

City Council Meeting

**Date:** Monday, November 28, 2022

**Time:** 4:00 o'clock p.m.

**Location:** Council Chambers, 1<sup>st</sup> 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 By-law 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

- | <b>Item #</b> | <b>Item Description</b>   |
|---------------|---|
| 1.            | <b>ORDER OF BUSINESS</b>  |
| 1.1.          | In the event of the absence of the Mayor, Councillor Costante has been Appointed Acting Mayor for the month of November, 2022 in accordance with By-law 176-2018, as amended.   |
| 2.            | <b>CALL TO ORDER</b> - Playing of the National Anthem<br><br>READING OF LAND ACKNOWLEDGEMENT<br>We [] 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 Potawatomie. The City of Windsor honours all First Nations, Inuit and Métis peoples and their valuable past and present contributions to this land. |
| 3.            | <b>DISCLOSURE OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF</b>  |
| 4.            | <b>ADOPTION OF THE MINUTES</b>  |
| 5.            | <b>NOTICE OF PROCLAMATIONS</b>  |
| 6.            | <b>COMMITTEE OF THE WHOLE</b>   |
| 7.            | <b>COMMUNICATIONS INFORMATION PACKAGE</b> (This includes both Correspondence and Communication Reports)   |
| 7.2.          | 2021 Municipal Benchmarking Network of Canada (MBNCanada) Performance Report - City Wide ( <b>CM 11/2022</b> )  |
| 7.3.          | Upper Little River Master Plan Environmental Assessment – Update on Notice of Study Completion - Ward 9 ( <b>C 181/2022</b> )   |

8. **CONSENT AGENDA**

- 8.1. Appointment of Drainage Engineer - Gouin Drain - Ward 9 **(S 120/2022)**
- 8.2. Request for Proposal (RFP) 73-22 Acquisition of One Side Loading Refuse Truck - City Wide **(C 176/2022)**
- 8.3. RFP 85-22, Purchasing Card Program - City Wide **(C 186/2022)**
- 8.4. City of Windsor Petition Policy - City Wide **(C 189/2022)**
- 8.5. Petition in Opposition to Sidewalk Installation on the South Side of Rockport Street – Between Ducharme St. and Brunswick Ave. (Ward 9) **(C 185/2022)**
- 8.6. Windsor Express Basketball - Licence Agreement for 2022-2023 through 2025-2026 Seasons - Ward 6 **(C 179/2022)**
- 8.7. 2023 Schedule of Council and Standing Committee Meetings - City Wide **(C 151/2022)**
- 8.8. Internal Audit/Auditor General Agreement - City Wide **(C 183/2022)**
- 8.9. 2022 Can-Am Police-Fire Games – Final Report - City Wide **(C 184/2022)**
- 8.10. Municipal Support Resolutions - Independent Electricity System Operator (IESO) Proponents - City Wide **(C 177/2022)**
- 8.11. Ontario Lottery and Gaming Corporation - Amendment to Municipality Contribution Agreement - City Wide **(C 182/2022)**
- 8.12. Approval to create a By-Law required for Connecting Links Intake 7 Grant Agreement – City Wide **(C 188/2022)**
- 8.13. Request for Proposal (RFP) 131-22 – Design and Build Services for YQG Baggage Handling System Replacement – WARD 9 **(C 190/2022)**

**CONSENT COMMITTEE REPORTS**

- 8.14. Zoning Bylaw Amendment Site specific regulations for Multiple Dwelling – Farhi Holding Corporation -Z 017-22 [ZNG6760] 0 Riverside Dr W, S/W corner of Riverside Dr W & Janette Ave- Ward 3 **(SCM 287/2022)** & **(S 114/2022)**
- 8.15. Zoning Bylaw Amendment Z 023-22 [ZNG-6789] VGA Investment Inc, South Side Wyandotte St E, East of Florence Ave- 0 Wyandotte St E to permit a Multiple Dwelling Development - Ward 7 **(SCM 304/2022)** & **(S 126/2022)**
- 8.16. Zoning By-Law Amendment – Jian Lu – 3829-3831 Seminole Street - Z 020/22 [ZNG-6783] – Ward 5 **(SCM 305/2022)** & **(S 122/2022)**
- 8.17. Zoning By-Law Amendment 5335 Wyandotte Street East Z 024-22 [ZNG-6794] - Ward 4 **(SCM 306/2022)** & **(S 123/2022)**

- 8.18. Removal of Heritage Easement conditions related to Heritage Incentives (City-wide) **(SCM 307/2022) & (S 121/2022)**
- 8.19. Closure of east portion of east/west alley between Meighen Road and Meldrum Road, Ward 5, SAA-6823 **(SCM 308/2022) & (S 117/2022)**
- 8.20. Closure of east/west alley between Olive Road and 4850 Seminole Street, Ward 8, SAA-6586 **(SCM 309/2022) & (S 118/2022)**
- 8.21. Closure of portion of north/south alley between Reginald Street and Seminole Street, Ward 5, SAA-6600 **(SCM 310/2022) & (S 119/2022)**
  
9. **REQUEST FOR DEFERRALS, REFERRALS AND/OR WITHDRAWALS**
  
  
  
  
  
  
  
  
  
  
10. **PRESENTATIONS AND DELEGATIONS**
  
  
  
  
  
  
  
  
  
  
11. **REGULAR BUSINESS ITEMS (Non-Consent Items)**
  - 11.1. Proposed expropriation of lands for the Riverside Drive Vista Project Phase 2A, Plan D, Legal File EXP 11558-Ward 6 **(C 173/2022)**
  - 11.2. Proposed expropriation of 490 Division Road for Howard Avenue / South Cameron Boulevard / Division Road Intersection Improvements-Ward 9 **(C 174/2022)**
  - 11.3. Investing in Canada Infrastructure Plan (ICIP) Grant Application – City Wide **(C 191/2022)**
  
  
  
  
  
  
  
  
  
  
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)
  
  
  
  
  
  
  
  
  
  
13. **BY-LAWS (First and Second Reading)**
  
  
  
  
  
  
  
  
  
  
14. **MOVE BACK INTO FORMAL SESSION**

15. **NOTICES OF MOTION**

16. **THIRD AND FINAL READING OF THE BY-LAWS**

17. **PETITIONS**

18. **QUESTION PERIOD**

19. **STATEMENTS BY MEMBERS**

20. **UPCOMING MEETINGS**

Windsor Licensing Commission  
Wednesday, November 23, 2022  
9:30 a.m. (Room 140, 350 City Hall Square West)

International Relations Committee  
Wednesday, November 30, 2022  
3:30 p.m. (via Zoom)

Windsor Accessibility Advisory Committee  
Wednesday, November 30, 2022  
3:30 p.m. (via Zoom)

WCU Joint Ad Hoc Nominating Committee  
Friday, December 2, 2022  
9:00 a.m.

21. **ADJOURNMENT**



**Subject: 2021 Municipal Benchmarking Network of Canada (MBNCanada) Performance Report - City Wide**

**Reference:**

Date to Council: November 28, 2022  
 Author: Poorvangi Raval  
 Manager of Performance Measurement & Business Case Development (A)  
 519-255-6100 Ext. 6411  
 Financial Planning  
 Report Date: November 2, 2022  
 Clerk’s File #: GP/13566

**To:** Mayor and Members of City Council

**Recommendation:**

THAT the 2021 Municipal Benchmarking Network of Canada (MBNCanada) Performance Measurement Report **BE RECEIVED** for information.

**Executive Summary:**

N/A

**Background:**

The Municipal Benchmarking Network of Canada (MBNCanada) is a not-for-profit organization. Its membership is made up of 12 single and upper-tier municipal/regional partners and is recognized as a leader in Canadian municipal benchmarking and performance reporting. The MBNCanada Board, made up of Chief Administrative Officers and City Managers from all participating municipalities, leads the program.

The Municipalities/Regions currently involved in the MBNCanada benchmarking and performance reporting network are:

• Calgary	• Durham Region	• Halton Region	• Hamilton
• London	• Niagara Region	• Regina	• Greater Sudbury
• Region of Waterloo	• Windsor	• Winnipeg	• York Region

On **October 26, 2022** the '2021 MBNCanada Performance Measurement Report' was publicly released on the [MBNCanada.ca](http://MBNCanada.ca) website. As in the past, that report, along with the attached **Appendix A**, are being presented to Council in order to highlight the City's year-over-year performance and trends.

**Discussion:**

MBNCanada currently collects data on thirty-six (36) municipal service areas and has over 600 measures in the data warehouse. As a single-tier municipality, the City of Windsor provides data and reports in all of the identified municipal service areas. Some of the measures collected, such as those in the attached report, are publicly reported. Others are considered 'expert panel measures' and are used internally by participating municipalities to help inform their work.

All of the work involved in the data collection and the related peer review process culminates with the publication of the annual Performance Measurement Report. The intent of the Public Report is to enhance municipal transparency and accountability and acts as a communication tool to engage Council and citizens in demonstrating how well our municipal programs are doing. The report also highlights how local governments collaborate and learn from each other in an effort to continuously improve municipal sector service delivery.

In the report, the results for each performance measure are presented in alphabetical order according to the reporting municipality. Where available, the graphs show three (3) years of data along with median information. The report does not attempt to interpret or rank the results of municipalities in any way. However, the report does include influencing factors and additional explanations for each service area that speak to the uniqueness of each municipality, such as population, geographic size, organizational form, and differing program delivery models.

In addition to being grouped by service area, MBNCanada's benchmarking framework identifies four types of measures: community impact, service level, efficiency and customer service. The first two measure types evaluate 'what we do', while the second two evaluate 'how well we do it'. An additional category of statistical information is collected to provide supporting data to each of the panels.

These categories are further defined in the chart below:

<i>Community Impact</i>	<i>Describes the effect programs and services have on our communities</i>
<i>Service Level</i>	<i>Describes the number, type or level of service delivered to residents in municipalities</i>
<i>Efficiency</i>	<i>Outlines how municipalities use their resources and are often expressed as a cost per unit of service or the volume of output per staff member</i>
<i>Customer Satisfaction</i>	<i>Measures the quality of services delivered to citizens</i>
<i>Statistics</i>	<i>Provided for information to support the reported performance measures</i>

**Appendix A** is an internally developed companion document to the public Performance Report. It highlights the City of Windsor's results and provides information for year-over-year changes and deviations from the MBNCanada median. Five years of data is provided, inclusive of trend lines, which indicate whether a measure is increasing, decreasing, or remaining constant, over time. This provides improved information on how the metrics in certain service areas are trending over time. In addition to providing comments with respect to the City's trends, the City's expert panel members were asked to identify influencing factors that could contribute to results that were above or below the MBNCanada median results. These comments are also included in the attached appendix.

In interpreting the results it is important to point out that, depending on the specifics of the measure, a result that is greater than or less than the median is not necessarily 'favourable' or 'unfavourable' as several factors, many of which are specific to a certain municipality or municipal policy, need to be considered. For example, low operating costs may be the result of a decision to defer maintenance of an asset. Conversely, higher operating costs may be the result of enhanced service levels or programs being offered by a municipality.

It is also important to note that differences in municipal organizational structures, services provided, municipal demographics, and corporate or council policies will also have a direct impact on performance. One of the key resources MBNCanada provides in terms of data analysis are the 'Influencing Factors' documents for each expert panel area. These are highlighted in the 2021 Performance Measurement Report at the beginning of each service area section. In some cases, the expert panels have reached a maturity level that allows these differences to be explained with relative ease. However, for those panels that are just beginning to compare results, further work is being undertaken to explore and better explain differences.

Similar to 2020, the addition of 'Extenuating Circumstances' to each of the service area sections is provided in 2021. The continuation of addition of this information in the 2021 Performance Report is meant to draw attention to the impact of the COVID-19 pandemic on municipal operations and service delivery.

As a result of the global pandemic, MBNCanada participating municipalities continued to experience a number of challenging situations, such as:

- Swift and immediate changes to the delivery of municipal services in order to comply with federal, provincial and local public health mandates
- The implementation of work-from-home requirements for certain municipal employees
- Workforce reductions and/or the redeployment of staff to support pandemic response
- The closure of both indoor and outdoor facilities to the general public
- The implementation of pandemic-related health and safety protocols and mandates



Not only did these challenges impact service delivery, but in many cases municipal finances were impacted as well. These impacts can be seen throughout the 2021 report and provide valuable insight into how municipalities were affected by the pandemic and how they responded to the challenges they were faced with. More interesting will be the analysis of future data trends showing how the municipal sector recovers and what permanent changes the pandemic will have on municipal service delivery. MBNCanada will continue to focus discussion within our Service Area groups on the impact of COVID-19 on our municipal operations.

### **Risk Analysis:**

Participation in MBNCanada meets the Municipal Act requirement to publically report on an annual basis, the performance of municipal operations. There is benefit in tracking and measuring performance indicators as they may highlight areas of potential corporate risk.

There is also a risk related to the interpretation of the MBNCanada results, as a number of factors unique to each municipality can impact the median. This report includes not only the MBNCanada median, but our own year-over-year results, in order to provide additional information and context surrounding the City's performance.

### **Climate Change Risks**

#### **Climate Change Mitigation:**

N/A

#### **Climate Change Adaptation:**

Climate change impacts are inherently captured in various MBNCanada metrics and reflect a municipality's investment and response to climate change initiatives. Data in a number of service areas such as Transit, Parks, Fleet and Facilities can help to provide insight into the effects of climate change adaptation measures on both service levels and cost. Moving forward, MBNCanada looks to incorporating a more formal approach to capturing and measuring the effects of climate change on municipalities across the country.

### **Financial Matters:**

As this report deals with performance measurement results of prior years, there are no direct financial implications arising from this report. An annual membership fee is payable to the MBNCanada Program Office of \$18,900.

The CAO represents the City of Windsor at the Board level and staff in the Finance Department are involved in leading the MBNCanada initiative at the local level by ensuring the data call timelines and Program policies and procedures are adhered to. These staff also play an active role in representing the City's interests at the Municipal Lead table. This report also serves as an additional management tool in the development of the City's annual budget estimates as various expert panel members consider the comparative data against peer municipalities in order to consider potential opportunities relative to service level and efficiency improvements.

In addition, staff contribute a number of hours to the Program through their involvement on their respective MBNCanada expert panels and through the data collection process.

There are approximately 80 individuals across the Corporation, including representatives from Police, EMS, the Library, Erwin and WUC, who participate as active expert panel members.

**Consultations:**

All City Departments and Boards that actively participate in the collection and review of the MBNCanada performance reporting information were consulted in the development of this report.

**Conclusion:**

With the support of the CAO and Senior Administration, the City of Windsor continues to support the MBNCanada Program and is realizing the benefits achieved through benchmarking, performance measurement and professional networking. Administration continues to be committed to MBNCanada and to performance measurement and management as it will enhance our accountability to both internal and external stakeholders.

**Planning Act Matters:**

N/A

**Approvals:**

Name	Title
Poorvangi Raval	Manager of Performance Measurement and Business Case Development (A)
Tony Ardovini	Deputy Treasurer – Financial Planning
Joe Mancina	Commissioner, Corporate Services / Chief Financial Officer
Onorio Colucci	Chief Administrative Officer (A)

**Notifications:**

Name	Address	Email

**Appendices:**

- 1 Appendix A - 2021 MBNCanada City of Windsor Results

# Accounts Payable

Appendix A

Measure	City of Windsor Results	Comments for 2021 Data																								
Percent of Payments that are Electronic <i>FINV245-Service Level</i>	<table border="1"> <caption>Percent of Payments that are Electronic</caption> <thead> <tr> <th>Year</th> <th>Windsor</th> <th>Median</th> <th>Trend-Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>33.6%</td> <td></td> <td></td> </tr> <tr> <td>2018</td> <td>31.9%</td> <td></td> <td></td> </tr> <tr> <td>2019</td> <td>40.3%</td> <td></td> <td></td> </tr> <tr> <td>2020</td> <td>38.9%</td> <td></td> <td></td> </tr> <tr> <td>2021</td> <td>46.8%</td> <td></td> <td></td> </tr> </tbody> </table>	Year	Windsor	Median	Trend-Windsor	2017	33.6%			2018	31.9%			2019	40.3%			2020	38.9%			2021	46.8%			Increased in 2021 is due to more vendors/suppliers as well as City employees have signed up for electronic payment. The median is high as some peers have mandated EFT as the payment method for their vendors.
Year	Windsor	Median	Trend-Windsor																							
2017	33.6%																									
2018	31.9%																									
2019	40.3%																									
2020	38.9%																									
2021	46.8%																									
Accounts Payable Operating Cost per Invoice Processed <i>FINV317-Efficiency</i>	<table border="1"> <caption>Accounts Payable Operating Cost per Invoice Processed</caption> <thead> <tr> <th>Year</th> <th>Windsor</th> <th>Median</th> <th>Trend-Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>\$8.66</td> <td></td> <td></td> </tr> <tr> <td>2018</td> <td>\$8.14</td> <td></td> <td></td> </tr> <tr> <td>2019</td> <td>\$9.95</td> <td></td> <td></td> </tr> <tr> <td>2020</td> <td>\$10.28</td> <td></td> <td></td> </tr> <tr> <td>2021</td> <td>\$12.69</td> <td></td> <td></td> </tr> </tbody> </table>	Year	Windsor	Median	Trend-Windsor	2017	\$8.66			2018	\$8.14			2019	\$9.95			2020	\$10.28			2021	\$12.69			The higher operating cost per invoice for 2021 is associated with fewer invoices processed due to COVID related delays in vendors providing invoices and processing.  The main factors contributing to the difference between the City's results and the median include: 1) The City's enhanced internal controls of verifying 100% of vouchers and vendor changes and 2) The level of technology and automation (primarily manual) used. Further, the City has a mainly decentralized Accounts Payable process while many of its peers are mainly centralized, which could affect results.
Year	Windsor	Median	Trend-Windsor																							
2017	\$8.66																									
2018	\$8.14																									
2019	\$9.95																									
2020	\$10.28																									
2021	\$12.69																									
Number of Invoices Processed per Accounts Payable FTE <i>FINV325-Efficiency</i>	<table border="1"> <caption>Number of Invoices Processed per Accounts Payable FTE</caption> <thead> <tr> <th>Year</th> <th>Windsor</th> <th>Median</th> <th>Trend-Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>7,888</td> <td></td> <td></td> </tr> <tr> <td>2018</td> <td>8,654</td> <td></td> <td></td> </tr> <tr> <td>2019</td> <td>7,735</td> <td></td> <td></td> </tr> <tr> <td>2020</td> <td>6,960</td> <td></td> <td></td> </tr> <tr> <td>2021</td> <td>6,244</td> <td></td> <td></td> </tr> </tbody> </table>	Year	Windsor	Median	Trend-Windsor	2017	7,888			2018	8,654			2019	7,735			2020	6,960			2021	6,244			A corporate accounts payable business process review has been initiated which will assist in improving efficiencies in the area.
Year	Windsor	Median	Trend-Windsor																							
2017	7,888																									
2018	8,654																									
2019	7,735																									
2020	6,960																									
2021	6,244																									
Percent of Invoices Paid Within 30 Days <i>FINV410-Customer Service</i>	<table border="1"> <caption>Percent of Invoices Paid Within 30 Days</caption> <thead> <tr> <th>Year</th> <th>Windsor</th> <th>Median</th> <th>Trend-Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>66.7%</td> <td></td> <td></td> </tr> <tr> <td>2018</td> <td>63.4%</td> <td></td> <td></td> </tr> <tr> <td>2019</td> <td>66.8%</td> <td></td> <td></td> </tr> <tr> <td>2020</td> <td>68.3%</td> <td></td> <td></td> </tr> <tr> <td>2021</td> <td>61.6%</td> <td></td> <td></td> </tr> </tbody> </table>	Year	Windsor	Median	Trend-Windsor	2017	66.7%			2018	63.4%			2019	66.8%			2020	68.3%			2021	61.6%			Results are within the median.
Year	Windsor	Median	Trend-Windsor																							
2017	66.7%																									
2018	63.4%																									
2019	66.8%																									
2020	68.3%																									
2021	61.6%																									

Source: MBNCanada Portal

# Building Permits and Inspections

Appendix A

Measure	City of Windsor Results	Comments for 2021 Data												
<p>New Residential Units Created per 100,000 Population</p> <p><i>BLDG221-Service Level</i></p>	<table border="1"> <caption>New Residential Units Created per 100,000 Population</caption> <thead> <tr> <th>Year</th> <th>Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>165</td> </tr> <tr> <td>2018</td> <td>160</td> </tr> <tr> <td>2019</td> <td>341</td> </tr> <tr> <td>2020</td> <td>345</td> </tr> <tr> <td>2021</td> <td>356</td> </tr> </tbody> </table>	Year	Windsor	2017	165	2018	160	2019	341	2020	345	2021	356	<p>Residential units continue to rise in 2021. The numbers reported do not reflect a true measurement. This is due to reporting challenges faced in the new permitting software that has limited the 2021 results. Reporting challenges are expected to diminish as the software reporting tools are improved.</p>
Year	Windsor													
2017	165													
2018	160													
2019	341													
2020	345													
2021	356													
<p>Operating Cost for Building Permits and Inspection Services per \$1,000 of Residential and ICI Construction Value</p> <p><i>BLDG325-Efficiency</i></p>	<table border="1"> <caption>Operating Cost for Building Permits and Inspection Services per \$1,000 of Residential and ICI Construction Value</caption> <thead> <tr> <th>Year</th> <th>Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>\$13.48</td> </tr> <tr> <td>2018</td> <td>\$16.54</td> </tr> <tr> <td>2019</td> <td>\$12.32</td> </tr> <tr> <td>2020</td> <td>\$13.79</td> </tr> <tr> <td>2021</td> <td>\$15.61</td> </tr> </tbody> </table>	Year	Windsor	2017	\$13.48	2018	\$16.54	2019	\$12.32	2020	\$13.79	2021	\$15.61	<p>Due to reporting challenges faced in the new permitting software, the 2021 results do not span the entire year. These voids do not provide an accurate measurement of results. Reporting challenges are expected to diminish going forward as the software reporting tools are improved.</p>
Year	Windsor													
2017	\$13.48													
2018	\$16.54													
2019	\$12.32													
2020	\$13.79													
2021	\$15.61													
<p>Number of Residential and ICI Building Permits Issued in the Fiscal Year</p> <p><i>BLDG801-Statistic</i></p>	<table border="1"> <caption>Number of Residential and ICI Building Permits Issued in the Fiscal Year</caption> <thead> <tr> <th>Year</th> <th>Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>3,580</td> </tr> <tr> <td>2018</td> <td>4,106</td> </tr> <tr> <td>2019</td> <td>3,063</td> </tr> <tr> <td>2020</td> <td>2,809</td> </tr> <tr> <td>2021</td> <td>1,377</td> </tr> </tbody> </table>	Year	Windsor	2017	3,580	2018	4,106	2019	3,063	2020	2,809	2021	1,377	<p>Although permit numbers continue to show an upward trend, the numbers shown do not represent a full assessment of actual numbers. This is due to reporting challenges faced in the new permitting software, the 2021 results do not span the entire year and therefore the numbers shown are not accurate measurement of results. Reporting challenges are expected to diminish as the software reporting tools are updated.</p>
Year	Windsor													
2017	3,580													
2018	4,106													
2019	3,063													
2020	2,809													
2021	1,377													

