------|--|-------|
| October 30, 2023 | CR433/2023 para. 3 | S 107/2023 | Health & Human Services | That the report of the Manager, Homelessness and Housing Support in response to CQ 20-2023 Feasibility of Expanding Outreach Services and 311 Operating Hours BE RECEIVED for information; and, | |
| | | | | That City Council DIRECT Administration to report back to Council with more data and information about the impact of recent improvements to the Homelessness Street Outreach team's schedule and after-hours homelessness response initiated through 311, before deciding if further expansion is needed; | |
| October 30, 2023 | CR433/2023 para. 5 | S 107/2023 | Health & Human Services | That administration BE REQUESTED to report back to the Community Services Standing Committee, as to how the City will attempt to draw the various organizations together in an effort to collaborate and capitalize on the programs that they are prepared to offer. | |
| October 30, 2023 | CR444/2023 para. 6 | C 77/2023 | Economic Development | That Administration BE REQUESTED to implement a private Local Improvement Policy (LIP) option through Ontario regulation 586/06 to allow for those property owners who own their portion of the East Riverside shorewall along Riverside Drive to access the LIP process. | |
| October 30, 2023 | CR447/2023 | | Infrastructure | That the petition presented by Councillor Fred Francis on behalf of concerned citizens requesting a public consultation regarding Transit Windsor Proposed Route 330 BE RECEIVED by the Clerk and the Clerk BE DIRECTED to forward the petition to the Executive Director of Transit Windsor for the purpose of an examination of the requested works or undertakings. | |

| Meeting Date | Resolution | Report No. | Portfolio | Action | Notes |
|-------------------|-----------------------|------------|-------------------------|--|-------|
| November 27, 2023 | CR461/2023 | C 168/2023 | Economic Development | That the report from the Senior Economic Development Officer requesting a Letter of Support for intercity passenger rail service BE RECEIVED FOR INFORMATION ; and further, | |
| | | | | That City Council ENDORSE a Letter of Support from the Mayor to the Minister of Transport supporting the proposed Amtrak-VIA Rail Intercity Passenger Rail Connection; and further, | |
| | | | | That City Council AUTHORIZE Administration to represent the City of Windsor at future stakeholder meetings for this project; and further, | |
| | | | | That Administration BE DIRECTED to report status updates to City Council as soon as is practical. | |
| November 27, 2023 | CR471/2023 para. 4 | C 119/2023 | Infrastructure | That the report of the Manager of Homelessness and Housing Support and the Deputy Licence Commissioner, dated July 24, 2023 entitled "Response to Council Decision ETPS 942 – Options for Addressing Panhandling - City Wide" submitted in response to direction provided through Council Decision ETPS 942 BE RECEIVED for information; and, | |
| | | | | That Administration REPORT BACK with infrastructure related strategies to discourage unsafe behaviours in the public roadway. | |
| November 27, 2023 | CR491/2023 | C 141/2023 | Infrastructure | That City Council SUPPORT the Administrative recommendation to not provide Municipal Support Resolutions at this time for non-storage installations as part of the IESO LT1 RFP submission; and, | |
| | | | | That Administration BE DIRECTED to report back to Council in the event that either of the two projects identified in this report receive an IESO contract award for further consideration for municipal support. | |

| Meeting Date | Resolution | Report No. | Portfolio | Action | Notes |
|-------------------|------------------------|--------------------|-----------------------|--|-------|
| November 27, 2023 | CR493/2023 para. 15 | C 94/2023 | Finance | That administration BE REQUESTED to report back to council after one year of the vacant home tax program being in place to provide information related to the effectiveness and/or opportunities for improvement including the possibility of a repeat offender fee. | |
| December 11, 2023 | CR505/2023 | CM 10/2023 | Finance | That the 2022 Municipal Benchmarking Network of Canada (MBNCanada) Performance Measurement Report BE RECEIVED for information; and, That administration BE REQUESTED to report back with details related to significant gaps that are identified in the City of Windsor results with comparator municipalities. | |
| January 15, 2024 | CR11/2024 | S 150/2023 | Infrastructure | That the report of the Environment, Transportation & Safety Standing Committee of its meeting held November 29, 2023 entitled "CQ 13-2023 - Front Yard Parking Best Practice 2.2.2" BE REFERRED back to administration to provide more options to amend the by-law regarding front yard parking related to residential districts near business districts. | |
| January 15, 2024 | CR3/2024 para. 2 | CMC1/2024 7.1.4 | Infrastructure | That administration BE DIRECTED to report back on what is available to the municipality in terms of that section of road where that critical infrastructure, the Ambassador Bridge, is located and has to be kept open and maintained. | |
| January 15, 2024 | CR31/2024 | SCM 314/2023 | Community Services | That the correspondence of the President Les Amis Duff- Bâby dated August 29, 2023 and the memo of the Manager, Culture & Events dated November 20, 2023 regarding the Les Amis Duff Baby Annual Report BE RECEIVED for information; and, | |
| | | | | That administration BE REQUESTED to provide a fulsome report regarding 2023 and 2024 attendance numbers and staffing possibilities to a future meeting of Council for their consideration. | |