Source: MBNCanada Portal

# By-Law

## Appendix A

Measure	City of Windsor Results	Comments for 2021 Data																								
<p>Percent of Compliance to Noise, Property Standards, Yard Maintenance and Zoning By-Laws</p> <p><i>BYLW120-Community Impact</i></p>	<table border="1"> <thead> <tr> <th>Year</th> <th>Windsor</th> <th>Median</th> <th>Trend-Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>66%</td> <td></td> <td></td> </tr> <tr> <td>2018</td> <td>69%</td> <td></td> <td></td> </tr> <tr> <td>2019</td> <td>60%</td> <td></td> <td></td> </tr> <tr> <td>2020</td> <td>60%</td> <td></td> <td></td> </tr> <tr> <td>2021</td> <td>57%</td> <td></td> <td></td> </tr> </tbody> </table>	Year	Windsor	Median	Trend-Windsor	2017	66%			2018	69%			2019	60%			2020	60%			2021	57%			<p>Although there has been an increase in the number of complaints, compliance has been relatively consistent over the years.</p>
Year	Windsor	Median	Trend-Windsor																							
2017	66%																									
2018	69%																									
2019	60%																									
2020	60%																									
2021	57%																									
<p>Number of Noise, Property Standards, Yard Maintenance and Zoning By-Law Complaints per 100,000 Population</p> <p><i>BYLW205-Service Level</i></p>	<table border="1"> <thead> <tr> <th>Year</th> <th>Windsor</th> <th>Median</th> <th>Trend-Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>3,870</td> <td></td> <td></td> </tr> <tr> <td>2018</td> <td>3,823</td> <td></td> <td></td> </tr> <tr> <td>2019</td> <td>4,411</td> <td></td> <td></td> </tr> <tr> <td>2020</td> <td>3,335</td> <td></td> <td></td> </tr> <tr> <td>2021</td> <td>4,120</td> <td></td> <td></td> </tr> </tbody> </table>	Year	Windsor	Median	Trend-Windsor	2017	3,870			2018	3,823			2019	4,411			2020	3,335			2021	4,120			<p>The City saw a higher number of citizen complaints through the 311 call centre which provides a number of ways in which citizens were able to register complaints. It is likely that the COVID-19 pandemic caused an increase in calls as a result of more people staying at home or working from home. Citizens were around neighbourhood concerns more often.</p>
Year	Windsor	Median	Trend-Windsor																							
2017	3,870																									
2018	3,823																									
2019	4,411																									
2020	3,335																									
2021	4,120																									
<p>Percent of All By-Law Complaints Represented by Noise, Property Standards, Yard Maintenance and Zoning By-Laws</p> <p><i>BYLW207-Service Level</i></p>	<table border="1"> <thead> <tr> <th>Year</th> <th>Windsor</th> <th>Median</th> <th>Trend-Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>59%</td> <td></td> <td></td> </tr> <tr> <td>2018</td> <td>54%</td> <td></td> <td></td> </tr> <tr> <td>2019</td> <td>60%</td> <td></td> <td></td> </tr> <tr> <td>2020</td> <td>58%</td> <td></td> <td></td> </tr> <tr> <td>2021</td> <td>59%</td> <td></td> <td></td> </tr> </tbody> </table>	Year	Windsor	Median	Trend-Windsor	2017	59%			2018	54%			2019	60%			2020	58%			2021	59%			<p>The data reflects calls received by our 311 Call Centre from residents. Windsor is below the median as we have more by-laws than most of our comparators.</p>
Year	Windsor	Median	Trend-Windsor																							
2017	59%																									
2018	54%																									
2019	60%																									
2020	58%																									
2021	59%																									
<p>Number of Inspections per Noise, Property Standards, Yard Maintenance and Zoning By-Law Complaint</p> <p><i>BYLW226-Service Level</i></p>	<table border="1"> <thead> <tr> <th>Year</th> <th>Windsor</th> <th>Median</th> <th>Trend-Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>1.55</td> <td></td> <td></td> </tr> <tr> <td>2018</td> <td>1.53</td> <td></td> <td></td> </tr> <tr> <td>2019</td> <td>1.56</td> <td></td> <td></td> </tr> <tr> <td>2020</td> <td>1.64</td> <td></td> <td></td> </tr> <tr> <td>2021</td> <td>1.62</td> <td></td> <td></td> </tr> </tbody> </table>	Year	Windsor	Median	Trend-Windsor	2017	1.55			2018	1.53			2019	1.56			2020	1.64			2021	1.62			<p>While the number of inspections per complaint are within the median of our peers, the City continues to review its operations for efficiencies.</p>
Year	Windsor	Median	Trend-Windsor																							
2017	1.55																									
2018	1.53																									
2019	1.56																									
2020	1.64																									
2021	1.62																									
<p>Operating Cost of Enforcement for Noise, Property Standards, Yard Maintenance, Zoning By-Laws per 100,000 Population</p> <p><i>BYLW273-Efficiency</i></p>	<table border="1"> <thead> <tr> <th>Year</th> <th>Windsor</th> <th>Median</th> <th>Trend-Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>\$744,539</td> <td></td> <td></td> </tr> <tr> <td>2018</td> <td>\$1,107,078</td> <td></td> <td></td> </tr> <tr> <td>2019</td> <td>\$970,441</td> <td></td> <td></td> </tr> <tr> <td>2020</td> <td>\$1,001,772</td> <td></td> <td></td> </tr> <tr> <td>2021</td> <td>\$1,114,804</td> <td></td> <td></td> </tr> </tbody> </table>	Year	Windsor	Median	Trend-Windsor	2017	\$744,539			2018	\$1,107,078			2019	\$970,441			2020	\$1,001,772			2021	\$1,114,804			<p>Over the past few years, the Corporation has dedicated more resources to address the growing and concerning problem that exists with property owners not complying with local property standards by-laws.</p>
Year	Windsor	Median	Trend-Windsor																							
2017	\$744,539																									
2018	\$1,107,078																									
2019	\$970,441																									
2020	\$1,001,772																									
2021	\$1,114,804																									

## By-Law

### Appendix A

Measure	City of Windsor Results	Comments for 2021 Data												
<p>Operating Cost of Enforcement for Animal Control By-Laws per 100,000 Population</p> <p><i>BYLW275-Efficiency</i></p>	<table border="1"> <caption>Operating Cost of Enforcement for Animal Control By-Laws per 100,000 Population</caption> <thead> <tr> <th>Year</th> <th>Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>\$691,852</td> </tr> <tr> <td>2018</td> <td>\$575,338</td> </tr> <tr> <td>2019</td> <td>\$566,755</td> </tr> <tr> <td>2020</td> <td>\$558,632</td> </tr> <tr> <td>2021</td> <td>\$554,999</td> </tr> </tbody> </table>	Year	Windsor	2017	\$691,852	2018	\$575,338	2019	\$566,755	2020	\$558,632	2021	\$554,999	<p>There was a slight reduction in by-law enforcement hours being spent on animal control activities last year. Enforcement is complaint driven by the public and thus will vary from year to year.</p>
Year	Windsor													
2017	\$691,852													
2018	\$575,338													
2019	\$566,755													
2020	\$558,632													
2021	\$554,999													
<p>Percent of Recovery of Animal Control Costs</p> <p><i>BYLW318-Efficiency</i></p>	<table border="1"> <caption>Percent of Recovery of Animal Control Costs</caption> <thead> <tr> <th>Year</th> <th>Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>12%</td> </tr> <tr> <td>2018</td> <td>13%</td> </tr> <tr> <td>2019</td> <td>13%</td> </tr> <tr> <td>2020</td> <td>13%</td> </tr> <tr> <td>2021</td> <td>14%</td> </tr> </tbody> </table>	Year	Windsor	2017	12%	2018	13%	2019	13%	2020	13%	2021	14%	<p>For 2021 recoveries from user fees such as licensing and registration are in line with those that our peers are experiencing. Windsor has had a steady rate of recovery of animal control costs since 2016.</p>
Year	Windsor													
2017	12%													
2018	13%													
2019	13%													
2020	13%													
2021	14%													

Source: MBNCanada Portal

# Child Care

## Appendix A

Measure	City of Windsor Results	Comments for 2021 Data												
Regulated Child Care Spaces in Municipality per 1,000 Children (12 and Under) <i>CHCD105-Community Impact</i>	<table border="1"> <caption>Regulated Child Care Spaces in Municipality per 1,000 Children (12 and Under)</caption> <thead> <tr> <th>Year</th> <th>Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>196</td> </tr> <tr> <td>2018</td> <td>205</td> </tr> <tr> <td>2019</td> <td>210</td> </tr> <tr> <td>2020</td> <td>209</td> </tr> <tr> <td>2021</td> <td>215</td> </tr> </tbody> </table>	Year	Windsor	2017	196	2018	205	2019	210	2020	209	2021	215	There was an increase in child care spaces.
Year	Windsor													
2017	196													
2018	205													
2019	210													
2020	209													
2021	215													
Percent of Spaces that are Subsidized <i>CHDC112-Community Impact</i>	<table border="1"> <caption>Percent of Spaces that are Subsidized</caption> <thead> <tr> <th>Year</th> <th>Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>16%</td> </tr> <tr> <td>2018</td> <td>16%</td> </tr> <tr> <td>2019</td> <td>16%</td> </tr> <tr> <td>2020</td> <td>8%</td> </tr> <tr> <td>2021</td> <td>10%</td> </tr> </tbody> </table>	Year	Windsor	2017	16%	2018	16%	2019	16%	2020	8%	2021	10%	There was an increase in child care spaces.
Year	Windsor													
2017	16%													
2018	16%													
2019	16%													
2020	8%													
2021	10%													
Percent of Children in the Municipality (12 & under) from Lower Income Families - LICO <i>CHDC115-Community Impact</i>	<table border="1"> <caption>Percent of Children in the Municipality (12 &amp; under) from Lower Income Families - LICO</caption> <thead> <tr> <th>Year</th> <th>Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>12%</td> </tr> <tr> <td>2018</td> <td>12%</td> </tr> <tr> <td>2019</td> <td>15%</td> </tr> <tr> <td>2020</td> <td>15%</td> </tr> <tr> <td>2021</td> <td>15%</td> </tr> </tbody> </table>	Year	Windsor	2017	12%	2018	12%	2019	15%	2020	15%	2021	15%	Increase in number of children 12 and under
Year	Windsor													
2017	12%													
2018	12%													
2019	15%													
2020	15%													
2021	15%													
Percent of Children in the Municipality (12 & under) from Lower Income Families - LIM <i>CHDC116-Community Impact</i>	<table border="1"> <caption>Percent of Children in the Municipality (12 &amp; under) from Lower Income Families - LIM</caption> <thead> <tr> <th>Year</th> <th>Windsor</th> </tr> </thead> <tbody> <tr> <td>2019</td> <td>21%</td> </tr> <tr> <td>2020</td> <td>21%</td> </tr> <tr> <td>2021</td> <td>21%</td> </tr> </tbody> </table>	Year	Windsor	2019	21%	2020	21%	2021	21%	No change to Percent of Children in the Municipality (12&under) from Lower Income Families –LIM				
Year	Windsor													
2019	21%													
2020	21%													
2021	21%													
Total Cost per Child (12 and under) in the Municipality <i>CHDC220T-Service Level</i>	<table border="1"> <caption>Total Cost per Child (12 and under) in the Municipality</caption> <thead> <tr> <th>Year</th> <th>Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>\$770</td> </tr> <tr> <td>2018</td> <td>\$1,074</td> </tr> <tr> <td>2019</td> <td>\$974</td> </tr> <tr> <td>2020</td> <td>\$787</td> </tr> <tr> <td>2021</td> <td>\$1,023</td> </tr> </tbody> </table>	Year	Windsor	2017	\$770	2018	\$1,074	2019	\$974	2020	\$787	2021	\$1,023	Increase in level of funding from MEDU.
Year	Windsor													
2017	\$770													
2018	\$1,074													
2019	\$974													
2020	\$787													
2021	\$1,023													

## Child Care

Appendix A

Measure	City of Windsor Results	Comments for 2021 Data												
<p>Annual Child Care Cost per Normalized Subsidized Child Care Space</p> <p><i>CHCD305-Efficiency</i></p>	<table border="1" style="margin: 0 auto; border-collapse: collapse;"> <thead> <tr> <th>Year</th> <th>Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>\$4,903</td> </tr> <tr> <td>2018</td> <td>\$4,909</td> </tr> <tr> <td>2019</td> <td>\$4,922</td> </tr> <tr> <td>2020</td> <td>\$4,964</td> </tr> <tr> <td>2021</td> <td>\$5,473</td> </tr> </tbody> </table>	Year	Windsor	2017	\$4,903	2018	\$4,909	2019	\$4,922	2020	\$4,964	2021	\$5,473	<p>In 2021, the centers were open for a longer period of time compared to 2020 which increased the annual fee subsidy child care cost.</p>
Year	Windsor													
2017	\$4,903													
2018	\$4,909													
2019	\$4,922													
2020	\$4,964													
2021	\$5,473													

Source: MBNCanada Portal



# Clerks

## Appendix A

Measure	City of Windsor Results	Comments for 2021 Data												
<p>Number of Formal Freedom of Information Requests per 100,000 Population</p> <p><i>CLKS270-Service Level</i></p>	<table border="1"> <caption>Number of Formal Freedom of Information Requests per 100,000 Population</caption> <thead> <tr> <th>Year</th> <th>Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>63</td> </tr> <tr> <td>2018</td> <td>62</td> </tr> <tr> <td>2019</td> <td>72</td> </tr> <tr> <td>2020</td> <td>34</td> </tr> <tr> <td>2021</td> <td>45</td> </tr> </tbody> </table>	Year	Windsor	2017	63	2018	62	2019	72	2020	34	2021	45	<p>The number of FOI requests received each year varies. The increase from 2020 to 2021 is reflective of the lessening effects of the pandemic, and general interest in information covered by MFIPPA.</p>
Year	Windsor													
2017	63													
2018	62													
2019	72													
2020	34													
2021	45													
<p>Percent of Regular Formal Freedom of Information Requests Completed within 30 Days</p> <p><i>CLKS470-Customer Service</i></p>	<table border="1"> <caption>Percent of Regular Formal Freedom of Information Requests Completed within 30 Days</caption> <thead> <tr> <th>Year</th> <th>Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>93%</td> </tr> <tr> <td>2018</td> <td>87%</td> </tr> <tr> <td>2019</td> <td>76%</td> </tr> <tr> <td>2020</td> <td>68%</td> </tr> <tr> <td>2021</td> <td>80%</td> </tr> </tbody> </table>	Year	Windsor	2017	93%	2018	87%	2019	76%	2020	68%	2021	80%	<p>The increase in the number of FOI requests completed in 30 days is due to the availability of resources in Council Services and the responsive departments. Other municipalities experience similar challenges with resourcing.</p>
Year	Windsor													
2017	93%													
2018	87%													
2019	76%													
2020	68%													
2021	80%													
<p>Percent of Regular Formal Freedom of Information Requests, Extensions and 3rd Party Notices Completed within Legislated Timelines</p> <p><i>CLKS475-Customer Service</i></p>	<table border="1"> <caption>Percent of Regular Formal Freedom of Information Requests, Extensions and 3rd Party Notices Completed within Legislated Timelines</caption> <thead> <tr> <th>Year</th> <th>Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>97%</td> </tr> <tr> <td>2018</td> <td>89%</td> </tr> <tr> <td>2019</td> <td>87%</td> </tr> <tr> <td>2020</td> <td>81%</td> </tr> <tr> <td>2021</td> <td>83%</td> </tr> </tbody> </table>	Year	Windsor	2017	97%	2018	89%	2019	87%	2020	81%	2021	83%	<p>Similar to CLK470, the pandemic and availability of resources, competing departmental priorities and the prioritization of FOI requests by responding departments and third parties (those external to the Corporation) contribute to the ability to meet the legislated timelines.</p>
Year	Windsor													
2017	97%													
2018	89%													
2019	87%													
2020	81%													
2021	83%													

Source: MBNCanada Portal

# Culture

## Appendix A

Measure	City of Windsor Results	Comments for 2021 Data												
<p>Culture Grants Per Capita</p> <p><i>CLTR125-Community Impact</i></p>	<table border="1"> <caption>Culture Grants Per Capita Data</caption> <thead> <tr> <th>Year</th> <th>Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>\$1.05</td> </tr> <tr> <td>2018</td> <td>\$1.04</td> </tr> <tr> <td>2019</td> <td>\$1.37</td> </tr> <tr> <td>2020</td> <td>\$1.48</td> </tr> <tr> <td>2021</td> <td>\$1.49</td> </tr> </tbody> </table>	Year	Windsor	2017	\$1.05	2018	\$1.04	2019	\$1.37	2020	\$1.48	2021	\$1.49	<p>Grants included the Windsor Symphony Orchestra, Arts Culture Heritage Fund, Artcite and Arts Council.</p>
Year	Windsor													
2017	\$1.05													
2018	\$1.04													
2019	\$1.37													
2020	\$1.48													
2021	\$1.49													
<p>Culture Operating Cost to Manage Grants Per Capita</p> <p><i>CLTR200-Service Level</i></p>	<table border="1"> <caption>Culture Operating Cost to Manage Grants Per Capita Data</caption> <thead> <tr> <th>Year</th> <th>Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>\$1.05</td> </tr> <tr> <td>2018</td> <td>\$1.04</td> </tr> <tr> <td>2019</td> <td>\$1.37</td> </tr> <tr> <td>2020</td> <td>\$1.48</td> </tr> <tr> <td>2021</td> <td>\$1.49</td> </tr> </tbody> </table>	Year	Windsor	2017	\$1.05	2018	\$1.04	2019	\$1.37	2020	\$1.48	2021	\$1.49	<p>Operating costs for grants remained consistent to 2020.</p>
Year	Windsor													
2017	\$1.05													
2018	\$1.04													
2019	\$1.37													
2020	\$1.48													
2021	\$1.49													
<p>Culture Total Cost per Capita</p> <p><i>CLTR205T-Service Level</i></p>	<table border="1"> <caption>Culture Total Cost per Capita Data</caption> <thead> <tr> <th>Year</th> <th>Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>\$20.68</td> </tr> <tr> <td>2018</td> <td>\$23.31</td> </tr> <tr> <td>2019</td> <td>\$18.09</td> </tr> <tr> <td>2020</td> <td>\$10.64</td> </tr> <tr> <td>2021</td> <td>\$7.41</td> </tr> </tbody> </table>	Year	Windsor	2017	\$20.68	2018	\$23.31	2019	\$18.09	2020	\$10.64	2021	\$7.41	<p>Due to COVID Cultural programming was limited and facilities were closed or operating within Provincial mandates. In 2020, there were operations from January to March. This measure will increase in the 2022 measures.</p>
Year	Windsor													
2017	\$20.68													
2018	\$23.31													
2019	\$18.09													
2020	\$10.64													
2021	\$7.41													

Source: MBNCanada Portal

# Emergency Medical Services

## Appendix A

Measure	City of Windsor Results	Comments for 2021 Data												
Percent of Ambulance Time Lost to Hospital Turnaround <i>EMDS150-Community Impact</i>	<table border="1"> <caption>Percent of Ambulance Time Lost to Hospital Turnaround</caption> <thead> <tr> <th>Year</th> <th>Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>21%</td> </tr> <tr> <td>2018</td> <td>21%</td> </tr> <tr> <td>2019</td> <td>19%</td> </tr> <tr> <td>2020</td> <td>19%</td> </tr> <tr> <td>2021</td> <td>23%</td> </tr> </tbody> </table>	Year	Windsor	2017	21%	2018	21%	2019	19%	2020	19%	2021	23%	Ambulance Offload Times (AOT) increased higher than historical levels in large part due to COVID-19, the lack of primary care services, the delay in some health services and the increase in patient acuity being seen in emergency departments. To add to pressures, patient flow through hospitals realized blockages due to long term care facilities unable to accept patients from acute care.
Year	Windsor													
2017	21%													
2018	21%													
2019	19%													
2020	19%													
2021	23%													
EMS Weighted Vehicle In-Service Hours per 1,000 Population <i>EMDS226-Service Level</i>	<table border="1"> <caption>EMS Weighted Vehicle In-Service Hours per 1,000 Population</caption> <thead> <tr> <th>Year</th> <th>Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>456</td> </tr> <tr> <td>2018</td> <td>494</td> </tr> <tr> <td>2019</td> <td>494</td> </tr> <tr> <td>2020</td> <td>490</td> </tr> <tr> <td>2021</td> <td>478</td> </tr> </tbody> </table>	Year	Windsor	2017	456	2018	494	2019	494	2020	490	2021	478	EMS weighted in service hours declined in 2021 due to staff absences due to COVID-19 illness. Staff became ill in different waves and it was unable to back fill or staff as per historical levels.
Year	Windsor													
2017	456													
2018	494													
2019	494													
2020	490													
2021	478													
Unique Responses per 1,000 Population <i>EMSD229-Service Level</i>	<table border="1"> <caption>Unique Responses per 1,000 Population</caption> <thead> <tr> <th>Year</th> <th>Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>143</td> </tr> <tr> <td>2018</td> <td>145</td> </tr> <tr> <td>2019</td> <td>144</td> </tr> <tr> <td>2020</td> <td>135</td> </tr> <tr> <td>2021</td> <td>138</td> </tr> </tbody> </table>	Year	Windsor	2017	143	2018	145	2019	144	2020	135	2021	138	Call volume in 2021 began to rebound to levels similar to 2019. COVID-19 and lockdowns still impacted volumes but other factors, such as community paramedics and Mobile Integrated Health partnerships have assisted in reducing or levelling call volumes.
Year	Windsor													
2017	143													
2018	145													
2019	144													
2020	135													
2021	138													
EMS Total Cost per Weighted Vehicle In-Service Hour <i>EMDS306T-Efficiency</i>	<table border="1"> <caption>EMS Total Cost per Weighted Vehicle In-Service Hour</caption> <thead> <tr> <th>Year</th> <th>Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>\$209</td> </tr> <tr> <td>2018</td> <td>\$207</td> </tr> <tr> <td>2019</td> <td>\$222</td> </tr> <tr> <td>2020</td> <td>\$244</td> </tr> <tr> <td>2021</td> <td>\$236</td> </tr> </tbody> </table>	Year	Windsor	2017	\$209	2018	\$207	2019	\$222	2020	\$244	2021	\$236	Total cost per weighted vehicle rose in 2021 due to the unexpected costs of COVID, the increased amount of absence events where shifts had to be filled with overtime and inflationary costs.
Year	Windsor													
2017	\$209													
2018	\$207													
2019	\$222													
2020	\$244													
2021	\$236													
Response Time Performance Standard: Sudden Cardiac Arrest Within Six (6) Minutes <i>EMDS430-Customer Service</i>	<table border="1"> <caption>Response Time Performance Standard: Sudden Cardiac Arrest Within Six (6) Minutes</caption> <thead> <tr> <th>Year</th> <th>Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>59.00%</td> </tr> <tr> <td>2018</td> <td>63.14%</td> </tr> <tr> <td>2019</td> <td>59.80%</td> </tr> <tr> <td>2020</td> <td>53.20%</td> </tr> <tr> <td>2021</td> <td>48.00%</td> </tr> </tbody> </table>	Year	Windsor	2017	59.00%	2018	63.14%	2019	59.80%	2020	53.20%	2021	48.00%	Response time performance dropped in part due to the increased pressure of ambulance offload delay and the frequency of down staffed ambulances. Simply COVID-19 pressures continues into 2021.
Year	Windsor													
2017	59.00%													
2018	63.14%													
2019	59.80%													
2020	53.20%													
2021	48.00%													

## Emergency Medical Services

### Appendix A

Measure	City of Windsor Results	Comments for 2021 Data												
<p>Response Time Performance Standard - Canadian Triage &amp; Acuity Scale 1</p> <p><i>EMDS431-Customer Service</i></p>	<table border="1"> <caption>Response Time Performance Standard - Canadian Triage &amp; Acuity Scale 1</caption> <thead> <tr> <th>Year</th> <th>Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>75.00%</td> </tr> <tr> <td>2018</td> <td>80.23%</td> </tr> <tr> <td>2019</td> <td>76.80%</td> </tr> <tr> <td>2020</td> <td>74.90%</td> </tr> <tr> <td>2021</td> <td>68.00%</td> </tr> </tbody> </table>	Year	Windsor	2017	75.00%	2018	80.23%	2019	76.80%	2020	74.90%	2021	68.00%	<p>Response time performance dropped in part due to the increased pressure of ambulance offload delay and the frequency of down staffed ambulances. Simply COVID-19 pressures continues into 2021.</p>
Year	Windsor													
2017	75.00%													
2018	80.23%													
2019	76.80%													
2020	74.90%													
2021	68.00%													
<p>90th Percentile Call Processing Time (Dispatch) - EMS TO-2 Code 4 (AMPDS 1 and 2/DE, optional in C)</p> <p><i>EMDS480-Customer Service</i></p>	<table border="1"> <caption>90th Percentile Call Processing Time (Dispatch) - EMS TO-2 Code 4</caption> <thead> <tr> <th>Year</th> <th>Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>3:15</td> </tr> <tr> <td>2018</td> <td>3:10</td> </tr> <tr> <td>2019</td> <td>3:05</td> </tr> <tr> <td>2020</td> <td>3:08</td> </tr> <tr> <td>2021</td> <td>5:29</td> </tr> </tbody> </table>	Year	Windsor	2017	3:15	2018	3:10	2019	3:05	2020	3:08	2021	5:29	<p>The data reported is incorrect due to a data input error. The correct time is 3:06 and is similar to historical. It must be noted that Dispatch is not within the jurisdiction of EWEMS and is managed by the Province of Ontario. This data will be restated next year.</p>
Year	Windsor													
2017	3:15													
2018	3:10													
2019	3:05													
2020	3:08													
2021	5:29													

Source: MBNCanada Portal

# Emergency Shelters

## Appendix A

Measure	City of Windsor Results	Comments for 2021 Data																								
<p>Average Length of Stay per Admission to Emergency Shelters (includes each adult &amp; child)</p> <p><i>HSTL105-Community Impact</i></p>	<table border="1"> <caption>Average Length of Stay per Admission to Emergency Shelters</caption> <thead> <tr> <th>Year</th> <th>Windsor</th> <th>Median</th> <th>Trend-Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>6.5</td> <td>~6.5</td> <td>~6.5</td> </tr> <tr> <td>2018</td> <td>6.8</td> <td>~6.8</td> <td>~6.8</td> </tr> <tr> <td>2019</td> <td>6.5</td> <td>~6.5</td> <td>~6.5</td> </tr> <tr> <td>2020</td> <td>8.2</td> <td>~8.2</td> <td>~8.2</td> </tr> <tr> <td>2021</td> <td>7.9</td> <td>~7.9</td> <td>~7.9</td> </tr> </tbody> </table>	Year	Windsor	Median	Trend-Windsor	2017	6.5	~6.5	~6.5	2018	6.8	~6.8	~6.8	2019	6.5	~6.5	~6.5	2020	8.2	~8.2	~8.2	2021	7.9	~7.9	~7.9	<p>As this indicator measures shelter stays for all individuals, including children as parts of families, the data is fairly consistent year over year</p>
Year	Windsor	Median	Trend-Windsor																							
2017	6.5	~6.5	~6.5																							
2018	6.8	~6.8	~6.8																							
2019	6.5	~6.5	~6.5																							
2020	8.2	~8.2	~8.2																							
2021	7.9	~7.9	~7.9																							
<p>Average Length of Stay in Days per Admission to Emergency Shelters (Singles)</p> <p><i>HSTL110-Community Impact</i></p>	<table border="1"> <caption>Average Length of Stay in Days per Admission to Emergency Shelters (Singles)</caption> <thead> <tr> <th>Year</th> <th>Windsor</th> <th>Median</th> <th>Trend-Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>8.5</td> <td>~8.5</td> <td>~8.5</td> </tr> <tr> <td>2018</td> <td>9.3</td> <td>~9.3</td> <td>~9.3</td> </tr> <tr> <td>2019</td> <td>11.1</td> <td>~11.1</td> <td>~11.1</td> </tr> <tr> <td>2020</td> <td>12.5</td> <td>~12.5</td> <td>~12.5</td> </tr> <tr> <td>2021</td> <td>6.3</td> <td>~6.3</td> <td>~6.3</td> </tr> </tbody> </table>	Year	Windsor	Median	Trend-Windsor	2017	8.5	~8.5	~8.5	2018	9.3	~9.3	~9.3	2019	11.1	~11.1	~11.1	2020	12.5	~12.5	~12.5	2021	6.3	~6.3	~6.3	<p>The City of Windsor provided COVID related funding from upper level's of government to the Downtown Mission which serves a more transient population with more frequent shelter admissions and discharges. This is the first time that data from the Downtown Mission has been included in the MBN report.</p>
Year	Windsor	Median	Trend-Windsor																							
2017	8.5	~8.5	~8.5																							
2018	9.3	~9.3	~9.3																							
2019	11.1	~11.1	~11.1																							
2020	12.5	~12.5	~12.5																							
2021	6.3	~6.3	~6.3																							
<p>Average Length of Stay in Days per Admission to Emergency Shelters (Families)</p> <p><i>HSTL115-Community Impact</i></p>	<table border="1"> <caption>Average Length of Stay in Days per Admission to Emergency Shelters (Families)</caption> <thead> <tr> <th>Year</th> <th>Windsor</th> <th>Median</th> <th>Trend-Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>9.3</td> <td>~9.3</td> <td>~9.3</td> </tr> <tr> <td>2018</td> <td>13.8</td> <td>~13.8</td> <td>~13.8</td> </tr> <tr> <td>2019</td> <td>13.0</td> <td>~13.0</td> <td>~13.0</td> </tr> <tr> <td>2020</td> <td>14.2</td> <td>~14.2</td> <td>~14.2</td> </tr> <tr> <td>2021</td> <td>25.5</td> <td>~25.5</td> <td>~25.5</td> </tr> </tbody> </table>	Year	Windsor	Median	Trend-Windsor	2017	9.3	~9.3	~9.3	2018	13.8	~13.8	~13.8	2019	13.0	~13.0	~13.0	2020	14.2	~14.2	~14.2	2021	25.5	~25.5	~25.5	<p>With increasing rent and a more competitive housing market families experiencing homelessness are staying in shelter longer. Additionally a new data system was launched which provides more accurate data than previous years.</p>
Year	Windsor	Median	Trend-Windsor																							
2017	9.3	~9.3	~9.3																							
2018	13.8	~13.8	~13.8																							
2019	13.0	~13.0	~13.0																							
2020	14.2	~14.2	~14.2																							
2021	25.5	~25.5	~25.5																							
<p>Average Nightly Number of Emergency Shelter Beds Available per 100,000 Population</p> <p><i>HSTL205-Service Level</i></p>	<table border="1"> <caption>Average Nightly Number of Emergency Shelter Beds Available per 100,000 Population</caption> <thead> <tr> <th>Year</th> <th>Windsor</th> <th>Median</th> <th>Trend-Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>8.9</td> <td>~8.9</td> <td>~8.9</td> </tr> <tr> <td>2018</td> <td>11.2</td> <td>~11.2</td> <td>~11.2</td> </tr> <tr> <td>2019</td> <td>11.5</td> <td>~11.5</td> <td>~11.5</td> </tr> <tr> <td>2020</td> <td>11.3</td> <td>~11.3</td> <td>~11.3</td> </tr> <tr> <td>2021</td> <td>34.0</td> <td>~34.0</td> <td>~34.0</td> </tr> </tbody> </table>	Year	Windsor	Median	Trend-Windsor	2017	8.9	~8.9	~8.9	2018	11.2	~11.2	~11.2	2019	11.5	~11.5	~11.5	2020	11.3	~11.3	~11.3	2021	34.0	~34.0	~34.0	<p>Large increase due to the addition of the Downtown Mission's 84 bed shelter being funded with COVID funding from upper levels of government.</p>
Year	Windsor	Median	Trend-Windsor																							
2017	8.9	~8.9	~8.9																							
2018	11.2	~11.2	~11.2																							
2019	11.5	~11.5	~11.5																							
2020	11.3	~11.3	~11.3																							
2021	34.0	~34.0	~34.0																							
<p>Direct Cost of Emergency Shelter Program per 100,000 Population</p> <p><i>HSTL220-Service Level</i></p>	<table border="1"> <caption>Direct Cost of Emergency Shelter Program per 100,000 Population</caption> <thead> <tr> <th>Year</th> <th>Windsor</th> <th>Median</th> <th>Trend-Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>\$385,248</td> <td>~\$385,248</td> <td>~\$385,248</td> </tr> <tr> <td>2018</td> <td>\$562,659</td> <td>~\$562,659</td> <td>~\$562,659</td> </tr> <tr> <td>2019</td> <td>\$541,633</td> <td>~\$541,633</td> <td>~\$541,633</td> </tr> <tr> <td>2020</td> <td>\$545,140</td> <td>~\$545,140</td> <td>~\$545,140</td> </tr> <tr> <td>2021</td> <td>\$648,388</td> <td>~\$648,388</td> <td>~\$648,388</td> </tr> </tbody> </table>	Year	Windsor	Median	Trend-Windsor	2017	\$385,248	~\$385,248	~\$385,248	2018	\$562,659	~\$562,659	~\$562,659	2019	\$541,633	~\$541,633	~\$541,633	2020	\$545,140	~\$545,140	~\$545,140	2021	\$648,388	~\$648,388	~\$648,388	<p>Increase due to the addition of the Downtown Mission's 84 bed shelter being funded with COVID funding from upper levels of government.</p>
Year	Windsor	Median	Trend-Windsor																							
2017	\$385,248	~\$385,248	~\$385,248																							
2018	\$562,659	~\$562,659	~\$562,659																							
2019	\$541,633	~\$541,633	~\$541,633																							
2020	\$545,140	~\$545,140	~\$545,140																							
2021	\$648,388	~\$648,388	~\$648,388																							

# Emergency Shelters

Measure	City of Windsor Results	Comments for 2021 Data																								
<p>Average Nightly Bed Occupancy Rate of Emergency Shelters</p> <p><i>HSTL410-Customer Service</i></p>	<table border="1" style="margin: auto; border-collapse: collapse;"> <caption>Average Nightly Bed Occupancy Rate of Emergency Shelters</caption> <thead> <tr> <th>Year</th> <th>Windsor</th> <th>Median</th> <th>Trend-Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>123%</td> <td>~120%</td> <td>~125%</td> </tr> <tr> <td>2018</td> <td>128%</td> <td>~120%</td> <td>~122%</td> </tr> <tr> <td>2019</td> <td>127%</td> <td>~120%</td> <td>~118%</td> </tr> <tr> <td>2020</td> <td>105%</td> <td>~120%</td> <td>~112%</td> </tr> <tr> <td>2021</td> <td>76%</td> <td>~120%</td> <td>~105%</td> </tr> </tbody> </table>	Year	Windsor	Median	Trend-Windsor	2017	123%	~120%	~125%	2018	128%	~120%	~122%	2019	127%	~120%	~118%	2020	105%	~120%	~112%	2021	76%	~120%	~105%	<p>Additional capacity created through the additional beds being funded by COVID funding provided by upper levels of government.</p>
Year	Windsor	Median	Trend-Windsor																							
2017	123%	~120%	~125%																							
2018	128%	~120%	~122%																							
2019	127%	~120%	~118%																							
2020	105%	~120%	~112%																							
2021	76%	~120%	~105%																							

Source: MBNCanada Portal

## Facilities

### Appendix A

Measure	City of Windsor Results	Comments for 2021 Data																								
<p>Total Direct Cost of Facility Operations per Square Feet of Headquarter Building (HQ)</p> <p>FCLT335T-Efficiency</p>	<table border="1"> <caption>Total Direct Cost of Facility Operations per Square Feet of Headquarter Building (HQ)</caption> <thead> <tr> <th>Year</th> <th>Windsor</th> <th>Median</th> <th>Trend-Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>\$6.33</td> <td></td> <td></td> </tr> <tr> <td>2018</td> <td>\$7.54</td> <td></td> <td></td> </tr> <tr> <td>2019</td> <td>\$12.88</td> <td></td> <td></td> </tr> <tr> <td>2020</td> <td>\$17.57</td> <td></td> <td></td> </tr> <tr> <td>2021</td> <td>\$17.68</td> <td></td> <td></td> </tr> </tbody> </table>	Year	Windsor	Median	Trend-Windsor	2017	\$6.33			2018	\$7.54			2019	\$12.88			2020	\$17.57			2021	\$17.68			<p>Windsor has been operating with total direct cost of Facility Operations for Headquarter Building per square foot below median prior to 2019. In 2019, while the total direct costs per square foot remained below the median of our peer municipalities, it had increased drastically from 2018 reporting. This increase was due to the costs of new City Hall being capitalized in 2019 and the 1/2 year rule applied to the first year of amortization. Starting year 2020, full year amortization has been applied.</p>
Year	Windsor	Median	Trend-Windsor																							
2017	\$6.33																									
2018	\$7.54																									
2019	\$12.88																									
2020	\$17.57																									
2021	\$17.68																									
<p>Total Equivalent kWh Energy Consumption per Square Foot of Headquarter Building (HQ)</p> <p>FCLT340-Efficiency</p>	<table border="1"> <caption>Total Equivalent kWh Energy Consumption per Square Foot of Headquarter Building (HQ)</caption> <thead> <tr> <th>Year</th> <th>Windsor</th> <th>Median</th> <th>Trend-Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>27.8</td> <td></td> <td></td> </tr> <tr> <td>2018</td> <td>15.6</td> <td></td> <td></td> </tr> <tr> <td>2019</td> <td>8.1</td> <td></td> <td></td> </tr> <tr> <td>2020</td> <td>7.9</td> <td></td> <td></td> </tr> <tr> <td>2021</td> <td>7.0</td> <td></td> <td></td> </tr> </tbody> </table>	Year	Windsor	Median	Trend-Windsor	2017	27.8			2018	15.6			2019	8.1			2020	7.9			2021	7.0			<p>The reduction of energy consumption starting 2018 was due to moving into a new building with more energy efficient equipment and systems in mid 2018. The slight decrease in total energy consumption was due to lower activities in the headquarter building during the pandemic shutdown in 2020-2021.</p>
Year	Windsor	Median	Trend-Windsor																							
2017	27.8																									
2018	15.6																									
2019	8.1																									
2020	7.9																									
2021	7.0																									
<p>Gross Square Footage of All Buildings Owned and Leased by Municipality</p> <p>FCLT805-Statistic</p>	<table border="1"> <caption>Gross Square Footage of All Buildings Owned and Leased by Municipality</caption> <thead> <tr> <th>Year</th> <th>Windsor</th> <th>Median</th> <th>Trend-Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>3.56</td> <td>Not available</td> <td></td> </tr> <tr> <td>2018</td> <td>3.59</td> <td>Not available</td> <td></td> </tr> <tr> <td>2019</td> <td>3.44</td> <td>Not available</td> <td></td> </tr> <tr> <td>2020</td> <td>3.74</td> <td>Not available</td> <td></td> </tr> <tr> <td>2021</td> <td>3.74</td> <td>Not available</td> <td></td> </tr> </tbody> </table>	Year	Windsor	Median	Trend-Windsor	2017	3.56	Not available		2018	3.59	Not available		2019	3.44	Not available		2020	3.74	Not available		2021	3.74	Not available		<p>There was no significant changes in total gross square footage of all buildings owned or leased by the City in 2021.</p>
Year	Windsor	Median	Trend-Windsor																							
2017	3.56	Not available																								
2018	3.59	Not available																								
2019	3.44	Not available																								
2020	3.74	Not available																								
2021	3.74	Not available																								

Source: MBNCanada Portal

# Fire Services

## Appendix A

Measure	City of Windsor Results	Comments for 2021 Data																								
Residential Fire Related Civilian Fatalities per 100,000 Population <i>FIRE110-Community Impact</i>	<table border="1"> <caption>Residential Fire Related Civilian Fatalities per 100,000 Population</caption> <thead> <tr> <th>Year</th> <th>Windsor</th> <th>Median</th> <th>Trend-Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>0.45</td> <td></td> <td></td> </tr> <tr> <td>2018</td> <td>0.89</td> <td></td> <td></td> </tr> <tr> <td>2019</td> <td>2.20</td> <td></td> <td></td> </tr> <tr> <td>2020</td> <td>0.43</td> <td></td> <td></td> </tr> <tr> <td>2021</td> <td>0.87</td> <td></td> <td></td> </tr> </tbody> </table>	Year	Windsor	Median	Trend-Windsor	2017	0.45			2018	0.89			2019	2.20			2020	0.43			2021	0.87			2021 had fatality of 2 and 2020 had a fatality of 1, both are in line with normal occurrence in any given year. Public messaging regarding smoking safety was implemented during 2019 Fire Prevention Week which was an exception year where all deaths were smoking related.
Year	Windsor	Median	Trend-Windsor																							
2017	0.45																									
2018	0.89																									
2019	2.20																									
2020	0.43																									
2021	0.87																									
Rate of Residential Structural Fires with Losses per 1,000 Population <i>FIRE123-Community Impact</i>	<table border="1"> <caption>Rate of Residential Structural Fires with Losses per 1,000 Population</caption> <thead> <tr> <th>Year</th> <th>Windsor</th> <th>Median</th> <th>Trend-Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>0.57</td> <td></td> <td></td> </tr> <tr> <td>2018</td> <td>0.64</td> <td></td> <td></td> </tr> <tr> <td>2019</td> <td>0.50</td> <td></td> <td></td> </tr> <tr> <td>2020</td> <td>0.52</td> <td></td> <td></td> </tr> <tr> <td>2021</td> <td>0.64</td> <td></td> <td></td> </tr> </tbody> </table>	Year	Windsor	Median	Trend-Windsor	2017	0.57			2018	0.64			2019	0.50			2020	0.52			2021	0.64			Total number of fires and calls for service fell in 2020 due to pandemic. In 2021 there were periods of time where pandemic restrictions eased and WFRS saw a return to previous call volumes and number of fires. The delivery of in-person Fire Safety education was limited throughout the pandemic which may have impacted the number of fires as well. 2022 will see a return to in-person fire safety education and completion of a simplified community risk assessment that will drive new programming targets.
Year	Windsor	Median	Trend-Windsor																							
2017	0.57																									
2018	0.64																									
2019	0.50																									
2020	0.52																									
2021	0.64																									
Total Fire Cost per 1,000 Population <i>FIRE275T-Service Level</i>	<table border="1"> <caption>Total Fire Cost per 1,000 Population</caption> <thead> <tr> <th>Year</th> <th>Windsor</th> <th>Median</th> <th>Trend-Windsor</th> </tr> </thead> <tbody> <tr> <td>2019</td> <td>\$260,610</td> <td></td> <td></td> </tr> <tr> <td>2020</td> <td>\$259,695</td> <td></td> <td></td> </tr> <tr> <td>2021</td> <td>\$272,623</td> <td></td> <td></td> </tr> </tbody> </table>	Year	Windsor	Median	Trend-Windsor	2019	\$260,610			2020	\$259,695			2021	\$272,623			Windsor has traditionally been high in this category. Slight increase in total cost is from various pressures causing increase in overtime cost.								
Year	Windsor	Median	Trend-Windsor																							
2019	\$260,610																									
2020	\$259,695																									
2021	\$272,623																									
Actual 90th Percentile Fire Station Notification Response Time (min:sec) (Urban) <i>FIRE405-Customer Service</i>	<table border="1"> <caption>Actual 90th Percentile Fire Station Notification Response Time (min:sec) (Urban)</caption> <thead> <tr> <th>Year</th> <th>Windsor</th> <th>Median</th> <th>Trend-Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>7:01</td> <td></td> <td></td> </tr> <tr> <td>2018</td> <td>6:56</td> <td></td> <td></td> </tr> <tr> <td>2019</td> <td>6:40</td> <td></td> <td></td> </tr> <tr> <td>2020</td> <td>6:38</td> <td></td> <td></td> </tr> <tr> <td>2021</td> <td>6:34</td> <td></td> <td></td> </tr> </tbody> </table>	Year	Windsor	Median	Trend-Windsor	2017	7:01			2018	6:56			2019	6:40			2020	6:38			2021	6:34			The slight reduction in response time is likely attributable to less road traffic during the pandemic.
Year	Windsor	Median	Trend-Windsor																							
2017	7:01																									
2018	6:56																									
2019	6:40																									
2020	6:38																									
2021	6:34																									

Source: MBNCanada Portal



# Fleet

## Appendix A

Measure	City of Windsor Results	Comments for 2021 Data																		
Direct Cost per Light Vehicle KM (Municipal Equipment) <i>FLET327-Efficiency</i>	<table border="1"> <caption>Direct Cost per Light Vehicle KM (Municipal Equipment)</caption> <thead> <tr> <th>Year</th> <th>Windsor</th> <th>Median</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>\$0.32</td> <td>~\$0.35</td> </tr> <tr> <td>2018</td> <td>\$0.32</td> <td>~\$0.35</td> </tr> <tr> <td>2019</td> <td>\$0.31</td> <td>~\$0.35</td> </tr> <tr> <td>2020</td> <td>\$0.28</td> <td>~\$0.35</td> </tr> <tr> <td>2021</td> <td>\$0.30</td> <td>~\$0.35</td> </tr> </tbody> </table>	Year	Windsor	Median	2017	\$0.32	~\$0.35	2018	\$0.32	~\$0.35	2019	\$0.31	~\$0.35	2020	\$0.28	~\$0.35	2021	\$0.30	~\$0.35	Fleet costs relative to our Light vehicles have been consistent and within or below the median values of our peers.
Year	Windsor	Median																		
2017	\$0.32	~\$0.35																		
2018	\$0.32	~\$0.35																		
2019	\$0.31	~\$0.35																		
2020	\$0.28	~\$0.35																		
2021	\$0.30	~\$0.35																		
Direct Cost per Medium Vehicle KM (Municipal Equipment) <i>FLET328-Efficiency</i>	<table border="1"> <caption>Direct Cost per Medium Vehicle KM (Municipal Equipment)</caption> <thead> <tr> <th>Year</th> <th>Windsor</th> <th>Median</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>\$0.61</td> <td>~\$0.65</td> </tr> <tr> <td>2018</td> <td>\$0.61</td> <td>~\$0.65</td> </tr> <tr> <td>2019</td> <td>\$0.66</td> <td>~\$0.65</td> </tr> <tr> <td>2020</td> <td>\$0.62</td> <td>~\$0.65</td> </tr> <tr> <td>2021</td> <td>\$0.71</td> <td>~\$0.65</td> </tr> </tbody> </table>	Year	Windsor	Median	2017	\$0.61	~\$0.65	2018	\$0.61	~\$0.65	2019	\$0.66	~\$0.65	2020	\$0.62	~\$0.65	2021	\$0.71	~\$0.65	Fleet costs relative to our Medium vehicles have been consistent and within or below the median values of our peers. Increase in 2021 primarily due to rising fuel costs.
Year	Windsor	Median																		
2017	\$0.61	~\$0.65																		
2018	\$0.61	~\$0.65																		
2019	\$0.66	~\$0.65																		
2020	\$0.62	~\$0.65																		
2021	\$0.71	~\$0.65																		
Direct Cost per Heavy Vehicle KM (Municipal Equipment) <i>FLET329-Efficiency</i>	<table border="1"> <caption>Direct Cost per Heavy Vehicle KM (Municipal Equipment)</caption> <thead> <tr> <th>Year</th> <th>Windsor</th> <th>Median</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>\$1.84</td> <td>~\$2.10</td> </tr> <tr> <td>2018</td> <td>\$1.88</td> <td>~\$2.10</td> </tr> <tr> <td>2019</td> <td>\$2.23</td> <td>~\$2.10</td> </tr> <tr> <td>2020</td> <td>\$1.99</td> <td>~\$2.10</td> </tr> <tr> <td>2021</td> <td>\$1.71</td> <td>~\$2.10</td> </tr> </tbody> </table>	Year	Windsor	Median	2017	\$1.84	~\$2.10	2018	\$1.88	~\$2.10	2019	\$2.23	~\$2.10	2020	\$1.99	~\$2.10	2021	\$1.71	~\$2.10	With respect to our Heavy vehicles, the outsourcing of waste collection has been identified as an influencing factor for this measure. Costs have been historically below or within the median since we outsourced garbage and recycling collection. Decrease in 2021 due to replacements of aging fleet and addition of new units for county recycling collection program.
Year	Windsor	Median																		
2017	\$1.84	~\$2.10																		
2018	\$1.88	~\$2.10																		
2019	\$2.23	~\$2.10																		
2020	\$1.99	~\$2.10																		
2021	\$1.71	~\$2.10																		
Percent of Unplanned Maintenance Work Order Hours <i>FLET415-Service Level</i>	<table border="1"> <caption>Percent of Unplanned Maintenance Work Order Hours</caption> <thead> <tr> <th>Year</th> <th>Windsor</th> <th>Median</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>60%</td> <td>~65%</td> </tr> <tr> <td>2018</td> <td>60%</td> <td>~65%</td> </tr> <tr> <td>2019</td> <td>66%</td> <td>~65%</td> </tr> <tr> <td>2020</td> <td>59%</td> <td>~65%</td> </tr> <tr> <td>2021</td> <td>64%</td> <td>~65%</td> </tr> </tbody> </table>	Year	Windsor	Median	2017	60%	~65%	2018	60%	~65%	2019	66%	~65%	2020	59%	~65%	2021	64%	~65%	Historically within median.
Year	Windsor	Median																		
2017	60%	~65%																		
2018	60%	~65%																		
2019	66%	~65%																		
2020	59%	~65%																		
2021	64%	~65%																		
Number of Light Vehicles (Municipal Equipment) <i>FLET827-Statistic</i>	<table border="1"> <caption>Number of Light Vehicles (Municipal Equipment)</caption> <thead> <tr> <th>Year</th> <th>Windsor</th> <th>Median</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>181</td> <td>~190</td> </tr> <tr> <td>2018</td> <td>192</td> <td>~195</td> </tr> <tr> <td>2019</td> <td>200</td> <td>~200</td> </tr> <tr> <td>2020</td> <td>224</td> <td>~205</td> </tr> <tr> <td>2021</td> <td>222</td> <td>~205</td> </tr> </tbody> </table>	Year	Windsor	Median	2017	181	~190	2018	192	~195	2019	200	~200	2020	224	~205	2021	222	~205	The total number of vehicles is proportionate to the City's population and size. Increase in 2020 due to more replaced vehicles kept in service during the pandemic to minimize sharing of vehicles for physical distancing to protect workers.
Year	Windsor	Median																		
2017	181	~190																		
2018	192	~195																		
2019	200	~200																		
2020	224	~205																		
2021	222	~205																		