| Meeting Date | Resolution | Report No. | Portfolio | Action | Notes |
|------------------|------------|------------|-----------------------|---|-------|
| January 15, 2024 | CR38/2024 | S 159/2023 | Community Services | That the report of the Community Services Standing Committee of its meeting held December 6, 2023 entitled "Response to CQ Regarding the Dog Park Policy – City Wide" BE REFERRED back to administration to provide a report which includes information regarding municipalities that have smaller dog parks in residential areas and how they have achieved the same. | |
| January 29, 2024 | B11/2024 | C 188/2023 | Infrastructure | That administration BE DIRECTED to engage with St. Clair College administration and the administration at the University of Windsor to discuss possible ongoing partnerships related to funding for Transit Services in the City of Windsor. | |
| January 29, 2024 | B12/2024 | C 188/2023 | Infrastructure | That administration BE REQUESTED to report back to Council related to the impact to transit revenues if the proposed transit fare increase being contemplated were not applied to individuals who qualified for the affordable pass program. | |
| January 29, 2024 | B14/2024 | C 188/2023 | Corporate Services | That administration BE DIRECTED to report back to Council for the 2025 budget deliberations regarding an analysis related to Dog Licensing fees and the impact that a one-time voluntary registration fee may have on administrative resources. | |
| January 29, 2024 | B15/2024 | C 188/2023 | Infrastructure | That with regard to "Parking Fee Adjustments for Parking Lots and Meters" that the collection of fees from 6:00 o'clock p.m. to 9:00 o'clock p.m. BE NOT APPROVED ; and, That administration BE DIRECTED to report back on other | |
| | | | | ways to improve technology and bring in parking revenue. | |

| Meeting Date | Resolution | Report No. | Portfolio | Action | Notes |
|------------------|------------|------------|-----------------------|--|-------|
| January 29, 2024 | B17/2024 | C 188/2023 | Community Services | That with regard to "Summer Drop-In Recreation Program in Parks" that the amount of up to \$20,000 BE APPROVED for another year of programming in Mitchell Park; and, | |
| | | | | That administration BE REQUESTED to report back on adding additional parks and explore potential funding from community partnerships for Council's consideration. | |
| January 29, 2024 | B18/2024 | C 188/2023 | Corporate Services | That the following recommended motion by Councillor Francis from the January 29, 2024—Special Meeting of Council BE DEFERRED to a future meeting of Council: | |
| | | | | That administration BE DIRECTED to provide 10% efficiencies as opposed to 5% efficiencies as part of the 2025 Budget preparation process for Council's consideration. | |
| January 29, 2024 | B19/2024 | C 188/2023 | Infrastructure | That with regard to "New Service: Route 250 (Rhodes/Twin Oaks/NextStar Industrial)" that administration BE DIRECTED to report back on the participation or arrangement to assist with transit funding by other municipalities or corporations; and, | |
| | | | | That administration BE DIRECTED to explore opportunities across the community for sponsors to assist with transit funding. | |
| January 29, 2024 | B25/2024 | C 188/2023 | Infrastructure | That administration BE DIRECTED to incorporate traffic calming measures on Wyandotte Street as opposed to the narrowing of the roadway option that was approved by Council previously; and, | |
| | | | | That an amount of \$225,000 from the surplus \$246,240 in the Budget Stabilization Reserve Fund (BSR) for the Paul Martin Building BE APPROVED for this project. | |

| Meeting Date | Resolution | Report No. | Portfolio | Action | Notes |
|-------------------|------------|------------|-----------------------|---|-------|
| January 29, 2024 | B7/2024 | C 182/2023 | Community Services | That the report of the Project Administrator dated December 20, 2023 entitled "Festival Plaza Improvement - Update - Ward 3" BE REFERRED back to administration; and, That administration BE DIRECTED to provide another more cost effective option for Council's consideration. | |
| January 29, 2024 | B8/2024 | C 189/2023 | Community Services | That the report of the Executive Initiatives Coordinator, Community Services dated December 28, 2023 entitled "Jackson Park Bandshell Feasibility Study Update - Ward 3" BE REFERRED back to administration; and, | |
| | | | | That administration BE DIRECTED to undertake a formal procurement process related to a feasibility study whereby the scope of the study be limited to heritage and technical attributes of the facility at the current location and further that a city led community consultation be part of the scope of the study; and, | |
| | | | | That administration BE REQUESTED to report back to Council with the results of the procurement process. | |
| February 26, 2024 | CR76/2024 | C 19/2024 | Infrastructure | That the report of the Senior Manager Traffic and Parking dated February 9, 2024 entitled "Red Light Camera Update – City Wide" BE REFERRED to a future Environment, Transportation and Public Safety Standing Committee Meeting for further review and consideration. | |
| February 26, 2024 | CR81/2024 | S 168/2023 | Finance | That the report of the Community Energy Plan Administrator dated December 19, 2023 regarding the Energy and Poverty Pillar (EAPP) Report Requirement from the Global Covenant of Mayors for Climate and Energy BE RECEIVED for information; and, | |
| | | | | That Administration BE DIRECTED to report back to Council with the finalized Energy Access and Poverty Assessment, Targets, and Plan. | |

| Meeting Date | Resolution | Report No. | Portfolio | Action | Notes |
|-------------------|------------|------------|----------------|---|-------|
| February 26, 2024 | CR85/2024 | S 7/2024 | Infrastructure | That the report of the Senior Manager, Traffic Operations & Parking dated January 12, 2024 entitled "Traffic Signal at Tecumseh Road E and Robinet Road – Ward 7" BE REFERRED to a future Council meeting; and, That administration BE REQUESTED to provide information regarding adding signage related to no left turn onto Tecumseh Road from Robinet Road. | |
| March 18, 2024 | CR127/2024 | C 33/2024 | Finance | III. That subject to written confirmation from the grant provider that the City's application has been successful, Administration REPORT BACK to Council regarding the proposed financing strategy required to carry out this project and execute the Agreement. | |

Clerk's Note: The listing of items prior to January 1, 2011 should not be considered complete at this point in time.

Clerk's Note: This summary chart is not intended to replace the actual minutes of all proceedings.