# Fleet

## Appendix A

Measure	City of Windsor Results	Comments for 2021 Data																								
<p>Number of Medium Vehicles (Municipal Equipment)</p> <p><i>FLET828-Statistic</i></p>	<table border="1"> <caption>Number of Medium Vehicles (Municipal Equipment)</caption> <thead> <tr> <th>Year</th> <th>Windsor</th> <th>Median</th> <th>Trend-Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>48</td> <td>~50</td> <td>~50</td> </tr> <tr> <td>2018</td> <td>49</td> <td>~50</td> <td>~50</td> </tr> <tr> <td>2019</td> <td>48</td> <td>~48</td> <td>~48</td> </tr> <tr> <td>2020</td> <td>47</td> <td>~48</td> <td>~48</td> </tr> <tr> <td>2021</td> <td>55</td> <td>~48</td> <td>~48</td> </tr> </tbody> </table>	Year	Windsor	Median	Trend-Windsor	2017	48	~50	~50	2018	49	~50	~50	2019	48	~48	~48	2020	47	~48	~48	2021	55	~48	~48	<p>The total number of vehicles is proportionate to the City's population and size. Increase in 2021 due to fleet additions and vehicles being kept in service after they have been replaced.</p>
Year	Windsor	Median	Trend-Windsor																							
2017	48	~50	~50																							
2018	49	~50	~50																							
2019	48	~48	~48																							
2020	47	~48	~48																							
2021	55	~48	~48																							
<p>Number of Heavy Vehicles (Municipal Equipment)</p> <p><i>FLET829-Statistic</i></p>	<table border="1"> <caption>Number of Heavy Vehicles (Municipal Equipment)</caption> <thead> <tr> <th>Year</th> <th>Windsor</th> <th>Median</th> <th>Trend-Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>32</td> <td>~45</td> <td>~45</td> </tr> <tr> <td>2018</td> <td>31</td> <td>~45</td> <td>~45</td> </tr> <tr> <td>2019</td> <td>31</td> <td>~42</td> <td>~42</td> </tr> <tr> <td>2020</td> <td>41</td> <td>~42</td> <td>~42</td> </tr> <tr> <td>2021</td> <td>42</td> <td>~42</td> <td>~42</td> </tr> </tbody> </table>	Year	Windsor	Median	Trend-Windsor	2017	32	~45	~45	2018	31	~45	~45	2019	31	~42	~42	2020	41	~42	~42	2021	42	~42	~42	<p>The total number of vehicles is proportionate to the City's population and size. Increase in 2020 due to purchase of recycling trucks for new County recycling collection program.</p>
Year	Windsor	Median	Trend-Windsor																							
2017	32	~45	~45																							
2018	31	~45	~45																							
2019	31	~42	~42																							
2020	41	~42	~42																							
2021	42	~42	~42																							

Source: MBNCanada Portal

# General Government

## Appendix A

Measure	City of Windsor Results	Comments for 2021 Data												
Operating Cost for General Government per Capita GENG206-Service Level	<table border="1" style="margin: auto;"> <caption>Operating Cost for General Government per Capita</caption> <thead> <tr> <th>Year</th> <th>Windsor</th> </tr> </thead> <tbody> <tr> <td>2019</td> <td>\$100</td> </tr> <tr> <td>2020</td> <td>\$102</td> </tr> <tr> <td>2021</td> <td>\$105</td> </tr> </tbody> </table>	Year	Windsor	2019	\$100	2020	\$102	2021	\$105	Windsor's General Government costs have remained consistent over the past several years. Some slight increases in the program support component of General Government were observed in 2021 due to pandemic pressures.				
Year	Windsor													
2019	\$100													
2020	\$102													
2021	\$105													
Total Cost for General Government per Capita GENG206T-Service Level	<table border="1" style="margin: auto;"> <caption>Total Cost for General Government per Capita</caption> <thead> <tr> <th>Year</th> <th>Windsor</th> </tr> </thead> <tbody> <tr> <td>2019</td> <td>\$111</td> </tr> <tr> <td>2020</td> <td>\$116</td> </tr> <tr> <td>2021</td> <td>\$118</td> </tr> </tbody> </table>	Year	Windsor	2019	\$111	2020	\$116	2021	\$118					
Year	Windsor													
2019	\$111													
2020	\$116													
2021	\$118													
Operating Cost for Governance and Corporate Management as a Percent of Municipal Operating Cost GENG301-Efficiency	<table border="1" style="margin: auto;"> <caption>Operating Cost for Governance and Corporate Management as a Percent of Municipal Operating Cost</caption> <thead> <tr> <th>Year</th> <th>Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>4.0%</td> </tr> <tr> <td>2018</td> <td>4.2%</td> </tr> <tr> <td>2019</td> <td>3.5%</td> </tr> <tr> <td>2020</td> <td>3.7%</td> </tr> <tr> <td>2021</td> <td>3.6%</td> </tr> </tbody> </table>	Year	Windsor	2017	4.0%	2018	4.2%	2019	3.5%	2020	3.7%	2021	3.6%	Windsor's General Government costs have remained consistent over the past several years. The beginning of recoveries in some services (e.g. recreation and transit) in 2021 resulted in the ratio trending downward toward pre-pandemic levels.
Year	Windsor													
2017	4.0%													
2018	4.2%													
2019	3.5%													
2020	3.7%													
2021	3.6%													
Total Cost for Governance and Corporate Management as a Percent of Total Municipal Operating GENG301T-Efficiency	<table border="1" style="margin: auto;"> <caption>Total Cost for Governance and Corporate Management as a Percent of Total Municipal Operating</caption> <thead> <tr> <th>Year</th> <th>Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>3.7%</td> </tr> <tr> <td>2018</td> <td>3.9%</td> </tr> <tr> <td>2019</td> <td>3.4%</td> </tr> <tr> <td>2020</td> <td>3.7%</td> </tr> <tr> <td>2021</td> <td>3.6%</td> </tr> </tbody> </table>	Year	Windsor	2017	3.7%	2018	3.9%	2019	3.4%	2020	3.7%	2021	3.6%	
Year	Windsor													
2017	3.7%													
2018	3.9%													
2019	3.4%													
2020	3.7%													
2021	3.6%													

Source: MBNCanada Portal

# General Revenue

## Appendix A

Measure	City of Windsor Results	Comments for 2021 Data																								
Percent of General Revenues Billed <i>GREV210-Service Level</i>	<table border="1"> <caption>Percent of General Revenues Billed</caption> <thead> <tr> <th>Year</th> <th>Windsor</th> <th>Median</th> <th>Trend-Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>31%</td> <td></td> <td></td> </tr> <tr> <td>2018</td> <td>31%</td> <td></td> <td></td> </tr> <tr> <td>2019</td> <td>28%</td> <td></td> <td></td> </tr> <tr> <td>2020</td> <td>32%</td> <td></td> <td></td> </tr> <tr> <td>2021</td> <td>33%</td> <td></td> <td></td> </tr> </tbody> </table>	Year	Windsor	Median	Trend-Windsor	2017	31%			2018	31%			2019	28%			2020	32%			2021	33%			Results are within the median.
Year	Windsor	Median	Trend-Windsor																							
2017	31%																									
2018	31%																									
2019	28%																									
2020	32%																									
2021	33%																									
Operating Cost of Accounts Receivable Function per Invoice <i>GREV310-Efficiency</i>	<table border="1"> <caption>Operating Cost of Accounts Receivable Function per Invoice</caption> <thead> <tr> <th>Year</th> <th>Windsor</th> <th>Median</th> <th>Trend-Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>\$26.59</td> <td></td> <td></td> </tr> <tr> <td>2018</td> <td>\$25.96</td> <td></td> <td></td> </tr> <tr> <td>2019</td> <td>\$28.88</td> <td></td> <td></td> </tr> <tr> <td>2020</td> <td>\$37.76</td> <td></td> <td></td> </tr> <tr> <td>2021</td> <td>\$47.10</td> <td></td> <td></td> </tr> </tbody> </table>	Year	Windsor	Median	Trend-Windsor	2017	\$26.59			2018	\$25.96			2019	\$28.88			2020	\$37.76			2021	\$47.10			2021 result is greater than 2020 due to more staffing resources dedicated to handle increased collection efforts because of COVID complications/implications.
Year	Windsor	Median	Trend-Windsor																							
2017	\$26.59																									
2018	\$25.96																									
2019	\$28.88																									
2020	\$37.76																									
2021	\$47.10																									
Bad Debt Write-off as a Percent of Billed Revenue <i>GREV325-Efficiency</i>	<table border="1"> <caption>Bad Debt Write-off as a Percent of Billed Revenue</caption> <thead> <tr> <th>Year</th> <th>Windsor</th> <th>Median</th> <th>Trend-Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>0.0%</td> <td></td> <td></td> </tr> <tr> <td>2018</td> <td>0.1%</td> <td></td> <td></td> </tr> <tr> <td>2019</td> <td>0.0%</td> <td></td> <td></td> </tr> <tr> <td>2020</td> <td>0.0%</td> <td></td> <td></td> </tr> <tr> <td>2021</td> <td>0.4%</td> <td></td> <td></td> </tr> </tbody> </table>	Year	Windsor	Median	Trend-Windsor	2017	0.0%			2018	0.1%			2019	0.0%			2020	0.0%			2021	0.4%			Under normal circumstances, trade receivables write-offs should be minimal, however, due to COVID, 2021 number is materially higher than previous years.
Year	Windsor	Median	Trend-Windsor																							
2017	0.0%																									
2018	0.1%																									
2019	0.0%																									
2020	0.0%																									
2021	0.4%																									
Average Collection Period (Days) <i>GREV335-Efficiency</i>	<table border="1"> <caption>Average Collection Period (Days)</caption> <thead> <tr> <th>Year</th> <th>Windsor</th> <th>Median</th> <th>Trend-Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>49</td> <td></td> <td></td> </tr> <tr> <td>2018</td> <td>51</td> <td></td> <td></td> </tr> <tr> <td>2019</td> <td>43</td> <td></td> <td></td> </tr> <tr> <td>2020</td> <td>53</td> <td></td> <td></td> </tr> <tr> <td>2021</td> <td>57</td> <td></td> <td></td> </tr> </tbody> </table>	Year	Windsor	Median	Trend-Windsor	2017	49			2018	51			2019	43			2020	53			2021	57			The increased average collection period in 2021 was a result of the suspension of collection activity due to Covid 19.
Year	Windsor	Median	Trend-Windsor																							
2017	49																									
2018	51																									
2019	43																									
2020	53																									
2021	57																									

Source: MBNCanada Portal

# Human Resources

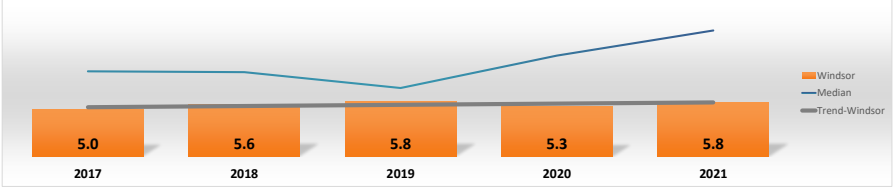
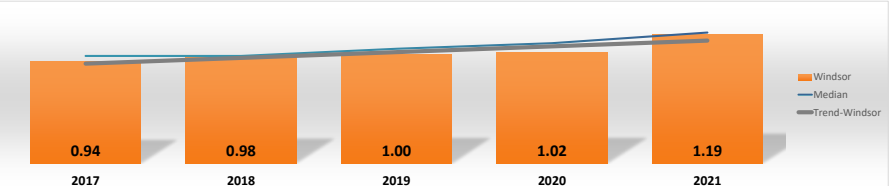
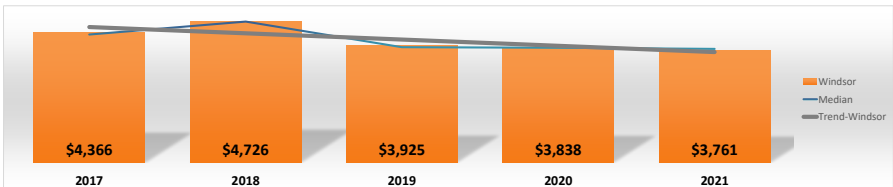
## Appendix A

Measure	City of Windsor Results	Comments for 2021 Data												
Total Cost for Human Resources Administration per T4 Supported <i>HMRS215T-Service Level</i>	<table border="1"> <caption>Total Cost for Human Resources Administration per T4 Supported</caption> <thead> <tr> <th>Year</th> <th>Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>\$1,018</td> </tr> <tr> <td>2018</td> <td>\$972</td> </tr> <tr> <td>2019</td> <td>\$1,021</td> </tr> <tr> <td>2020</td> <td>\$1,110</td> </tr> <tr> <td>2021</td> <td>\$1,243</td> </tr> </tbody> </table>	Year	Windsor	2017	\$1,018	2018	\$972	2019	\$1,021	2020	\$1,110	2021	\$1,243	Costs have remained fairly consistent over the past 5 years. In 2021, additional 1446 T4A's were issued. The increase was largely due to supporting the Mass Vaccination Clinic efforts due to the COVID-19 Pandemic.
Year	Windsor													
2017	\$1,018													
2018	\$972													
2019	\$1,021													
2020	\$1,110													
2021	\$1,243													
Permanent Voluntary Employee Turnover Rate <i>HMRS406-Community Impact</i>	<table border="1"> <caption>Permanent Voluntary Employee Turnover Rate</caption> <thead> <tr> <th>Year</th> <th>Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>4.94%</td> </tr> <tr> <td>2018</td> <td>5.84%</td> </tr> <tr> <td>2019</td> <td>5.69%</td> </tr> <tr> <td>2020</td> <td>5.72%</td> </tr> <tr> <td>2021</td> <td>6.31%</td> </tr> </tbody> </table>	Year	Windsor	2017	4.94%	2018	5.84%	2019	5.69%	2020	5.72%	2021	6.31%	In 2021, the corporation saw an increase in Regular Full Time resignations. Additionally health care workers from the Long Term Care field could only work for one employer.
Year	Windsor													
2017	4.94%													
2018	5.84%													
2019	5.69%													
2020	5.72%													
2021	6.31%													
Number of Resignations <i>HMRS800-Statistic</i>	<table border="1"> <caption>Number of Resignations</caption> <thead> <tr> <th>Year</th> <th>Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>24</td> </tr> <tr> <td>2018</td> <td>30</td> </tr> <tr> <td>2019</td> <td>34</td> </tr> <tr> <td>2020</td> <td>32</td> </tr> <tr> <td>2021</td> <td>50</td> </tr> </tbody> </table>	Year	Windsor	2017	24	2018	30	2019	34	2020	32	2021	50	In 2021, resignations consisted of 50 employees (16 part-time and 36 full-time). Resignations were spread across all departments, there were no areas of concentrations.
Year	Windsor													
2017	24													
2018	30													
2019	34													
2020	32													
2021	50													
Number of Retirements <i>HMRS801-Statistic</i>	<table border="1"> <caption>Number of Retirements</caption> <thead> <tr> <th>Year</th> <th>Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>78</td> </tr> <tr> <td>2018</td> <td>92</td> </tr> <tr> <td>2019</td> <td>91</td> </tr> <tr> <td>2020</td> <td>92</td> </tr> <tr> <td>2021</td> <td>86</td> </tr> </tbody> </table>	Year	Windsor	2017	78	2018	92	2019	91	2020	92	2021	86	Retirement numbers remain in-line with retirement projections. We expect retirement numbers to continue to be high for the next number of years as our employees reach retirement and 30 years of service.
Year	Windsor													
2017	78													
2018	92													
2019	91													
2020	92													
2021	86													

Source: MBNCanda Portal

# Information Technology

## Appendix A

Measure	City of Windsor Results	Comments for 2021 Data																								
Number of Visitor Sessions to Municipal Website per Capita <i>INTN105-Community Impact</i>	 <table border="1"> <caption>Number of Visitor Sessions to Municipal Website per Capita</caption> <thead> <tr> <th>Year</th> <th>Windsor</th> <th>Median</th> <th>Trend-Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>5.0</td> <td>~5.5</td> <td>~5.5</td> </tr> <tr> <td>2018</td> <td>5.6</td> <td>~5.5</td> <td>~5.5</td> </tr> <tr> <td>2019</td> <td>5.8</td> <td>~5.4</td> <td>~5.4</td> </tr> <tr> <td>2020</td> <td>5.3</td> <td>~5.5</td> <td>~5.5</td> </tr> <tr> <td>2021</td> <td>5.8</td> <td>~5.6</td> <td>~5.6</td> </tr> </tbody> </table>	Year	Windsor	Median	Trend-Windsor	2017	5.0	~5.5	~5.5	2018	5.6	~5.5	~5.5	2019	5.8	~5.4	~5.4	2020	5.3	~5.5	~5.5	2021	5.8	~5.6	~5.6	With the exception of 2020, this measurement saw year on year growth. We continue to look for opportunities to grow the content of the municipal website as we move forward.
Year	Windsor	Median	Trend-Windsor																							
2017	5.0	~5.5	~5.5																							
2018	5.6	~5.5	~5.5																							
2019	5.8	~5.4	~5.4																							
2020	5.3	~5.5	~5.5																							
2021	5.8	~5.6	~5.6																							
Number of Information Technology Devices per Total Supported Municipal FTE <i>INTN205-Service Level</i>	 <table border="1"> <caption>Number of Information Technology Devices per Total Supported Municipal FTE</caption> <thead> <tr> <th>Year</th> <th>Windsor</th> <th>Median</th> <th>Trend-Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>0.94</td> <td>~1.0</td> <td>~1.0</td> </tr> <tr> <td>2018</td> <td>0.98</td> <td>~1.0</td> <td>~1.0</td> </tr> <tr> <td>2019</td> <td>1.00</td> <td>~1.0</td> <td>~1.0</td> </tr> <tr> <td>2020</td> <td>1.02</td> <td>~1.0</td> <td>~1.0</td> </tr> <tr> <td>2021</td> <td>1.19</td> <td>~1.0</td> <td>~1.0</td> </tr> </tbody> </table>	Year	Windsor	Median	Trend-Windsor	2017	0.94	~1.0	~1.0	2018	0.98	~1.0	~1.0	2019	1.00	~1.0	~1.0	2020	1.02	~1.0	~1.0	2021	1.19	~1.0	~1.0	Covid and the move to a more mobile workforce resulted in a slightly increased value. This trend will likely reverse as we prepare for the introduction of a work-from-home policy and replace desktop PC's with laptops.
Year	Windsor	Median	Trend-Windsor																							
2017	0.94	~1.0	~1.0																							
2018	0.98	~1.0	~1.0																							
2019	1.00	~1.0	~1.0																							
2020	1.02	~1.0	~1.0																							
2021	1.19	~1.0	~1.0																							
Total Cost for Information Technology per Total Supported Municipal FTE <i>INTN243T-Service Level</i>	 <table border="1"> <caption>Total Cost for Information Technology per Total Supported Municipal FTE</caption> <thead> <tr> <th>Year</th> <th>Windsor</th> <th>Median</th> <th>Trend-Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>\$4,366</td> <td>~\$4,500</td> <td>~\$4,500</td> </tr> <tr> <td>2018</td> <td>\$4,726</td> <td>~\$4,500</td> <td>~\$4,500</td> </tr> <tr> <td>2019</td> <td>\$3,925</td> <td>~\$4,500</td> <td>~\$4,500</td> </tr> <tr> <td>2020</td> <td>\$3,838</td> <td>~\$4,500</td> <td>~\$4,500</td> </tr> <tr> <td>2021</td> <td>\$3,761</td> <td>~\$4,500</td> <td>~\$4,500</td> </tr> </tbody> </table>	Year	Windsor	Median	Trend-Windsor	2017	\$4,366	~\$4,500	~\$4,500	2018	\$4,726	~\$4,500	~\$4,500	2019	\$3,925	~\$4,500	~\$4,500	2020	\$3,838	~\$4,500	~\$4,500	2021	\$3,761	~\$4,500	~\$4,500	Reflective of the current economic, budgetary constraints, as well as efficiencies. The results are currently within the median value of our peers.
Year	Windsor	Median	Trend-Windsor																							
2017	\$4,366	~\$4,500	~\$4,500																							
2018	\$4,726	~\$4,500	~\$4,500																							
2019	\$3,925	~\$4,500	~\$4,500																							
2020	\$3,838	~\$4,500	~\$4,500																							
2021	\$3,761	~\$4,500	~\$4,500																							

Source: MBNCanda Portal

# Investment Management

Appendix A

Measure	City of Windsor Results	Comments for 2021 Data																								
Gross Percent Realized Return on the Total Investment Portfolio <i>INVT310-Efficiency</i>	<table border="1"> <caption>Gross Percent Realized Return on the Total Investment Portfolio</caption> <thead> <tr> <th>Year</th> <th>Windsor</th> <th>Median</th> <th>Trend-Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>1.58%</td> <td>~2.5%</td> <td>~2.2%</td> </tr> <tr> <td>2018</td> <td>2.02%</td> <td>~2.4%</td> <td>~2.2%</td> </tr> <tr> <td>2019</td> <td>2.48%</td> <td>~2.6%</td> <td>~2.2%</td> </tr> <tr> <td>2020</td> <td>1.73%</td> <td>~2.4%</td> <td>~2.2%</td> </tr> <tr> <td>2021</td> <td>1.23%</td> <td>~2.2%</td> <td>~2.2%</td> </tr> </tbody> </table>	Year	Windsor	Median	Trend-Windsor	2017	1.58%	~2.5%	~2.2%	2018	2.02%	~2.4%	~2.2%	2019	2.48%	~2.6%	~2.2%	2020	1.73%	~2.4%	~2.2%	2021	1.23%	~2.2%	~2.2%	The change year over year is due to a significant increase in the overall average investment portfolio held in 2021 (\$487M) compared to 2020 (\$386M). The related portfolio increase in investments and cash held was coupled with a slight decrease (\$700K) in returns from investments due to lower rates being offered compared to the previous year.
Year	Windsor	Median	Trend-Windsor																							
2017	1.58%	~2.5%	~2.2%																							
2018	2.02%	~2.4%	~2.2%																							
2019	2.48%	~2.6%	~2.2%																							
2020	1.73%	~2.4%	~2.2%																							
2021	1.23%	~2.2%	~2.2%																							
Gross Percent Realized Return on the Total Internally Managed Investment Portfolio <i>INVT312-Efficiency</i>	<table border="1"> <caption>Gross Percent Realized Return on the Total Internally Managed Investment Portfolio</caption> <thead> <tr> <th>Year</th> <th>Windsor</th> <th>Median</th> <th>Trend-Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>1.58%</td> <td>~2.5%</td> <td>~2.2%</td> </tr> <tr> <td>2018</td> <td>2.02%</td> <td>~2.4%</td> <td>~2.2%</td> </tr> <tr> <td>2019</td> <td>2.48%</td> <td>~2.6%</td> <td>~2.2%</td> </tr> <tr> <td>2020</td> <td>1.73%</td> <td>~2.4%</td> <td>~2.2%</td> </tr> <tr> <td>2021</td> <td>1.23%</td> <td>~2.2%</td> <td>~2.2%</td> </tr> </tbody> </table>	Year	Windsor	Median	Trend-Windsor	2017	1.58%	~2.5%	~2.2%	2018	2.02%	~2.4%	~2.2%	2019	2.48%	~2.6%	~2.2%	2020	1.73%	~2.4%	~2.2%	2021	1.23%	~2.2%	~2.2%	
Year	Windsor	Median	Trend-Windsor																							
2017	1.58%	~2.5%	~2.2%																							
2018	2.02%	~2.4%	~2.2%																							
2019	2.48%	~2.6%	~2.2%																							
2020	1.73%	~2.4%	~2.2%																							
2021	1.23%	~2.2%	~2.2%																							
Gross Percent Realized Return on the Total Externally Managed Investment Portfolio <i>INVT314-Efficiency</i>		The City of Windsor does not have an externally managed portfolio.																								

Source: MBNC Canada Portal

# Legal

## Appendix A

Measure	City of Windsor Results	Comments for 2021 Data												
<p>In-House Legal Operating Costs per \$1,000 Municipal Operating and Capital Expenditures</p> <p><i>LEGL252-Efficiency</i></p>	<table border="1"> <caption>In-House Legal Operating Costs per \$1,000 Municipal Operating and Capital Expenditures</caption> <thead> <tr> <th>Year</th> <th>Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>\$2.79</td> </tr> <tr> <td>2018</td> <td>\$2.54</td> </tr> <tr> <td>2019</td> <td>\$2.86</td> </tr> <tr> <td>2020</td> <td>\$3.37</td> </tr> <tr> <td>2021</td> <td>\$3.51</td> </tr> </tbody> </table>	Year	Windsor	2017	\$2.79	2018	\$2.54	2019	\$2.86	2020	\$3.37	2021	\$3.51	<p>The 2021 increase is due to a 29% increase in program support allocation.</p>
Year	Windsor													
2017	\$2.79													
2018	\$2.54													
2019	\$2.86													
2020	\$3.37													
2021	\$3.51													
<p>In-House Legal Operating Cost per In-House Lawyer Hour</p> <p><i>LEGL315-Efficiency</i></p>	<table border="1"> <caption>In-House Legal Operating Cost per In-House Lawyer Hour</caption> <thead> <tr> <th>Year</th> <th>Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>\$145</td> </tr> <tr> <td>2018</td> <td>\$149</td> </tr> <tr> <td>2019</td> <td>\$156</td> </tr> <tr> <td>2020</td> <td>\$142</td> </tr> <tr> <td>2021</td> <td>\$151</td> </tr> </tbody> </table>	Year	Windsor	2017	\$145	2018	\$149	2019	\$156	2020	\$142	2021	\$151	<p>The increase in 2021 is due to operations returning to more normal levels, which is shown by there only being a \$6,000 difference from 2019 to 2021.</p>
Year	Windsor													
2017	\$145													
2018	\$149													
2019	\$156													
2020	\$142													
2021	\$151													
<p>External Legal Cost per Total Municipal Legal Cost</p> <p><i>LEGL330-Efficiency</i></p>	<table border="1"> <caption>External Legal Cost per Total Municipal Legal Cost</caption> <thead> <tr> <th>Year</th> <th>Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>47%</td> </tr> <tr> <td>2018</td> <td>48%</td> </tr> <tr> <td>2019</td> <td>31%</td> </tr> <tr> <td>2020</td> <td>32%</td> </tr> <tr> <td>2021</td> <td>26%</td> </tr> </tbody> </table>	Year	Windsor	2017	47%	2018	48%	2019	31%	2020	32%	2021	26%	<p>There was a 193% increase in arbitration files, which is backed out of the calculation, which resulted in the 2021 decrease.</p>
Year	Windsor													
2017	47%													
2018	48%													
2019	31%													
2020	32%													
2021	26%													

Source: MBNCanada Portal



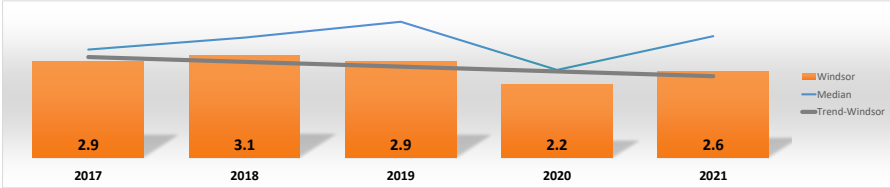
# Library

## Appendix A

Measure	City of Windsor Results	Comments for 2021 Data																								
<p>Annual Library Uses Per Capita</p> <p>PLIB105-Community Impact</p>	<table border="1"> <caption>Annual Library Uses Per Capita Data</caption> <thead> <tr> <th>Year</th> <th>Windsor</th> <th>Median</th> <th>Trend-Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>19.8</td> <td>~20.5</td> <td>~19.5</td> </tr> <tr> <td>2018</td> <td>18.6</td> <td>~20.5</td> <td>~19.5</td> </tr> <tr> <td>2019</td> <td>18.5</td> <td>~21.0</td> <td>~19.5</td> </tr> <tr> <td>2020</td> <td>15.6</td> <td>~18.5</td> <td>~18.5</td> </tr> <tr> <td>2021</td> <td>16.9</td> <td>~18.5</td> <td>~18.5</td> </tr> </tbody> </table>	Year	Windsor	Median	Trend-Windsor	2017	19.8	~20.5	~19.5	2018	18.6	~20.5	~19.5	2019	18.5	~21.0	~19.5	2020	15.6	~18.5	~18.5	2021	16.9	~18.5	~18.5	<p>2021 annual library use bouncing back from Covid-related lows experienced in 2020. This matches the upward trend in this measure seen at other public libraries.</p>
Year	Windsor	Median	Trend-Windsor																							
2017	19.8	~20.5	~19.5																							
2018	18.6	~20.5	~19.5																							
2019	18.5	~21.0	~19.5																							
2020	15.6	~18.5	~18.5																							
2021	16.9	~18.5	~18.5																							
<p>Annual Digital Library Uses per Capita</p> <p>PLIB106-Community Impact</p>	<table border="1"> <caption>Annual Digital Library Uses per Capita Data</caption> <thead> <tr> <th>Year</th> <th>Windsor</th> <th>Median</th> <th>Trend-Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>10.2</td> <td>~11.5</td> <td>~10.5</td> </tr> <tr> <td>2018</td> <td>9.8</td> <td>~11.5</td> <td>~10.5</td> </tr> <tr> <td>2019</td> <td>10.5</td> <td>~12.0</td> <td>~10.5</td> </tr> <tr> <td>2020</td> <td>12.2</td> <td>~11.5</td> <td>~10.5</td> </tr> <tr> <td>2021</td> <td>12.6</td> <td>~11.5</td> <td>~10.5</td> </tr> </tbody> </table>	Year	Windsor	Median	Trend-Windsor	2017	10.2	~11.5	~10.5	2018	9.8	~11.5	~10.5	2019	10.5	~12.0	~10.5	2020	12.2	~11.5	~10.5	2021	12.6	~11.5	~10.5	<p>Continued restrictions due to Covid-19 as well as general reading trends towards ebooks led to further growth in this area. 2021 launch of WPL's Digi Branch also highlighted and contributed to the use of electronic resources.</p>
Year	Windsor	Median	Trend-Windsor																							
2017	10.2	~11.5	~10.5																							
2018	9.8	~11.5	~10.5																							
2019	10.5	~12.0	~10.5																							
2020	12.2	~11.5	~10.5																							
2021	12.6	~11.5	~10.5																							
<p>Annual In-Person Library Uses per Capita</p> <p>PLIB107-Community Impact</p>	<table border="1"> <caption>Annual In-Person Library Uses per Capita Data</caption> <thead> <tr> <th>Year</th> <th>Windsor</th> <th>Median</th> <th>Trend-Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>9.6</td> <td>~11.5</td> <td>~10.5</td> </tr> <tr> <td>2018</td> <td>8.8</td> <td>~11.5</td> <td>~10.5</td> </tr> <tr> <td>2019</td> <td>8.0</td> <td>~11.0</td> <td>~10.5</td> </tr> <tr> <td>2020</td> <td>3.4</td> <td>~8.5</td> <td>~8.5</td> </tr> <tr> <td>2021</td> <td>4.3</td> <td>~8.5</td> <td>~8.5</td> </tr> </tbody> </table>	Year	Windsor	Median	Trend-Windsor	2017	9.6	~11.5	~10.5	2018	8.8	~11.5	~10.5	2019	8.0	~11.0	~10.5	2020	3.4	~8.5	~8.5	2021	4.3	~8.5	~8.5	<p>Fewer periods of closures in 2021 as well as increasing comfort in moving back to print resources on the part of some of our customers contributed to growth in this measure. The lamination of vaccine passports in the last quarter of 2021 was a very popular non-electronic service that also led to an increase in this measure.</p>
Year	Windsor	Median	Trend-Windsor																							
2017	9.6	~11.5	~10.5																							
2018	8.8	~11.5	~10.5																							
2019	8.0	~11.0	~10.5																							
2020	3.4	~8.5	~8.5																							
2021	4.3	~8.5	~8.5																							
<p>Number of Library Holdings per Capita</p> <p>PLIB205-Service Level</p>	<table border="1"> <caption>Number of Library Holdings per Capita Data</caption> <thead> <tr> <th>Year</th> <th>Windsor</th> <th>Median</th> <th>Trend-Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>1.7</td> <td>~1.8</td> <td>~1.7</td> </tr> <tr> <td>2018</td> <td>1.6</td> <td>~1.8</td> <td>~1.7</td> </tr> <tr> <td>2019</td> <td>1.5</td> <td>~1.8</td> <td>~1.7</td> </tr> <tr> <td>2020</td> <td>1.6</td> <td>~1.7</td> <td>~1.7</td> </tr> <tr> <td>2021</td> <td>1.6</td> <td>~1.7</td> <td>~1.7</td> </tr> </tbody> </table>	Year	Windsor	Median	Trend-Windsor	2017	1.7	~1.8	~1.7	2018	1.6	~1.8	~1.7	2019	1.5	~1.8	~1.7	2020	1.6	~1.7	~1.7	2021	1.6	~1.7	~1.7	<p>Very stable trend line continues in this measure. Windsor continues to be well below the median. Substantial increases in this area would need to be addressed at the budget level.</p>
Year	Windsor	Median	Trend-Windsor																							
2017	1.7	~1.8	~1.7																							
2018	1.6	~1.8	~1.7																							
2019	1.5	~1.8	~1.7																							
2020	1.6	~1.7	~1.7																							
2021	1.6	~1.7	~1.7																							
<p>Total Cost for Libraries Per Use</p> <p>PLIB305T-Efficiency</p>	<table border="1"> <caption>Total Cost for Libraries Per Use Data</caption> <thead> <tr> <th>Year</th> <th>Windsor</th> <th>Median</th> <th>Trend-Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>\$2.26</td> <td>~\$2.5</td> <td>~\$2.4</td> </tr> <tr> <td>2018</td> <td>\$2.41</td> <td>~\$2.5</td> <td>~\$2.4</td> </tr> <tr> <td>2019</td> <td>\$2.28</td> <td>~\$2.5</td> <td>~\$2.4</td> </tr> <tr> <td>2020</td> <td>\$2.59</td> <td>~\$2.6</td> <td>~\$2.4</td> </tr> <tr> <td>2021</td> <td>\$2.30</td> <td>~\$2.5</td> <td>~\$2.4</td> </tr> </tbody> </table>	Year	Windsor	Median	Trend-Windsor	2017	\$2.26	~\$2.5	~\$2.4	2018	\$2.41	~\$2.5	~\$2.4	2019	\$2.28	~\$2.5	~\$2.4	2020	\$2.59	~\$2.6	~\$2.4	2021	\$2.30	~\$2.5	~\$2.4	<p>Cost per use stabilized back to pre-Covid levels in 2021. Windsor remains well below the median for this measure.</p>
Year	Windsor	Median	Trend-Windsor																							
2017	\$2.26	~\$2.5	~\$2.4																							
2018	\$2.41	~\$2.5	~\$2.4																							
2019	\$2.28	~\$2.5	~\$2.4																							
2020	\$2.59	~\$2.6	~\$2.4																							
2021	\$2.30	~\$2.5	~\$2.4																							

# Library

## Appendix A

Measure	City of Windsor Results	Comments for 2021 Data																								
<p>Average Number of Times in Year Circulating Items are Borrowed (Turnover)</p> <p><i>PLIB405-Customer Service</i></p>	 <table border="1"> <caption>City of Windsor Results Data</caption> <thead> <tr> <th>Year</th> <th>Windsor</th> <th>Median</th> <th>Trend-Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>2.9</td> <td>~3.0</td> <td>~3.0</td> </tr> <tr> <td>2018</td> <td>3.1</td> <td>~3.1</td> <td>~3.0</td> </tr> <tr> <td>2019</td> <td>2.9</td> <td>~3.2</td> <td>~3.0</td> </tr> <tr> <td>2020</td> <td>2.2</td> <td>~2.3</td> <td>~2.3</td> </tr> <tr> <td>2021</td> <td>2.6</td> <td>~2.7</td> <td>~2.3</td> </tr> </tbody> </table>	Year	Windsor	Median	Trend-Windsor	2017	2.9	~3.0	~3.0	2018	3.1	~3.1	~3.0	2019	2.9	~3.2	~3.0	2020	2.2	~2.3	~2.3	2021	2.6	~2.7	~2.3	<p>WPL experiencing growth in this measure as the turnover rate approaches pre-Covid levels.</p>
Year	Windsor	Median	Trend-Windsor																							
2017	2.9	~3.0	~3.0																							
2018	3.1	~3.1	~3.0																							
2019	2.9	~3.2	~3.0																							
2020	2.2	~2.3	~2.3																							
2021	2.6	~2.7	~2.3																							

Source: MBNCanada Portal

# Licensing

## Appendix A

Measure	City of Windsor Results with MBNC Median	Comments for 2021 Data												
<p>Number of Taxi Driver Licenses Issued per 100,000 Population</p> <p>LICN210- Service Level</p>	<table border="1"> <thead> <tr> <th>Year</th> <th>Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>230.6</td> </tr> <tr> <td>2018</td> <td>232.0</td> </tr> <tr> <td>2019</td> <td>228.5</td> </tr> <tr> <td>2020</td> <td>205.3</td> </tr> <tr> <td>2021</td> <td>194.6</td> </tr> </tbody> </table>	Year	Windsor	2017	230.6	2018	232.0	2019	228.5	2020	205.3	2021	194.6	<p>The number of licenced Taxicab Drivers vary in each municipality. The interest to drive taxicab is on a slight decrease amongst many municipalities due to the attraction of new technology platforms offering similar services. It should be noted that driver data for Transportation Network Companies (like UBER) is not reported as part of this measure. The COVID-19 pandemic had a negative impact on the taxi cab industry which is a likely explanation for the slight decrease in the reporting measure.</p>
Year	Windsor													
2017	230.6													
2018	232.0													
2019	228.5													
2020	205.3													
2021	194.6													
<p>Total Number of Taxi Plate-Holder Licenses Issued per 100,000 Population</p> <p>LICN212-Service Level</p>	<table border="1"> <thead> <tr> <th>Year</th> <th>Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>97</td> </tr> <tr> <td>2018</td> <td>100</td> </tr> <tr> <td>2019</td> <td>98</td> </tr> <tr> <td>2020</td> <td>92</td> </tr> <tr> <td>2021</td> <td>92</td> </tr> </tbody> </table>	Year	Windsor	2017	97	2018	100	2019	98	2020	92	2021	92	<p>Taxicab Plate limits vary in each municipality, with some municipalities having a maximum amount of licences to be issued. The City of Windsor's Taxicab Plate limit is 211, exclusive of Accessible Taxicab Plates. Based on Windsor's population, the number of Taxicab Plate Holder licences issued by the City is equal or similar to the municipalities compared and has remained relatively consistent over the past reporting years.</p>
Year	Windsor													
2017	97													
2018	100													
2019	98													
2020	92													
2021	92													
<p>Number of Business Licenses Issued per 100,000 Population</p> <p>LICN215-Service Level</p>	<table border="1"> <thead> <tr> <th>Year</th> <th>Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>1306</td> </tr> <tr> <td>2018</td> <td>1364</td> </tr> <tr> <td>2019</td> <td>1366</td> </tr> <tr> <td>2020</td> <td>1307</td> </tr> <tr> <td>2021</td> <td>1477</td> </tr> </tbody> </table>	Year	Windsor	2017	1306	2018	1364	2019	1366	2020	1307	2021	1477	<p>Although there may be some similarities in licensing regimes amongst the municipalities associated with this reporting measure, not all municipalities licence the same categories, issue the same number of licences, or require the same inspections. Windsor's data has been relatively consistent over the past reporting periods. As a result of the COVID-19 pandemic, licence deadlines were extended to accommodate and provide relief to business owners. These extensions likely contributed to the increase when reporting this measure as previous year licences may have been captured as a result.</p>
Year	Windsor													
2017	1306													
2018	1364													
2019	1366													
2020	1307													
2021	1477													
<p>Total Cost for Taxi (Driver and Plate-Holder) Licensing per 100,000 Population</p> <p>LICN250T-Service Level</p>	<table border="1"> <thead> <tr> <th>Year</th> <th>Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>\$243,832</td> </tr> <tr> <td>2018</td> <td>\$238,403</td> </tr> <tr> <td>2019</td> <td>\$242,687</td> </tr> <tr> <td>2020</td> <td>\$236,996</td> </tr> <tr> <td>2021</td> <td>\$250,947</td> </tr> </tbody> </table>	Year	Windsor	2017	\$243,832	2018	\$238,403	2019	\$242,687	2020	\$236,996	2021	\$250,947	<p>Windsor's taxi licensing program operates on a full cost recovery model. Licensing regimes vary amongst the municipalities compared. The number of and issuance of taxicab licences varies across the municipalities compared. Windsor's costs are based on the administration of issuing the licence, along with the required inspections and enforcement efforts associated with these types of licences.</p>
Year	Windsor													
2017	\$243,832													
2018	\$238,403													
2019	\$242,687													
2020	\$236,996													
2021	\$250,947													
<p>Total Cost for Business Licensing per 100,000 Population</p> <p>LICN255T-Efficiency</p>	<table border="1"> <thead> <tr> <th>Year</th> <th>Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>\$197,669</td> </tr> <tr> <td>2018</td> <td>\$189,797</td> </tr> <tr> <td>2019</td> <td>\$193,999</td> </tr> <tr> <td>2020</td> <td>\$181,838</td> </tr> <tr> <td>2021</td> <td>\$165,908</td> </tr> </tbody> </table>	Year	Windsor	2017	\$197,669	2018	\$189,797	2019	\$193,999	2020	\$181,838	2021	\$165,908	<p></p>
Year	Windsor													
2017	\$197,669													
2018	\$189,797													
2019	\$193,999													
2020	\$181,838													
2021	\$165,908													

# Licensing

## Appendix A

Measure	City of Windsor Results with MBNC Median	Comments for 2021 Data												
<p>Total Cost for Taxi (Driver and Plate-Holder) Licensing per License Issued</p> <p><i>LICN335T-Efficiency</i></p>	<table border="1"> <caption>Total Cost for Taxi Licensing per License Issued</caption> <thead> <tr> <th>Year</th> <th>Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>\$745</td> </tr> <tr> <td>2018</td> <td>\$718</td> </tr> <tr> <td>2019</td> <td>\$742</td> </tr> <tr> <td>2020</td> <td>\$797</td> </tr> <tr> <td>2021</td> <td>\$875</td> </tr> </tbody> </table>	Year	Windsor	2017	\$745	2018	\$718	2019	\$742	2020	\$797	2021	\$875	<p>Windsor's taxi licensing program operates on a full cost recovery model. Licensing regimes vary amongst the municipalities compared. The number of and issuance of taxicab licences varies across the municipalities compared. Windsor's costs are based on the administration of issuing the licence, along with the required inspections and enforcement efforts associated with these types of licences.</p>
Year	Windsor													
2017	\$745													
2018	\$718													
2019	\$742													
2020	\$797													
2021	\$875													
<p>Total Cost for Business Licensing per License Issued</p> <p><i>LICN340T-Efficiency</i></p>	<table border="1"> <caption>Total Cost for Business Licensing per License Issued</caption> <thead> <tr> <th>Year</th> <th>Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>\$151</td> </tr> <tr> <td>2018</td> <td>\$139</td> </tr> <tr> <td>2019</td> <td>\$142</td> </tr> <tr> <td>2020</td> <td>\$139</td> </tr> <tr> <td>2021</td> <td>\$112</td> </tr> </tbody> </table>	Year	Windsor	2017	\$151	2018	\$139	2019	\$142	2020	\$139	2021	\$112	<p>Windsor's licensing program operates on a full cost recovery model. Licensing regimes vary amongst the municipalities compared. Not all municipalities licence the same categories, issue the same number of licences or require the same inspections. Windsor's costs are based on the administration of issuing the licence, along with the required inspections and enforcement efforts associated with a particular business licence.</p>
Year	Windsor													
2017	\$151													
2018	\$139													
2019	\$142													
2020	\$139													
2021	\$112													
<p>Number of Categories (Types) of Business Licenses</p> <p><i>LICN840-Statistic</i></p>	<table border="1"> <caption>Number of Categories (Types) of Business Licenses</caption> <thead> <tr> <th>Year</th> <th>Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>32</td> </tr> <tr> <td>2018</td> <td>32</td> </tr> <tr> <td>2019</td> <td>32</td> </tr> <tr> <td>2020</td> <td>32</td> </tr> <tr> <td>2021</td> <td>35</td> </tr> </tbody> </table>	Year	Windsor	2017	32	2018	32	2019	32	2020	32	2021	35	<p>Although there may be some similarities in licensing regimes amongst the municipalities associated with this reporting measure; not all municipalities licence the exact same categories. Windsor's data has been relatively consistent over the past reporting periods. A slight increase in this measure is presented with the addition of implementing donation bin and short term rental licensing programs.</p>
Year	Windsor													
2017	32													
2018	32													
2019	32													
2020	32													
2021	35													

Source: MBNCanada Portal

# Long-Term Care

## Appendix A

Measure	City of Windsor Results	Comments for 2021 Data																								
Number of Long-Term Care Beds per Population 75 years and Older <i>LTCR105-Community Impact</i>	<table border="1"> <caption>Long-Term Care Beds per Population 75 years and Older</caption> <thead> <tr> <th>Year</th> <th>Windsor</th> <th>Median</th> <th>Trend-Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>0.092</td> <td>-</td> <td>-</td> </tr> <tr> <td>2018</td> <td>0.091</td> <td>-</td> <td>-</td> </tr> <tr> <td>2019</td> <td>0.089</td> <td>-</td> <td>-</td> </tr> <tr> <td>2020</td> <td>0.086</td> <td>-</td> <td>-</td> </tr> <tr> <td>2021</td> <td>0.083</td> <td>-</td> <td>-</td> </tr> </tbody> </table>	Year	Windsor	Median	Trend-Windsor	2017	0.092	-	-	2018	0.091	-	-	2019	0.089	-	-	2020	0.086	-	-	2021	0.083	-	-	Long-term beds in the community have remained relatively stable.
Year	Windsor	Median	Trend-Windsor																							
2017	0.092	-	-																							
2018	0.091	-	-																							
2019	0.089	-	-																							
2020	0.086	-	-																							
2021	0.083	-	-																							
Long-Term Care (LTC) Facility Direct Cost (CMI Adjusted) per LTC Home Bed Day Based on MOHLTC Annual Return <i>LTCR305-Efficiency</i>	<table border="1"> <caption>Long-Term Care Facility Direct Cost (CMI Adjusted) per LTC Home Bed Day</caption> <thead> <tr> <th>Year</th> <th>Windsor</th> <th>Median</th> <th>Trend-Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>\$271</td> <td>-</td> <td>-</td> </tr> <tr> <td>2018</td> <td>\$272</td> <td>-</td> <td>-</td> </tr> <tr> <td>2019</td> <td>\$270</td> <td>-</td> <td>-</td> </tr> <tr> <td>2020</td> <td>\$280</td> <td>-</td> <td>-</td> </tr> <tr> <td>2021</td> <td>\$264</td> <td>-</td> <td>-</td> </tr> </tbody> </table>	Year	Windsor	Median	Trend-Windsor	2017	\$271	-	-	2018	\$272	-	-	2019	\$270	-	-	2020	\$280	-	-	2021	\$264	-	-	Windsor's Long-Term Care Facility Operating Cost (CMI Adjusted) per bed day has remained fairly consistent year-over year-despite the annual pressures such as inflation and contractual increases etc. The COVID-19 pandemic costs were included in the 2020 measure leading to a higher than normal result.
Year	Windsor	Median	Trend-Windsor																							
2017	\$271	-	-																							
2018	\$272	-	-																							
2019	\$270	-	-																							
2020	\$280	-	-																							
2021	\$264	-	-																							
Long-Term Care Resident/Family Satisfaction <i>LTCR405-Customer Service</i>	<table border="1"> <caption>Long-Term Care Resident/Family Satisfaction</caption> <thead> <tr> <th>Year</th> <th>Windsor</th> <th>Median</th> <th>Trend-Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>93%</td> <td>-</td> <td>-</td> </tr> <tr> <td>2018</td> <td>97%</td> <td>-</td> <td>-</td> </tr> <tr> <td>2019</td> <td>0%</td> <td>-</td> <td>-</td> </tr> <tr> <td>2020</td> <td>0%</td> <td>-</td> <td>-</td> </tr> <tr> <td>2021</td> <td>96%</td> <td>-</td> <td>-</td> </tr> </tbody> </table>	Year	Windsor	Median	Trend-Windsor	2017	93%	-	-	2018	97%	-	-	2019	0%	-	-	2020	0%	-	-	2021	96%	-	-	Windsor was unable to report the Long-Term Care Resident/Family Satisfaction measure for 2019 and 2020. Staffing resources have been dedicated during the pandemic to resident care and preventing COVID-19 from entering the home. Windsor is proud to remain above the median for Long-Term Care Resident/Family Satisfaction year-over-year.
Year	Windsor	Median	Trend-Windsor																							
2017	93%	-	-																							
2018	97%	-	-																							
2019	0%	-	-																							
2020	0%	-	-																							
2021	96%	-	-																							

Source: MBNCanda Portal

# Parking

## Appendix A

Measure	City of Windsor Results	Comments for 2021 Data												
<p>Number of Paid Parking Spaces Managed per 100,000 Population</p> <p><i>PRKG205-Service Level</i></p>	<table border="1"> <thead> <tr> <th>Year</th> <th>Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>1,963</td> </tr> <tr> <td>2018</td> <td>1,855</td> </tr> <tr> <td>2019</td> <td>1,822</td> </tr> <tr> <td>2020</td> <td>1,706</td> </tr> <tr> <td>2021</td> <td>1,714</td> </tr> </tbody> </table>	Year	Windsor	2017	1,963	2018	1,855	2019	1,822	2020	1,706	2021	1,714	<p>The number of on street parking locations lost to business enhancement initiatives was decreased this year.</p>
Year	Windsor													
2017	1,963													
2018	1,855													
2019	1,822													
2020	1,706													
2021	1,714													
<p>Gross Parking Revenue Collected per Paid Parking Space Managed</p> <p><i>PRKG305-Efficiency</i></p>	<table border="1"> <thead> <tr> <th>Year</th> <th>Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>\$1,010</td> </tr> <tr> <td>2018</td> <td>\$1,256</td> </tr> <tr> <td>2019</td> <td>\$1,157</td> </tr> <tr> <td>2020</td> <td>\$744</td> </tr> <tr> <td>2021</td> <td>\$692</td> </tr> </tbody> </table>	Year	Windsor	2017	\$1,010	2018	\$1,256	2019	\$1,157	2020	\$744	2021	\$692	<p>Monthly permitted parkers move to hybrid work from home models, Parking Operations has to adapt to a 2 for 1 model of parking. 2 workers alternate use of permit for parking. As new available parking spot numbers become available, new users will be brought on to fill these spots. Council also increased the 15 minute free to 1 hour free at meters and lots. This program ends with the year.</p>
Year	Windsor													
2017	\$1,010													
2018	\$1,256													
2019	\$1,157													
2020	\$744													
2021	\$692													
<p>Total Cost per Paid Parking Space Managed</p> <p><i>PRKG320T-Efficiency</i></p>	<table border="1"> <thead> <tr> <th>Year</th> <th>Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>\$790</td> </tr> <tr> <td>2018</td> <td>\$923</td> </tr> <tr> <td>2019</td> <td>\$776</td> </tr> <tr> <td>2020</td> <td>\$950</td> </tr> <tr> <td>2021</td> <td>\$934</td> </tr> </tbody> </table>	Year	Windsor	2017	\$790	2018	\$923	2019	\$776	2020	\$950	2021	\$934	<p>Within median.</p>
Year	Windsor													
2017	\$790													
2018	\$923													
2019	\$776													
2020	\$950													
2021	\$934													
<p>Revenue to Cost Ratio (RC Ratio): On-Street and Off-Street Parking Spaces</p> <p><i>PRKG340-Efficiency</i></p>	<table border="1"> <thead> <tr> <th>Year</th> <th>Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>1.75</td> </tr> <tr> <td>2018</td> <td>1.65</td> </tr> <tr> <td>2019</td> <td>1.42</td> </tr> <tr> <td>2020</td> <td>0.01</td> </tr> <tr> <td>2021</td> <td>0.85</td> </tr> </tbody> </table>	Year	Windsor	2017	1.75	2018	1.65	2019	1.42	2020	0.01	2021	0.85	<p>Revenue reduced due to COVID. As restrictions fade numbers are rebounding to match.</p>
Year	Windsor													
2017	1.75													
2018	1.65													
2019	1.42													
2020	0.01													
2021	0.85													

Source: MBNCanda Portal

# Parks

## Appendix A

Measure	City of Windsor Results	Comments for 2021 Data																								
<p>All Parkland in Municipality as a Percent of Total Area of Municipality</p> <p><i>PRKS125-Community Impact</i></p>	<table border="1"> <caption>All Parkland in Municipality as a Percent of Total Area of Municipality</caption> <thead> <tr> <th>Year</th> <th>Windsor</th> <th>Median</th> <th>Trend-Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>6.70%</td> <td></td> <td></td> </tr> <tr> <td>2018</td> <td>6.70%</td> <td></td> <td></td> </tr> <tr> <td>2019</td> <td>6.70%</td> <td></td> <td></td> </tr> <tr> <td>2020</td> <td>6.90%</td> <td></td> <td></td> </tr> <tr> <td>2021</td> <td>6.90%</td> <td></td> <td></td> </tr> </tbody> </table>	Year	Windsor	Median	Trend-Windsor	2017	6.70%			2018	6.70%			2019	6.70%			2020	6.90%			2021	6.90%			<p>This measure for Windsor is consistent with the median for the benchmark group and can vary for each year depending upon the level of acquisitions or disposals of parkland and natural areas. Windsor maintains 204 parks with unique conditions such as riverfront parkland and premier parks located throughout the City. This measure has remained unchanged for Windsor from the previous year.</p>
Year	Windsor	Median	Trend-Windsor																							
2017	6.70%																									
2018	6.70%																									
2019	6.70%																									
2020	6.90%																									
2021	6.90%																									
<p>Hectares of Maintained Parkland in Municipality per 100,000 Population</p> <p><i>PRKS205-Service Level</i></p>	<table border="1"> <caption>Hectares of Maintained Parkland in Municipality per 100,000 Population</caption> <thead> <tr> <th>Year</th> <th>Windsor</th> <th>Median</th> <th>Trend-Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>248</td> <td></td> <td></td> </tr> <tr> <td>2018</td> <td>247</td> <td></td> <td></td> </tr> <tr> <td>2019</td> <td>243</td> <td></td> <td></td> </tr> <tr> <td>2020</td> <td>248</td> <td></td> <td></td> </tr> <tr> <td>2021</td> <td>249</td> <td></td> <td></td> </tr> </tbody> </table>	Year	Windsor	Median	Trend-Windsor	2017	248			2018	247			2019	243			2020	248			2021	249			<p>This measure for Windsor is below the median for maintained parkland per 100,000 population of the benchmark group and can vary for each year depending upon the level of development of parkland in a specific year. There has been a 0.5% population reduction in Windsor in 2021 compared to the previous year, however the hectares maintained has remained unchanged.</p>
Year	Windsor	Median	Trend-Windsor																							
2017	248																									
2018	247																									
2019	243																									
2020	248																									
2021	249																									
<p>Hectares of Natural Parkland in Municipality per 100,000 Population</p> <p><i>PRKS210-Service Level</i></p>	<table border="1"> <caption>Hectares of Natural Parkland in Municipality per 100,000 Population</caption> <thead> <tr> <th>Year</th> <th>Windsor</th> <th>Median</th> <th>Trend-Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>195</td> <td></td> <td></td> </tr> <tr> <td>2018</td> <td>195</td> <td></td> <td></td> </tr> <tr> <td>2019</td> <td>192</td> <td></td> <td></td> </tr> <tr> <td>2020</td> <td>194</td> <td></td> <td></td> </tr> <tr> <td>2021</td> <td>195</td> <td></td> <td></td> </tr> </tbody> </table>	Year	Windsor	Median	Trend-Windsor	2017	195			2018	195			2019	192			2020	194			2021	195			<p>This measure for Windsor is below the median for natural parkland per 100,000 population of the benchmark group. Windsor contains natural parkland owned by the City along with Conservation lands which are not included in the hectares of natural parkland in Municipality.</p>
Year	Windsor	Median	Trend-Windsor																							
2017	195																									
2018	195																									
2019	192																									
2020	194																									
2021	195																									
<p>Hectares of Maintained and Natural Parkland in Municipality per 100,000 Population - Total</p> <p><i>PRKS215-Service Level</i></p>	<table border="1"> <caption>Hectares of Maintained and Natural Parkland in Municipality per 100,000 Population - Total</caption> <thead> <tr> <th>Year</th> <th>Windsor</th> <th>Median</th> <th>Trend-Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>444</td> <td></td> <td></td> </tr> <tr> <td>2018</td> <td>441</td> <td></td> <td></td> </tr> <tr> <td>2019</td> <td>435</td> <td></td> <td></td> </tr> <tr> <td>2020</td> <td>442</td> <td></td> <td></td> </tr> <tr> <td>2021</td> <td>444</td> <td></td> <td></td> </tr> </tbody> </table>	Year	Windsor	Median	Trend-Windsor	2017	444			2018	441			2019	435			2020	442			2021	444			<p>This measure for Windsor is lower than the median for maintained and natural parkland per 100,000 population of the benchmark group. As previously noted, Windsor maintain 204 parks with unique conditions such as riverfront parkland and premier parks located throughout the City. Windsor also contains natural parkland owned by the City along with Conservation lands which are not included in the hectares of natural parkland in Municipality.</p>
Year	Windsor	Median	Trend-Windsor																							
2017	444																									
2018	441																									
2019	435																									
2020	442																									
2021	444																									

# Parks

## Appendix A

Measure	City of Windsor Results	Comments for 2021 Data																		
Operating Cost of Parks per Capita <i>PRKS230-Service Level</i>	<table border="1"> <caption>Operating Cost of Parks per Capita Data</caption> <thead> <tr> <th>Year</th> <th>Windsor</th> <th>Median</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>\$81.50</td> <td></td> </tr> <tr> <td>2018</td> <td>\$86.53</td> <td></td> </tr> <tr> <td>2019</td> <td>\$81.63</td> <td></td> </tr> <tr> <td>2020</td> <td>\$80.92</td> <td></td> </tr> <tr> <td>2021</td> <td>\$81.98</td> <td></td> </tr> </tbody> </table>	Year	Windsor	Median	2017	\$81.50		2018	\$86.53		2019	\$81.63		2020	\$80.92		2021	\$81.98		<p>Both the operating cost per capita and operating cost per hectare are higher than the median results and can be attributed to the extended maintenance period of parkland located in Windsor due to the favourable climate conditions of the region. This results in a greater number of grass cutting cycles as Windsor has 30 grass cutting cycles in 2021 which is above the average of the benchmark group which was 18.5. The operating cost per hectare for each cutting cycle is \$615 which is slightly higher than the median average of \$563 per cutting cycle. In addition, operating costs include the maintenance of property in addition to parkland such as vacant lands, transitional properties, right-of-way boulevards, and expressway. Windsor park operations also has a significant role in performing winter control of parking lot and sidewalks. Windsor also maintains riverfront parkland which have very unique characteristics that require additional levels of maintenance.</p>
Year	Windsor	Median																		
2017	\$81.50																			
2018	\$86.53																			
2019	\$81.63																			
2020	\$80.92																			
2021	\$81.98																			
Operating Cost per Hectare - Maintained and Natural Parkland <i>PRKS315-Efficiency</i>	<table border="1"> <caption>Operating Cost per Hectare - Maintained and Natural Parkland Data</caption> <thead> <tr> <th>Year</th> <th>Windsor</th> <th>Median</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>\$18,372</td> <td></td> </tr> <tr> <td>2018</td> <td>\$19,611</td> <td></td> </tr> <tr> <td>2019</td> <td>\$18,783</td> <td></td> </tr> <tr> <td>2020</td> <td>\$18,318</td> <td></td> </tr> <tr> <td>2021</td> <td>\$18,459</td> <td></td> </tr> </tbody> </table>	Year	Windsor	Median	2017	\$18,372		2018	\$19,611		2019	\$18,783		2020	\$18,318		2021	\$18,459		
Year	Windsor	Median																		
2017	\$18,372																			
2018	\$19,611																			
2019	\$18,783																			
2020	\$18,318																			
2021	\$18,459																			

Source: MBNCanada Portal



# Payroll

## Appendix A

Measure	City of Windsor Results	Comments for 2021 Data												
<p>Operating Cost per Payroll Direct Deposit or Cheque</p> <p>FPRL300-Efficiency</p>	<table border="1"> <caption>Operating Cost per Payroll Direct Deposit or Cheque</caption> <thead> <tr> <th>Year</th> <th>Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>\$6.14</td> </tr> <tr> <td>2018</td> <td>\$5.68</td> </tr> <tr> <td>2019</td> <td>\$4.97</td> </tr> <tr> <td>2020</td> <td>\$5.51</td> </tr> <tr> <td>2021</td> <td>\$6.54</td> </tr> </tbody> </table>	Year	Windsor	2017	\$6.14	2018	\$5.68	2019	\$4.97	2020	\$5.51	2021	\$6.54	<p>Due to increased Denominator amount which is a result of extra Manager hours due to training change-over period and new position added (Payroll Supervisor)</p> <p>The total number of direct deposits and manuals have remained the same over 2021 while the Program Support has increased due to implementing Work Force Management system across various City Departments.</p>
Year	Windsor													
2017	\$6.14													
2018	\$5.68													
2019	\$4.97													
2020	\$5.51													
2021	\$6.54													
<p>Number of Payroll Direct Deposits and Cheques per Payroll Full Time Equivalent (FTE)</p> <p>FPRL318-Efficiency</p>	<table border="1"> <caption>Number of Payroll Direct Deposits and Cheques per Payroll Full Time Equivalent (FTE)</caption> <thead> <tr> <th>Year</th> <th>Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>14,340</td> </tr> <tr> <td>2018</td> <td>16,234</td> </tr> <tr> <td>2019</td> <td>18,078</td> </tr> <tr> <td>2020</td> <td>15,535</td> </tr> <tr> <td>2021</td> <td>14,048</td> </tr> </tbody> </table>	Year	Windsor	2017	14,340	2018	16,234	2019	18,078	2020	15,535	2021	14,048	<p>The number of direct deposit has decreased as there have not been very many large retro payments paid again this year where employees wanted split cheques and Transit staff were brought over to WFM and in turn resulted in less split cheques. As well, continuation of COVID, employees were still on leave, or more leaves in comparison to other years.</p>
Year	Windsor													
2017	14,340													
2018	16,234													
2019	18,078													
2020	15,535													
2021	14,048													

Source: MBNCanada Portal

# Planning

## Appendix A

Measure	City of Windsor Results	Comments for 2021 Data												
<p>Total Cost for Planning per Capita</p> <p><i>PLNG250T-Service Level</i></p>	<table border="1" style="margin: auto; border-collapse: collapse;"> <caption>Total Cost for Planning per Capita</caption> <thead> <tr> <th>Year</th> <th>Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>\$22.30</td> </tr> <tr> <td>2018</td> <td>\$21.77</td> </tr> <tr> <td>2019</td> <td>\$26.83</td> </tr> <tr> <td>2020</td> <td>\$25.36</td> </tr> <tr> <td>2021</td> <td>\$30.68</td> </tr> </tbody> </table>	Year	Windsor	2017	\$22.30	2018	\$21.77	2019	\$26.83	2020	\$25.36	2021	\$30.68	<p>The increase in operating cost for Planning is attributed to the resumption of Planning projects and a general increase in Planning related projects. 2021 Costs from capital projects remains an attributable factor which are beyond the control of the Planning Division.</p>
Year	Windsor													
2017	\$22.30													
2018	\$21.77													
2019	\$26.83													
2020	\$25.36													
2021	\$30.68													
<p>Percent of Development Applications Meeting Timeline Commitments</p> <p><i>PLNG450-Customer Service</i></p>	<table border="1" style="margin: auto; border-collapse: collapse;"> <caption>Percent of Development Applications Meeting Timeline Commitments</caption> <thead> <tr> <th>Year</th> <th>Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>97%</td> </tr> <tr> <td>2018</td> <td>96%</td> </tr> <tr> <td>2019</td> <td>100%</td> </tr> <tr> <td>2020</td> <td>100%</td> </tr> <tr> <td>2021</td> <td>0%</td> </tr> </tbody> </table>	Year	Windsor	2017	97%	2018	96%	2019	100%	2020	100%	2021	0%	<p>The Planning Division continues to be committed to delivery of high quality customer service. This figure was not tracked in 2021. There were no appeals of <i>Planning Act</i> applications due to timeline commitments.</p>
Year	Windsor													
2017	97%													
2018	96%													
2019	100%													
2020	100%													
2021	0%													

Source: MBNCanada Portal

# Police

## Appendix A

Measure	City of Windsor Results	Comments for 2021 Data																								
<p>Reported Number of Violent - Criminal Code Incidents per 100,000 Population</p> <p><i>PLCE105-Community Impact</i></p>	<table border="1"> <thead> <tr> <th>Year</th> <th>Windsor</th> <th>Median</th> <th>Trend-Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>930</td> <td>-</td> <td>-</td> </tr> <tr> <td>2018</td> <td>1,039</td> <td>-</td> <td>-</td> </tr> <tr> <td>2019</td> <td>1,057</td> <td>-</td> <td>-</td> </tr> <tr> <td>2020</td> <td>1,148</td> <td>-</td> <td>-</td> </tr> <tr> <td>2021</td> <td>1,099</td> <td>-</td> <td>-</td> </tr> </tbody> </table>	Year	Windsor	Median	Trend-Windsor	2017	930	-	-	2018	1,039	-	-	2019	1,057	-	-	2020	1,148	-	-	2021	1,099	-	-	<p>This metric exhibited a 4.3% decrease from 2020 and is now in alignment with the median comparator, after having previously risen above it back in 2020.</p>
Year	Windsor	Median	Trend-Windsor																							
2017	930	-	-																							
2018	1,039	-	-																							
2019	1,057	-	-																							
2020	1,148	-	-																							
2021	1,099	-	-																							
<p>Reported Number of (Non-Traffic) Criminal Code Incidents per 100,000 Population</p> <p><i>PLCE120-Community Impact</i></p>	<table border="1"> <thead> <tr> <th>Year</th> <th>Windsor</th> <th>Median</th> <th>Trend-Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>6,157</td> <td>-</td> <td>-</td> </tr> <tr> <td>2018</td> <td>7,406</td> <td>-</td> <td>-</td> </tr> <tr> <td>2019</td> <td>7,311</td> <td>-</td> <td>-</td> </tr> <tr> <td>2020</td> <td>6,498</td> <td>-</td> <td>-</td> </tr> <tr> <td>2021</td> <td>6,497</td> <td>-</td> <td>-</td> </tr> </tbody> </table>	Year	Windsor	Median	Trend-Windsor	2017	6,157	-	-	2018	7,406	-	-	2019	7,311	-	-	2020	6,498	-	-	2021	6,497	-	-	<p>Windsor's rate per population remains higher than the median comparator, not unlike prior years. However for 2021, this rate remained unchanged from the previous year, continuing a notable decrease from 2018 and 2019.</p>
Year	Windsor	Median	Trend-Windsor																							
2017	6,157	-	-																							
2018	7,406	-	-																							
2019	7,311	-	-																							
2020	6,498	-	-																							
2021	6,497	-	-																							
<p>Violent Crime Severity Index</p> <p><i>PLCE170-Community Impact</i></p>	<table border="1"> <thead> <tr> <th>Year</th> <th>Windsor</th> <th>Median</th> <th>Trend-Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>87</td> <td>-</td> <td>-</td> </tr> <tr> <td>2018</td> <td>104</td> <td>-</td> <td>-</td> </tr> <tr> <td>2019</td> <td>88</td> <td>-</td> <td>-</td> </tr> <tr> <td>2020</td> <td>89</td> <td>-</td> <td>-</td> </tr> <tr> <td>2021</td> <td>94</td> <td>-</td> <td>-</td> </tr> </tbody> </table>	Year	Windsor	Median	Trend-Windsor	2017	87	-	-	2018	104	-	-	2019	88	-	-	2020	89	-	-	2021	94	-	-	<p>The 5.6% increase in violent CSI was due mainly to notable increases in the crime categories of murder (small actual increase but a crime that carries a very high severity weighting), sexual assault, and assault with weapon/cause bodily harm.</p>
Year	Windsor	Median	Trend-Windsor																							
2017	87	-	-																							
2018	104	-	-																							
2019	88	-	-																							
2020	89	-	-																							
2021	94	-	-																							
<p>Total Crime Severity Index</p> <p><i>PLCE180-Community Impact</i></p>	<table border="1"> <thead> <tr> <th>Year</th> <th>Windsor</th> <th>Median</th> <th>Trend-Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>95</td> <td>-</td> <td>-</td> </tr> <tr> <td>2018</td> <td>116</td> <td>-</td> <td>-</td> </tr> <tr> <td>2019</td> <td>101</td> <td>-</td> <td>-</td> </tr> <tr> <td>2020</td> <td>88</td> <td>-</td> <td>-</td> </tr> <tr> <td>2021</td> <td>95</td> <td>-</td> <td>-</td> </tr> </tbody> </table>	Year	Windsor	Median	Trend-Windsor	2017	95	-	-	2018	116	-	-	2019	101	-	-	2020	88	-	-	2021	95	-	-	<p>While still much lower than 2018 and 2019, Total CSI increased in 2021 over 2020 by 8.0% due to increases in certain crime categories, most notably breaking and entering, shoplifting \$5,000 or under, making or distributing child pornography, and motor vehicle theft.</p>
Year	Windsor	Median	Trend-Windsor																							
2017	95	-	-																							
2018	116	-	-																							
2019	101	-	-																							
2020	88	-	-																							
2021	95	-	-																							
<p>Number of Police Staff (Officers and Civilians) per 100,000 Population</p> <p><i>PLCE215-Service Level</i></p>	<table border="1"> <thead> <tr> <th>Year</th> <th>Windsor</th> <th>Median</th> <th>Trend-Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>256</td> <td>-</td> <td>-</td> </tr> <tr> <td>2018</td> <td>265</td> <td>-</td> <td>-</td> </tr> <tr> <td>2019</td> <td>282</td> <td>-</td> <td>-</td> </tr> <tr> <td>2020</td> <td>278</td> <td>-</td> <td>-</td> </tr> <tr> <td>2021</td> <td>279</td> <td>-</td> <td>-</td> </tr> </tbody> </table>	Year	Windsor	Median	Trend-Windsor	2017	256	-	-	2018	265	-	-	2019	282	-	-	2020	278	-	-	2021	279	-	-	<p>Staffing levels per capita remain consistent with the previous year.</p>
Year	Windsor	Median	Trend-Windsor																							
2017	256	-	-																							
2018	265	-	-																							
2019	282	-	-																							
2020	278	-	-																							
2021	279	-	-																							

# Police

## Appendix A

Measure	City of Windsor Results	Comments for 2021 Data												
<p>Total Cost for Police Services per Capita</p> <p><i>PLCE227T-Service Level</i></p>	<table border="1"> <caption>Total Cost for Police Services per Capita</caption> <thead> <tr> <th>Year</th> <th>Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>\$457</td> </tr> <tr> <td>2018</td> <td>\$477</td> </tr> <tr> <td>2019</td> <td>\$514</td> </tr> <tr> <td>2020</td> <td>\$487</td> </tr> <tr> <td>2021</td> <td>\$491</td> </tr> </tbody> </table>	Year	Windsor	2017	\$457	2018	\$477	2019	\$514	2020	\$487	2021	\$491	<p>Cost per capita increased just very slightly (0.8%) compared to the previous year.</p>
Year	Windsor													
2017	\$457													
2018	\$477													
2019	\$514													
2020	\$487													
2021	\$491													
<p>Number of Reported Criminal Code Incidents (Non-Traffic) per Police Officer</p> <p><i>PLCE305-Efficiency</i></p>	<table border="1"> <caption>Number of Reported Criminal Code Incidents (Non-Traffic) per Police Officer</caption> <thead> <tr> <th>Year</th> <th>Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>34</td> </tr> <tr> <td>2018</td> <td>39</td> </tr> <tr> <td>2019</td> <td>36</td> </tr> <tr> <td>2020</td> <td>32</td> </tr> <tr> <td>2021</td> <td>32</td> </tr> </tbody> </table>	Year	Windsor	2017	34	2018	39	2019	36	2020	32	2021	32	<p>This workload metric remained consistent with the rate for the previous year and is also in alignment with the median comparator.</p>
Year	Windsor													
2017	34													
2018	39													
2019	36													
2020	32													
2021	32													
<p>Weighted Total Clearance Rate</p> <p><i>PLCE425-Customer Service</i></p>	<table border="1"> <caption>Weighted Total Clearance Rate</caption> <thead> <tr> <th>Year</th> <th>Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>34.6%</td> </tr> <tr> <td>2018</td> <td>32.9%</td> </tr> <tr> <td>2019</td> <td>35.6%</td> </tr> <tr> <td>2020</td> <td>36.1%</td> </tr> <tr> <td>2021</td> <td>34.8%</td> </tr> </tbody> </table>	Year	Windsor	2017	34.6%	2018	32.9%	2019	35.6%	2020	36.1%	2021	34.8%	<p>A slight decline in this rate over 2020 but a figure generally consistent with the five year average.</p>
Year	Windsor													
2017	34.6%													
2018	32.9%													
2019	35.6%													
2020	36.1%													
2021	34.8%													
<p>Weighted Violent Clearance Rate</p> <p><i>PLCE430-Customer Service</i></p>	<table border="1"> <caption>Weighted Violent Clearance Rate</caption> <thead> <tr> <th>Year</th> <th>Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>68.50%</td> </tr> <tr> <td>2018</td> <td>71.20%</td> </tr> <tr> <td>2019</td> <td>73.80%</td> </tr> <tr> <td>2020</td> <td>72.20%</td> </tr> <tr> <td>2021</td> <td>76.50%</td> </tr> </tbody> </table>	Year	Windsor	2017	68.50%	2018	71.20%	2019	73.80%	2020	72.20%	2021	76.50%	<p>The weighted clearance (solving) rate for violent crimes continues to improve over both last year's rate but also the long term (5 year) average as well. Windsor's solvability rate for violent crime remains well above the median comparator.</p>
Year	Windsor													
2017	68.50%													
2018	71.20%													
2019	73.80%													
2020	72.20%													
2021	76.50%													

Source: MBNCanada Portal

## POA (Court Services)

Appendix A

Measure	City of Windsor Results with MBNC Median	Comments for 2021 Data																								
Number of Charges Filed per Court Administration Clerk <i>PCRT222-Service Level</i>	<table border="1"> <caption>Number of Charges Filed per Court Administration Clerk</caption> <thead> <tr> <th>Year</th> <th>Windsor</th> <th>Median</th> <th>Trend-Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>4,855</td> <td></td> <td></td> </tr> <tr> <td>2018</td> <td>4,506</td> <td></td> <td></td> </tr> <tr> <td>2019</td> <td>5,239</td> <td></td> <td></td> </tr> <tr> <td>2020</td> <td>4,262</td> <td></td> <td></td> </tr> <tr> <td>2021</td> <td>3,664</td> <td></td> <td></td> </tr> </tbody> </table>	Year	Windsor	Median	Trend-Windsor	2017	4,855			2018	4,506			2019	5,239			2020	4,262			2021	3,664			Level of enforcement regarding POA matters is at the discretion of enforcement agencies: Enforcement varies year to year based upon the enforcement agencies staffing complement and the prioritization of their resources.
Year	Windsor	Median	Trend-Windsor																							
2017	4,855																									
2018	4,506																									
2019	5,239																									
2020	4,262																									
2021	3,664																									
Total Cost of POA Services per Charge Filed <i>PCRT305T-Efficiency</i>	<table border="1"> <caption>Total Cost of POA Services per Charge Filed</caption> <thead> <tr> <th>Year</th> <th>Windsor</th> <th>Median</th> <th>Trend-Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>\$123.90</td> <td></td> <td></td> </tr> <tr> <td>2018</td> <td>\$135.41</td> <td></td> <td></td> </tr> <tr> <td>2019</td> <td>\$118.80</td> <td></td> <td></td> </tr> <tr> <td>2020</td> <td>\$135.74</td> <td></td> <td></td> </tr> <tr> <td>2021</td> <td>\$173.01</td> <td></td> <td></td> </tr> </tbody> </table>	Year	Windsor	Median	Trend-Windsor	2017	\$123.90			2018	\$135.41			2019	\$118.80			2020	\$135.74			2021	\$173.01			The number of offence notices filed significantly declined during the year. Level of enforcement regarding POA matters is at the discretion of enforcement agencies. Enforcement varies year to year based upon the enforcement agencies staffing complement and the prioritization of their resources.
Year	Windsor	Median	Trend-Windsor																							
2017	\$123.90																									
2018	\$135.41																									
2019	\$118.80																									
2020	\$135.74																									
2021	\$173.01																									
Defaulted Collection Rate <i>PCRT310-Efficiency</i>	<table border="1"> <caption>Defaulted Collection Rate</caption> <thead> <tr> <th>Year</th> <th>Windsor</th> <th>Median</th> <th>Trend-Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>45%</td> <td></td> <td></td> </tr> <tr> <td>2018</td> <td>50%</td> <td></td> <td></td> </tr> <tr> <td>2019</td> <td>62%</td> <td></td> <td></td> </tr> <tr> <td>2020</td> <td>28%</td> <td></td> <td></td> </tr> <tr> <td>2021</td> <td>37%</td> <td></td> <td></td> </tr> </tbody> </table>	Year	Windsor	Median	Trend-Windsor	2017	45%			2018	50%			2019	62%			2020	28%			2021	37%			Collections activities were put on hold until after February 26, 2021 due to the mandated suspension of timelines.
Year	Windsor	Median	Trend-Windsor																							
2017	45%																									
2018	50%																									
2019	62%																									
2020	28%																									
2021	37%																									
Number of Charges Filed <i>PCRT810-Statistic</i>	<table border="1"> <caption>Number of Charges Filed</caption> <thead> <tr> <th>Year</th> <th>Windsor</th> <th>Median</th> <th>Trend-Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>27,187</td> <td></td> <td></td> </tr> <tr> <td>2018</td> <td>25,233</td> <td></td> <td></td> </tr> <tr> <td>2019</td> <td>29,336</td> <td></td> <td></td> </tr> <tr> <td>2020</td> <td>23,867</td> <td></td> <td></td> </tr> <tr> <td>2021</td> <td>20,518</td> <td></td> <td></td> </tr> </tbody> </table>	Year	Windsor	Median	Trend-Windsor	2017	27,187			2018	25,233			2019	29,336			2020	23,867			2021	20,518			Level of enforcement regarding POA matters is at the discretion of enforcement agencies: Enforcement varies year to year based upon the enforcement agencies staffing complement and the prioritization of their resources.
Year	Windsor	Median	Trend-Windsor																							
2017	27,187																									
2018	25,233																									
2019	29,336																									
2020	23,867																									
2021	20,518																									
Number of Part I Charges Filed <i>PCRT810A-Statistic</i>	<table border="1"> <caption>Number of Part I Charges Filed</caption> <thead> <tr> <th>Year</th> <th>Windsor</th> <th>Median</th> <th>Trend-Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>22,818</td> <td></td> <td></td> </tr> <tr> <td>2018</td> <td>21,089</td> <td></td> <td></td> </tr> <tr> <td>2019</td> <td>24,619</td> <td></td> <td></td> </tr> <tr> <td>2020</td> <td>20,014</td> <td></td> <td></td> </tr> <tr> <td>2021</td> <td>17,661</td> <td></td> <td></td> </tr> </tbody> </table>	Year	Windsor	Median	Trend-Windsor	2017	22,818			2018	21,089			2019	24,619			2020	20,014			2021	17,661			
Year	Windsor	Median	Trend-Windsor																							
2017	22,818																									
2018	21,089																									
2019	24,619																									
2020	20,014																									
2021	17,661																									

## POA (Court Services)

Appendix A

Measure	City of Windsor Results with MBNC Median	Comments for 2021 Data																		
Number of Part III Charges Filed  <i>PCRT810C-Statistic</i>	<table border="1" style="margin: 10px auto; border-collapse: collapse;"> <caption>Number of Part III Charges Filed (2017-2021)</caption> <thead> <tr> <th>Year</th> <th>Windsor</th> <th>MBNC Median</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>4,369</td> <td>~4,500</td> </tr> <tr> <td>2018</td> <td>4,144</td> <td>~4,500</td> </tr> <tr> <td>2019</td> <td>4,717</td> <td>~4,500</td> </tr> <tr> <td>2020</td> <td>3,853</td> <td>~4,500</td> </tr> <tr> <td>2021</td> <td>2,857</td> <td>~4,500</td> </tr> </tbody> </table>	Year	Windsor	MBNC Median	2017	4,369	~4,500	2018	4,144	~4,500	2019	4,717	~4,500	2020	3,853	~4,500	2021	2,857	~4,500	Level of enforcement regarding POA matters is at the discretion of enforcement agencies. Enforcement varies year to year based upon the enforcement agencies staffing complement and the prioritization of their resources.
Year	Windsor	MBNC Median																		
2017	4,369	~4,500																		
2018	4,144	~4,500																		
2019	4,717	~4,500																		
2020	3,853	~4,500																		
2021	2,857	~4,500																		

Source: MBNCanada Portal

# Purchasing

## Appendix A

Measure	City of Windsor Results	Comments for 2021 Data												
<p>Percent of Goods and Services Awarded (Operating and Capital) Through a Centralized Procurement Process</p> <p><i>FPUR107-Community Impact</i></p>	<table border="1"> <thead> <tr> <th>Year</th> <th>Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>54.2%</td> </tr> <tr> <td>2018</td> <td>46.6%</td> </tr> <tr> <td>2019</td> <td>49.3%</td> </tr> <tr> <td>2020</td> <td>54.6%</td> </tr> <tr> <td>2021</td> <td>48.2%</td> </tr> </tbody> </table>	Year	Windsor	2017	54.2%	2018	46.6%	2019	49.3%	2020	54.6%	2021	48.2%	<p>Total Municipal Purchases increased this year by approximately 20%. Gradual resumption of certain services that were entirely stopped or severely curtailed in 2020 (e.g. transit, indoor and outdoor recreation, library services, marina and golf, among others) led to an increase in purchases of materials and contracted services compared to 2020. Capital expenditures on roads and sewers was also up slightly versus 2020. This resulted in lower amount of purchases made through a centralized procurement process.</p>
Year	Windsor													
2017	54.2%													
2018	46.6%													
2019	49.3%													
2020	54.6%													
2021	48.2%													
<p>Operating Costs for Centralized Purchasing per \$1,000 of Goods and Services Awarded (Operating and Capital) Through Centralized Procurement Process</p> <p><i>FPUR362-Efficiency</i></p>	<table border="1"> <thead> <tr> <th>Year</th> <th>Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>\$5.30</td> </tr> <tr> <td>2018</td> <td>\$5.83</td> </tr> <tr> <td>2019</td> <td>\$6.25</td> </tr> <tr> <td>2020</td> <td>\$5.43</td> </tr> <tr> <td>2021</td> <td>\$4.71</td> </tr> </tbody> </table>	Year	Windsor	2017	\$5.30	2018	\$5.83	2019	\$6.25	2020	\$5.43	2021	\$4.71	<p>Municipal purchases increased this year as per the explanation above which was offset by savings due to staff vacancy hence resulting in an overall reduction in this measure.</p>
Year	Windsor													
2017	\$5.30													
2018	\$5.83													
2019	\$6.25													
2020	\$5.43													
2021	\$4.71													
<p>Average Number of Bids per Bid Call</p> <p><i>FPUR415-Customer Service</i></p>	<table border="1"> <thead> <tr> <th>Year</th> <th>Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>4.7</td> </tr> <tr> <td>2018</td> <td>4.7</td> </tr> <tr> <td>2019</td> <td>4.7</td> </tr> <tr> <td>2020</td> <td>4.8</td> </tr> <tr> <td>2021</td> <td>4.6</td> </tr> </tbody> </table>	Year	Windsor	2017	4.7	2018	4.7	2019	4.7	2020	4.8	2021	4.6	<p>Within median.</p>
Year	Windsor													
2017	4.7													
2018	4.7													
2019	4.7													
2020	4.8													
2021	4.6													

Source: MBNCanada Portal

# Roads

## Appendix A

Measure	City of Windsor Results	Comments for 2021 Data												
Vehicle KM Traveled per Lane KM <i>ROAD114-Community Impact</i>	<table border="1"> <thead> <tr> <th>Year</th> <th>Windsor</th> </tr> </thead> <tbody> <tr> <td>2019</td> <td>1,013,565</td> </tr> <tr> <td>2020</td> <td>1,011,054</td> </tr> <tr> <td>2021</td> <td>1,009,618</td> </tr> </tbody> </table>	Year	Windsor	2019	1,013,565	2020	1,011,054	2021	1,009,618	Within median.				
Year	Windsor													
2019	1,013,565													
2020	1,011,054													
2021	1,009,618													
On-Road Traffic Collision Rate (Collisions per Million Vehicle Km) <i>ROAD115-Community Impact</i>	<table border="1"> <thead> <tr> <th>Year</th> <th>Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>2.26</td> </tr> <tr> <td>2018</td> <td>2.08</td> </tr> <tr> <td>2019</td> <td>1.89</td> </tr> <tr> <td>2020</td> <td>0</td> </tr> <tr> <td>2021</td> <td>0</td> </tr> </tbody> </table>	Year	Windsor	2017	2.26	2018	2.08	2019	1.89	2020	0	2021	0	Collisions can occur because of any number of possible factors (e.g. environmental conditions, vehicle characteristics, human factors, driver error, etc.).  System and process issues are currently delaying the availability of 2020 and 2021 collision data.
Year	Windsor													
2017	2.26													
2018	2.08													
2019	1.89													
2020	0													
2021	0													
Total Cost for Paved Roads per Lane Km (Hard Top) <i>ROAD307T-Efficiency</i>	<table border="1"> <thead> <tr> <th>Year</th> <th>Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>\$11,665</td> </tr> <tr> <td>2018</td> <td>\$12,359</td> </tr> <tr> <td>2019</td> <td>\$12,417</td> </tr> <tr> <td>2020</td> <td>\$12,577</td> </tr> <tr> <td>2021</td> <td>\$12,561</td> </tr> </tbody> </table>	Year	Windsor	2017	\$11,665	2018	\$12,359	2019	\$12,417	2020	\$12,577	2021	\$12,561	Within median of single-tier municipalities.
Year	Windsor													
2017	\$11,665													
2018	\$12,359													
2019	\$12,417													
2020	\$12,577													
2021	\$12,561													
Total Cost for Roads per Lane Km – All Functions <i>ROAD308T-Efficiency</i>	<table border="1"> <thead> <tr> <th>Year</th> <th>Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>\$22,506</td> </tr> <tr> <td>2018</td> <td>\$22,356</td> </tr> <tr> <td>2019</td> <td>\$22,116</td> </tr> <tr> <td>2020</td> <td>\$22,931</td> </tr> <tr> <td>2021</td> <td>\$23,031</td> </tr> </tbody> </table>	Year	Windsor	2017	\$22,506	2018	\$22,356	2019	\$22,116	2020	\$22,931	2021	\$23,031	Within median of single-tier municipalities.
Year	Windsor													
2017	\$22,506													
2018	\$22,356													
2019	\$22,116													
2020	\$22,931													
2021	\$23,031													
Total Cost for Winter Maintenance of Roadways per Lane Km Maintained <i>ROAD309T-Efficiency</i>	<table border="1"> <thead> <tr> <th>Year</th> <th>Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>\$2,534</td> </tr> <tr> <td>2018</td> <td>\$2,275</td> </tr> <tr> <td>2019</td> <td>\$2,451</td> </tr> <tr> <td>2020</td> <td>\$2,311</td> </tr> <tr> <td>2021</td> <td>\$2,381</td> </tr> </tbody> </table>	Year	Windsor	2017	\$2,534	2018	\$2,275	2019	\$2,451	2020	\$2,311	2021	\$2,381	The results of this measure are weather dependent. Typically our winter weather is less severe than our other comparators due to our geographic location.
Year	Windsor													
2017	\$2,534													
2018	\$2,275													
2019	\$2,451													
2020	\$2,311													
2021	\$2,381													



## Roads

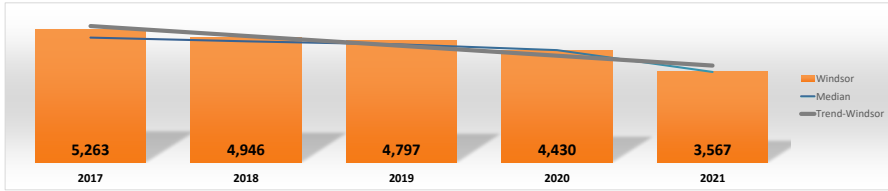
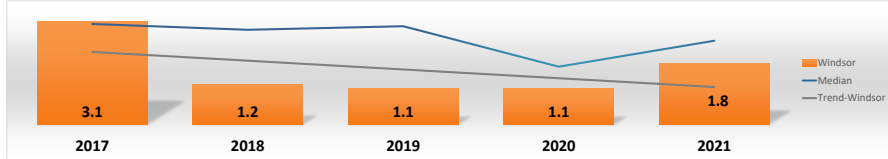
### Appendix A

Measure	City of Windsor Results	Comments for 2021 Data																								
Percent of Paved Lane Km where the Condition is Rated as Good to Very Good <i>ROAD405-Customer Service</i>	<table border="1"> <caption>City of Windsor Results - Percent of Paved Lane Km</caption> <thead> <tr> <th>Year</th> <th>Windsor</th> <th>Median</th> <th>Trend-Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>51%</td> <td>~55%</td> <td>~55%</td> </tr> <tr> <td>2018</td> <td>50%</td> <td>~52%</td> <td>~53%</td> </tr> <tr> <td>2019</td> <td>50%</td> <td>~50%</td> <td>~51%</td> </tr> <tr> <td>2020</td> <td>49%</td> <td>~52%</td> <td>~52%</td> </tr> <tr> <td>2021</td> <td>49%</td> <td>~50%</td> <td>~51%</td> </tr> </tbody> </table>	Year	Windsor	Median	Trend-Windsor	2017	51%	~55%	~55%	2018	50%	~52%	~53%	2019	50%	~50%	~51%	2020	49%	~52%	~52%	2021	49%	~50%	~51%	Within median.
Year	Windsor	Median	Trend-Windsor																							
2017	51%	~55%	~55%																							
2018	50%	~52%	~53%																							
2019	50%	~50%	~51%																							
2020	49%	~52%	~52%																							
2021	49%	~50%	~51%																							
Percent of Bridges, Culverts & Viaducts Where the Condition is Rated as Good to Very Good <i>ROAD415-Customer Service</i>	<table border="1"> <caption>City of Windsor Results - Percent of Bridges, Culverts &amp; Viaducts</caption> <thead> <tr> <th>Year</th> <th>Windsor</th> <th>Median</th> <th>Trend-Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>85%</td> <td>~88%</td> <td>~88%</td> </tr> <tr> <td>2018</td> <td>83%</td> <td>~88%</td> <td>~88%</td> </tr> <tr> <td>2019</td> <td>85%</td> <td>~88%</td> <td>~88%</td> </tr> <tr> <td>2020</td> <td>88%</td> <td>~88%</td> <td>~88%</td> </tr> <tr> <td>2021</td> <td>89%</td> <td>~88%</td> <td>~88%</td> </tr> </tbody> </table>	Year	Windsor	Median	Trend-Windsor	2017	85%	~88%	~88%	2018	83%	~88%	~88%	2019	85%	~88%	~88%	2020	88%	~88%	~88%	2021	89%	~88%	~88%	The Windsor result has been trending upward. Condition is a function of capital rehabilitation funding.
Year	Windsor	Median	Trend-Windsor																							
2017	85%	~88%	~88%																							
2018	83%	~88%	~88%																							
2019	85%	~88%	~88%																							
2020	88%	~88%	~88%																							
2021	89%	~88%	~88%																							

Source: MBNCanada Portal

## Social Assistance

### Appendix A

Measure	City of Windsor Results	Comments for 2021 Data																								
<p>Monthly Social Assistance Caseload per 100,000 Households</p> <p><i>SSIM206-Service Level</i></p>	 <table border="1" style="margin: auto; border-collapse: collapse;"> <thead> <tr> <th>Year</th> <th>Windsor</th> <th>Median</th> <th>Trend-Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>5,263</td> <td></td> <td></td> </tr> <tr> <td>2018</td> <td>4,946</td> <td></td> <td></td> </tr> <tr> <td>2019</td> <td>4,797</td> <td></td> <td></td> </tr> <tr> <td>2020</td> <td>4,430</td> <td></td> <td></td> </tr> <tr> <td>2021</td> <td>3,567</td> <td></td> <td></td> </tr> </tbody> </table>	Year	Windsor	Median	Trend-Windsor	2017	5,263			2018	4,946			2019	4,797			2020	4,430			2021	3,567			<p>The Federal benefits related to COVID-19 (i.e. CRB) continued in 2021 which impacted Ontario Works caseloads across the province. As a result, average caseload sizes decreased year over year.</p>
Year	Windsor	Median	Trend-Windsor																							
2017	5,263																									
2018	4,946																									
2019	4,797																									
2020	4,430																									
2021	3,567																									
<p>Social Assistance Response Time to Client Eligibility (Days)</p> <p><i>SSIM405-Customer Service</i></p>	 <table border="1" style="margin: auto; border-collapse: collapse;"> <thead> <tr> <th>Year</th> <th>Windsor</th> <th>Median</th> <th>Trend-Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>3.1</td> <td></td> <td></td> </tr> <tr> <td>2018</td> <td>1.2</td> <td></td> <td></td> </tr> <tr> <td>2019</td> <td>1.1</td> <td></td> <td></td> </tr> <tr> <td>2020</td> <td>1.1</td> <td></td> <td></td> </tr> <tr> <td>2021</td> <td>1.8</td> <td></td> <td></td> </tr> </tbody> </table>	Year	Windsor	Median	Trend-Windsor	2017	3.1			2018	1.2			2019	1.1			2020	1.1			2021	1.8			<p>As part of the Ministry of Children, Community &amp; Social Services' (MCCSS) vision for social assistance renewal, municipalities throughout the province have moved to a Centralized &amp; Automated Intake (CAI) process for Ontario Works applications. In March 2021, Windsor successfully transitioned to this new intake model. CAI is being administered and delivered by MCCSS. As a result, response times to client eligibility (days) rest with MCCSS and are beyond the control of municipalities. It should be noted that Windsor is still well below the 4 day legislated requirement.</p>
Year	Windsor	Median	Trend-Windsor																							
2017	3.1																									
2018	1.2																									
2019	1.1																									
2020	1.1																									
2021	1.8																									

Source: MBNCanada Portal

# Social Housing

## Appendix A

Measure	City of Windsor Results	Comments for 2021 Data												
Percent of Social Housing Waiting List Placed Annually <i>SCHG110-Community Impact</i>	<table border="1"> <caption>Percent of Social Housing Waiting List Placed Annually</caption> <thead> <tr> <th>Year</th> <th>Windsor (%)</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>10.7%</td> </tr> <tr> <td>2018</td> <td>8.3%</td> </tr> <tr> <td>2019</td> <td>7.5%</td> </tr> <tr> <td>2020</td> <td>4.3%</td> </tr> <tr> <td>2021</td> <td>9.0%</td> </tr> </tbody> </table>	Year	Windsor (%)	2017	10.7%	2018	8.3%	2019	7.5%	2020	4.3%	2021	9.0%	In the last number of years, as a result of the lower vacancy rates in Windsor/Essex, the number of applicants housed has reduced. This is coupled with a large increase in active applications on the centralized waiting list. In 2020, mainly as a result of the pandemic, fewer unit turnovers occurred and less applicants were placed from the waiting list.
Year	Windsor (%)													
2017	10.7%													
2018	8.3%													
2019	7.5%													
2020	4.3%													
2021	9.0%													
Social Housing Operating Cost (Administration & Subsidy) per Housing Unit <i>SCHG315-Efficiency</i>	<table border="1"> <caption>Social Housing Operating Cost (Administration &amp; Subsidy) per Housing Unit</caption> <thead> <tr> <th>Year</th> <th>Windsor (\$)</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>\$5,328</td> </tr> <tr> <td>2018</td> <td>\$6,240</td> </tr> <tr> <td>2019</td> <td>\$5,508</td> </tr> <tr> <td>2020</td> <td>\$5,918</td> </tr> <tr> <td>2021</td> <td>\$5,915</td> </tr> </tbody> </table>	Year	Windsor (\$)	2017	\$5,328	2018	\$6,240	2019	\$5,508	2020	\$5,918	2021	\$5,915	In 2018 additional subsidy funding was paid to Windsor/Essex Housing Providers/Proponents as a result of increases in Senior level government funding through programs such as Investment in Affordable Housing (IAH-E) and Social Infrastructure Funding. After 2008, allocations of Senior level government funding for capital repair programming were reduced.
Year	Windsor (\$)													
2017	\$5,328													
2018	\$6,240													
2019	\$5,508													
2020	\$5,918													
2021	\$5,915													

Source: MBNCanada Portal

# Sports and Recreation

## Appendix A

Measure	City of Windsor Results	Comments for 2021 Data																								
Number of Participant Visits per Capita for Directly Provided Registered Programs per Capita  <i>SREC110-Community Impact</i>	<table border="1"> <caption>Number of Participant Visits per Capita for Directly Provided Registered Programs per Capita</caption> <thead> <tr> <th>Year</th> <th>Windsor</th> <th>Median</th> <th>Trend-Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>1.2</td> <td>-</td> <td>-</td> </tr> <tr> <td>2018</td> <td>1.3</td> <td>-</td> <td>-</td> </tr> <tr> <td>2019</td> <td>1.2</td> <td>-</td> <td>-</td> </tr> <tr> <td>2020</td> <td>0.2</td> <td>-</td> <td>-</td> </tr> <tr> <td>2021</td> <td>0.6</td> <td>-</td> <td>-</td> </tr> </tbody> </table>	Year	Windsor	Median	Trend-Windsor	2017	1.2	-	-	2018	1.3	-	-	2019	1.2	-	-	2020	0.2	-	-	2021	0.6	-	-	As COVID 19 restrictions were lifted, participant visits increased slowly
Year	Windsor	Median	Trend-Windsor																							
2017	1.2	-	-																							
2018	1.3	-	-																							
2019	1.2	-	-																							
2020	0.2	-	-																							
2021	0.6	-	-																							
Annual Number of Unique Users for Directly Provided Registered Programs as a Percent of Population  <i>SREC140-Community Impact</i>	<table border="1"> <caption>Annual Number of Unique Users for Directly Provided Registered Programs as a Percent of Population</caption> <thead> <tr> <th>Year</th> <th>Windsor</th> <th>Median</th> <th>Trend-Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>6.6%</td> <td>-</td> <td>-</td> </tr> <tr> <td>2018</td> <td>6.3%</td> <td>-</td> <td>-</td> </tr> <tr> <td>2019</td> <td>6.8%</td> <td>-</td> <td>-</td> </tr> <tr> <td>2020</td> <td>3.2%</td> <td>-</td> <td>-</td> </tr> <tr> <td>2021</td> <td>2.7%</td> <td>-</td> <td>-</td> </tr> </tbody> </table>	Year	Windsor	Median	Trend-Windsor	2017	6.6%	-	-	2018	6.3%	-	-	2019	6.8%	-	-	2020	3.2%	-	-	2021	2.7%	-	-	Lower annual number of unique users due to minimal recreation programs being offered due to COVID in 2021. Although visitors have gone up the users are continuous users rather than unique users due to COVID.
Year	Windsor	Median	Trend-Windsor																							
2017	6.6%	-	-																							
2018	6.3%	-	-																							
2019	6.8%	-	-																							
2020	3.2%	-	-																							
2021	2.7%	-	-																							
Overall Participant Capacity for Directly Provided Registered Programs per Capita  <i>SREC210-Service Level</i>	<table border="1"> <caption>Overall Participant Capacity for Directly Provided Registered Programs per Capita</caption> <thead> <tr> <th>Year</th> <th>Windsor</th> <th>Median</th> <th>Trend-Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>1.86</td> <td>-</td> <td>-</td> </tr> <tr> <td>2018</td> <td>1.72</td> <td>-</td> <td>-</td> </tr> <tr> <td>2019</td> <td>1.92</td> <td>-</td> <td>-</td> </tr> <tr> <td>2020</td> <td>0.63</td> <td>-</td> <td>-</td> </tr> <tr> <td>2021</td> <td>0.42</td> <td>-</td> <td>-</td> </tr> </tbody> </table>	Year	Windsor	Median	Trend-Windsor	2017	1.86	-	-	2018	1.72	-	-	2019	1.92	-	-	2020	0.63	-	-	2021	0.42	-	-	Fewer programs were offered in 2021 due to COVID 19
Year	Windsor	Median	Trend-Windsor																							
2017	1.86	-	-																							
2018	1.72	-	-																							
2019	1.92	-	-																							
2020	0.63	-	-																							
2021	0.42	-	-																							
Total Cost for Recreation Programs and Facilities per Participant Visit Based on Usage  <i>SREC310T-Efficiency</i>	<table border="1"> <caption>Total Cost for Recreation Programs and Facilities per Participant Visit Based on Usage</caption> <thead> <tr> <th>Year</th> <th>Windsor</th> <th>Median</th> <th>Trend-Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>\$13.30</td> <td>-</td> <td>-</td> </tr> <tr> <td>2018</td> <td>\$10.04</td> <td>-</td> <td>-</td> </tr> <tr> <td>2019</td> <td>\$11.09</td> <td>-</td> <td>-</td> </tr> <tr> <td>2020</td> <td>\$29.25</td> <td>-</td> <td>-</td> </tr> <tr> <td>2021</td> <td>\$24.66</td> <td>-</td> <td>-</td> </tr> </tbody> </table>	Year	Windsor	Median	Trend-Windsor	2017	\$13.30	-	-	2018	\$10.04	-	-	2019	\$11.09	-	-	2020	\$29.25	-	-	2021	\$24.66	-	-	Costs continue to remain high but are starting to trend down towards what was experienced in previous years as additional programming is added and visits increase.
Year	Windsor	Median	Trend-Windsor																							
2017	\$13.30	-	-																							
2018	\$10.04	-	-																							
2019	\$11.09	-	-																							
2020	\$29.25	-	-																							
2021	\$24.66	-	-																							
Utilization Rate for Directly Provided Registered Programs  <i>SREC410-Customer Service</i>	<table border="1"> <caption>Utilization Rate for Directly Provided Registered Programs</caption> <thead> <tr> <th>Year</th> <th>Windsor</th> <th>Median</th> <th>Trend-Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>64%</td> <td>-</td> <td>-</td> </tr> <tr> <td>2018</td> <td>76%</td> <td>-</td> <td>-</td> </tr> <tr> <td>2019</td> <td>63%</td> <td>-</td> <td>-</td> </tr> <tr> <td>2020</td> <td>37%</td> <td>-</td> <td>-</td> </tr> <tr> <td>2021</td> <td>143%</td> <td>-</td> <td>-</td> </tr> </tbody> </table>	Year	Windsor	Median	Trend-Windsor	2017	64%	-	-	2018	76%	-	-	2019	63%	-	-	2020	37%	-	-	2021	143%	-	-	Due to Provincial restrictions, capacity limits and staffing limits drop in programming was changed to registered programming to better track capacity limits. However, some users that were registered did not show up which allowed for over utilization while still adhering to Provincial mandates.
Year	Windsor	Median	Trend-Windsor																							
2017	64%	-	-																							
2018	76%	-	-																							
2019	63%	-	-																							
2020	37%	-	-																							
2021	143%	-	-																							

Source: MBNCanada Portal

## Taxation (Revenue Services)

Appendix A

Measure	City of Windsor Results	Comments for 2021 Data																								
<p>Current Year's Tax Arrears as a Percent of Current Year Levy</p> <p><i>TXRS135-Community Impact</i></p>	<table border="1"> <caption>Current Year's Tax Arrears as a Percent of Current Year Levy</caption> <thead> <tr> <th>Year</th> <th>Windsor</th> <th>Median</th> <th>Trend-Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>4.2%</td> <td></td> <td></td> </tr> <tr> <td>2018</td> <td>4.0%</td> <td></td> <td></td> </tr> <tr> <td>2019</td> <td>4.2%</td> <td></td> <td></td> </tr> <tr> <td>2020</td> <td>4.6%</td> <td></td> <td></td> </tr> <tr> <td>2021</td> <td>4.5%</td> <td></td> <td></td> </tr> </tbody> </table>	Year	Windsor	Median	Trend-Windsor	2017	4.2%			2018	4.0%			2019	4.2%			2020	4.6%			2021	4.5%			<p>While above the 2021 MBNC median, the City of Windsor has experienced relatively stable results for this measure. Collections were suspended for most of 2021 as a result of the provincial emergency measures in response to COVID-19.</p>
Year	Windsor	Median	Trend-Windsor																							
2017	4.2%																									
2018	4.0%																									
2019	4.2%																									
2020	4.6%																									
2021	4.5%																									
<p>Prior Year's Tax Arrears Not Collected in the Current Year as a Percent of the Current Year Levy</p> <p><i>TXRS140-Community Impact</i></p>	<table border="1"> <caption>Prior Year's Tax Arrears Not Collected in the Current Year as a Percent of the Current Year Levy</caption> <thead> <tr> <th>Year</th> <th>Windsor</th> <th>Median</th> <th>Trend-Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>3.4%</td> <td></td> <td></td> </tr> <tr> <td>2018</td> <td>2.6%</td> <td></td> <td></td> </tr> <tr> <td>2019</td> <td>2.4%</td> <td></td> <td></td> </tr> <tr> <td>2020</td> <td>3.0%</td> <td></td> <td></td> </tr> <tr> <td>2021</td> <td>3.1%</td> <td></td> <td></td> </tr> </tbody> </table>	Year	Windsor	Median	Trend-Windsor	2017	3.4%			2018	2.6%			2019	2.4%			2020	3.0%			2021	3.1%			<p>There was a modest increase in 2021 as a result of the pandemic. Collections were suspended for most of 2021 as a result of the provincial emergency measures in response to COVID-19.</p>
Year	Windsor	Median	Trend-Windsor																							
2017	3.4%																									
2018	2.6%																									
2019	2.4%																									
2020	3.0%																									
2021	3.1%																									
<p>Operating Cost to Maintain Property Tax Accounts per Property Tax Account Serviced</p> <p><i>TXRS310-Efficiency</i></p>	<table border="1"> <caption>Operating Cost to Maintain Property Tax Accounts per Property Tax Account Serviced</caption> <thead> <tr> <th>Year</th> <th>Windsor</th> <th>Median</th> <th>Trend-Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>\$15.05</td> <td></td> <td></td> </tr> <tr> <td>2018</td> <td>\$16.36</td> <td></td> <td></td> </tr> <tr> <td>2019</td> <td>\$16.89</td> <td></td> <td></td> </tr> <tr> <td>2020</td> <td>\$17.03</td> <td></td> <td></td> </tr> <tr> <td>2021</td> <td>\$18.61</td> <td></td> <td></td> </tr> </tbody> </table>	Year	Windsor	Median	Trend-Windsor	2017	\$15.05			2018	\$16.36			2019	\$16.89			2020	\$17.03			2021	\$18.61			<p>2021 increase due to inflationary and contractual obligations related to Program Support costs.</p>
Year	Windsor	Median	Trend-Windsor																							
2017	\$15.05																									
2018	\$16.36																									
2019	\$16.89																									
2020	\$17.03																									
2021	\$18.61																									
<p>Percent of Accounts (All Classes) Enrolled in a Pre-Authorized Payment Plan</p> <p><i>TRXS405-Customer Service</i></p>	<table border="1"> <caption>Percent of Accounts (All Classes) Enrolled in a Pre-Authorized Payment Plan</caption> <thead> <tr> <th>Year</th> <th>Windsor</th> <th>Median</th> <th>Trend-Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>41%</td> <td></td> <td></td> </tr> <tr> <td>2018</td> <td>42%</td> <td></td> <td></td> </tr> <tr> <td>2019</td> <td>43%</td> <td></td> <td></td> </tr> <tr> <td>2020</td> <td>43%</td> <td></td> <td></td> </tr> <tr> <td>2021</td> <td>42%</td> <td></td> <td></td> </tr> </tbody> </table>	Year	Windsor	Median	Trend-Windsor	2017	41%			2018	42%			2019	43%			2020	43%			2021	42%			<p>While below the 2021 MBNC median, the proportion of City of Windsor accounts participating in pre-authorized payment plans remains steady.</p>
Year	Windsor	Median	Trend-Windsor																							
2017	41%																									
2018	42%																									
2019	43%																									
2020	43%																									
2021	42%																									

Source: MBNC Canada Portal

# Transit

## Appendix A

Measure	City of Windsor Results	Comments for 2021 Data																								
Number of Regular Service Passenger Trips per Capita in Service Area <i>TRNT106-Community Impact</i>	<table border="1"> <caption>Number of Regular Service Passenger Trips per Capita in Service Area</caption> <thead> <tr> <th>Year</th> <th>Windsor</th> <th>Median</th> <th>Trend-Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>30.9</td> <td></td> <td></td> </tr> <tr> <td>2018</td> <td>36.5</td> <td></td> <td></td> </tr> <tr> <td>2019</td> <td>37.0</td> <td></td> <td></td> </tr> <tr> <td>2020</td> <td>15.4</td> <td></td> <td></td> </tr> <tr> <td>2021</td> <td>10.8</td> <td></td> <td></td> </tr> </tbody> </table>	Year	Windsor	Median	Trend-Windsor	2017	30.9			2018	36.5			2019	37.0			2020	15.4			2021	10.8			Ridership was reduced further in 2021 with Province of Ontario Lockdown/Restrictions, with College/University and High School strictly online learning and the general public having restrictions on businesses open.
Year	Windsor	Median	Trend-Windsor																							
2017	30.9																									
2018	36.5																									
2019	37.0																									
2020	15.4																									
2021	10.8																									
Revenue Vehicle Hour per Capita in Service Area <i>TRNT210-Service Level</i>	<table border="1"> <caption>Revenue Vehicle Hour per Capita in Service Area</caption> <thead> <tr> <th>Year</th> <th>Windsor</th> <th>Median</th> <th>Trend-Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>1.09</td> <td></td> <td></td> </tr> <tr> <td>2018</td> <td>1.15</td> <td></td> <td></td> </tr> <tr> <td>2019</td> <td>1.25</td> <td></td> <td></td> </tr> <tr> <td>2020</td> <td>0.75</td> <td></td> <td></td> </tr> <tr> <td>2021</td> <td>0.76</td> <td></td> <td></td> </tr> </tbody> </table>	Year	Windsor	Median	Trend-Windsor	2017	1.09			2018	1.15			2019	1.25			2020	0.75			2021	0.76			Service hours remained at a reduced level in 2021 with Enhanced Saturday Service in effect for the majority of the year.
Year	Windsor	Median	Trend-Windsor																							
2017	1.09																									
2018	1.15																									
2019	1.25																									
2020	0.75																									
2021	0.76																									
Operating Cost (Expenses) per Revenue Vehicle Hour <i>TRNT220-Efficiency</i>	<table border="1"> <caption>Operating Cost (Expenses) per Revenue Vehicle Hour</caption> <thead> <tr> <th>Year</th> <th>Windsor</th> <th>Median</th> <th>Trend-Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>\$121</td> <td></td> <td></td> </tr> <tr> <td>2018</td> <td>\$121</td> <td></td> <td></td> </tr> <tr> <td>2019</td> <td>\$114</td> <td></td> <td></td> </tr> <tr> <td>2020</td> <td>\$162</td> <td></td> <td></td> </tr> <tr> <td>2021</td> <td>\$172</td> <td></td> <td></td> </tr> </tbody> </table>	Year	Windsor	Median	Trend-Windsor	2017	\$121			2018	\$121			2019	\$114			2020	\$162			2021	\$172			Similar to 2020, trending on the median with transit agencies across Canada, Transit Windsor operated through 2021 at a reduced service level, impacting overall ridership and resulting in lower revenue. The tuition based pass agreement with the University of Windsor remained suspended in 2021. Increasing Operating costs continued throughout 2021.
Year	Windsor	Median	Trend-Windsor																							
2017	\$121																									
2018	\$121																									
2019	\$114																									
2020	\$162																									
2021	\$172																									
Total Cost (Expenses) per Revenue Vehicle Hour <i>TRNT220T-Efficiency</i>	<table border="1"> <caption>Total Cost (Expenses) per Revenue Vehicle Hour</caption> <thead> <tr> <th>Year</th> <th>Windsor</th> <th>Median</th> <th>Trend-Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>\$135</td> <td></td> <td></td> </tr> <tr> <td>2018</td> <td>\$136</td> <td></td> <td></td> </tr> <tr> <td>2019</td> <td>\$129</td> <td></td> <td></td> </tr> <tr> <td>2020</td> <td>\$184</td> <td></td> <td></td> </tr> <tr> <td>2021</td> <td>\$197</td> <td></td> <td></td> </tr> </tbody> </table>	Year	Windsor	Median	Trend-Windsor	2017	\$135			2018	\$136			2019	\$129			2020	\$184			2021	\$197			Similar to 2020, trending on the median with transit agencies across Canada, Transit Windsor operated through 2021 at a reduced service level, impacting overall ridership and resulting in lower revenue. The tuition based pass agreement with the University of Windsor remained suspended in 2021. Increasing Operating costs continued throughout 2021.
Year	Windsor	Median	Trend-Windsor																							
2017	\$135																									
2018	\$136																									
2019	\$129																									
2020	\$184																									
2021	\$197																									

Source: MBNC Canada Portal

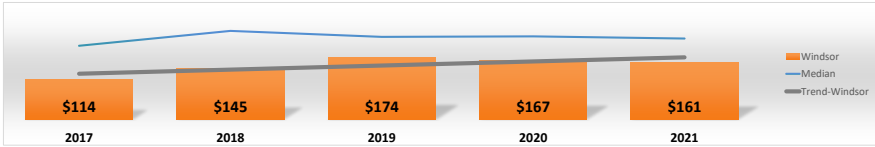
# Waste Management

## Appendix A

Measure	City of Windsor Results	Comments for 2021 Data																								
Percent of Residential Solid Waste Diverted - Single and Multi-Residential <i>SWST105-Community Impact</i>	<table border="1"> <caption>Percent of Residential Solid Waste Diverted</caption> <thead> <tr> <th>Year</th> <th>Windsor</th> <th>Median</th> <th>Trend-Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>38%</td> <td>~42%</td> <td>~41%</td> </tr> <tr> <td>2018</td> <td>40%</td> <td>~42%</td> <td>~41%</td> </tr> <tr> <td>2019</td> <td>40%</td> <td>~42%</td> <td>~41%</td> </tr> <tr> <td>2020</td> <td>37%</td> <td>~42%</td> <td>~41%</td> </tr> <tr> <td>2021</td> <td>37%</td> <td>~42%</td> <td>~41%</td> </tr> </tbody> </table>	Year	Windsor	Median	Trend-Windsor	2017	38%	~42%	~41%	2018	40%	~42%	~41%	2019	40%	~42%	~41%	2020	37%	~42%	~41%	2021	37%	~42%	~41%	City of Windsor results are lower than the median due to fewer diversion programs found in most other participating municipalities.
Year	Windsor	Median	Trend-Windsor																							
2017	38%	~42%	~41%																							
2018	40%	~42%	~41%																							
2019	40%	~42%	~41%																							
2020	37%	~42%	~41%																							
2021	37%	~42%	~41%																							
Tonnes of All Residential Material Collected per Household <i>SWST205-Service Level</i>	<table border="1"> <caption>Tonnes of All Residential Material Collected per Household</caption> <thead> <tr> <th>Year</th> <th>Windsor</th> <th>Median</th> <th>Trend-Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>0.90</td> <td>~0.92</td> <td>~0.95</td> </tr> <tr> <td>2018</td> <td>0.90</td> <td>~0.92</td> <td>~0.95</td> </tr> <tr> <td>2019</td> <td>0.99</td> <td>~0.92</td> <td>~0.95</td> </tr> <tr> <td>2020</td> <td>0.95</td> <td>~0.92</td> <td>~0.95</td> </tr> <tr> <td>2021</td> <td>0.97</td> <td>~0.92</td> <td>~0.95</td> </tr> </tbody> </table>	Year	Windsor	Median	Trend-Windsor	2017	0.90	~0.92	~0.95	2018	0.90	~0.92	~0.95	2019	0.99	~0.92	~0.95	2020	0.95	~0.92	~0.95	2021	0.97	~0.92	~0.95	Tonnages for 2021 remain high as a result of COVID-19 impacts on residential tonnages.
Year	Windsor	Median	Trend-Windsor																							
2017	0.90	~0.92	~0.95																							
2018	0.90	~0.92	~0.95																							
2019	0.99	~0.92	~0.95																							
2020	0.95	~0.92	~0.95																							
2021	0.97	~0.92	~0.95																							
Tonnes of Residential Solid Waste Disposed per Household <i>SWST220-Service Level</i>	<table border="1"> <caption>Tonnes of Residential Solid Waste Disposed per Household</caption> <thead> <tr> <th>Year</th> <th>Windsor</th> <th>Median</th> <th>Trend-Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>0.61</td> <td>~0.58</td> <td>~0.58</td> </tr> <tr> <td>2018</td> <td>0.54</td> <td>~0.58</td> <td>~0.58</td> </tr> <tr> <td>2019</td> <td>0.59</td> <td>~0.58</td> <td>~0.58</td> </tr> <tr> <td>2020</td> <td>0.59</td> <td>~0.58</td> <td>~0.58</td> </tr> <tr> <td>2021</td> <td>0.65</td> <td>~0.58</td> <td>~0.58</td> </tr> </tbody> </table>	Year	Windsor	Median	Trend-Windsor	2017	0.61	~0.58	~0.58	2018	0.54	~0.58	~0.58	2019	0.59	~0.58	~0.58	2020	0.59	~0.58	~0.58	2021	0.65	~0.58	~0.58	City of Windsor results are higher than the median due to fewer diversion programs than most other participating municipalities.
Year	Windsor	Median	Trend-Windsor																							
2017	0.61	~0.58	~0.58																							
2018	0.54	~0.58	~0.58																							
2019	0.59	~0.58	~0.58																							
2020	0.59	~0.58	~0.58																							
2021	0.65	~0.58	~0.58																							
Tonnes of Residential Solid Waste Diverted per Household <i>SWST235-Service Level</i>	<table border="1"> <caption>Tonnes of Residential Solid Waste Diverted per Household</caption> <thead> <tr> <th>Year</th> <th>Windsor</th> <th>Median</th> <th>Trend-Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>0.37</td> <td>~0.38</td> <td>~0.38</td> </tr> <tr> <td>2018</td> <td>0.36</td> <td>~0.38</td> <td>~0.38</td> </tr> <tr> <td>2019</td> <td>0.40</td> <td>~0.38</td> <td>~0.38</td> </tr> <tr> <td>2020</td> <td>0.35</td> <td>~0.38</td> <td>~0.38</td> </tr> <tr> <td>2021</td> <td>0.33</td> <td>~0.38</td> <td>~0.38</td> </tr> </tbody> </table>	Year	Windsor	Median	Trend-Windsor	2017	0.37	~0.38	~0.38	2018	0.36	~0.38	~0.38	2019	0.40	~0.38	~0.38	2020	0.35	~0.38	~0.38	2021	0.33	~0.38	~0.38	2019 results were high due to higher than normal yard waste tonnes. 2020 and 2021 measures are within expected levels and are not statistically different than 2018 results.
Year	Windsor	Median	Trend-Windsor																							
2017	0.37	~0.38	~0.38																							
2018	0.36	~0.38	~0.38																							
2019	0.40	~0.38	~0.38																							
2020	0.35	~0.38	~0.38																							
2021	0.33	~0.38	~0.38																							
Total Cost for Garbage Collection per Tonne - All Property Classes <i>SWST311T-Efficiency</i>	<table border="1"> <caption>Total Cost for Garbage Collection per Tonne</caption> <thead> <tr> <th>Year</th> <th>Windsor</th> <th>Median</th> <th>Trend-Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>\$111</td> <td>~\$105</td> <td>~\$105</td> </tr> <tr> <td>2018</td> <td>\$92</td> <td>~\$105</td> <td>~\$105</td> </tr> <tr> <td>2019</td> <td>\$100</td> <td>~\$105</td> <td>~\$105</td> </tr> <tr> <td>2020</td> <td>\$122</td> <td>~\$105</td> <td>~\$105</td> </tr> <tr> <td>2021</td> <td>\$115</td> <td>~\$105</td> <td>~\$105</td> </tr> </tbody> </table>	Year	Windsor	Median	Trend-Windsor	2017	\$111	~\$105	~\$105	2018	\$92	~\$105	~\$105	2019	\$100	~\$105	~\$105	2020	\$122	~\$105	~\$105	2021	\$115	~\$105	~\$105	Increased cost in 2020 are the result of an increase in the level of service for Bulk Collection, increased residential tonnages due to COVID-19 and decreased commercial revenues due to COVID-19.
Year	Windsor	Median	Trend-Windsor																							
2017	\$111	~\$105	~\$105																							
2018	\$92	~\$105	~\$105																							
2019	\$100	~\$105	~\$105																							
2020	\$122	~\$105	~\$105																							
2021	\$115	~\$105	~\$105																							
Total Cost for Solid Waste Disposal per Tonne - All Property Classes <i>SWST325T-Efficiency</i>	<table border="1"> <caption>Total Cost for Solid Waste Disposal per Tonne</caption> <thead> <tr> <th>Year</th> <th>Windsor</th> <th>Median</th> <th>Trend-Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>\$116</td> <td>~\$115</td> <td>~\$115</td> </tr> <tr> <td>2018</td> <td>\$126</td> <td>~\$115</td> <td>~\$115</td> </tr> <tr> <td>2019</td> <td>\$151</td> <td>~\$115</td> <td>~\$115</td> </tr> <tr> <td>2020</td> <td>\$112</td> <td>~\$115</td> <td>~\$115</td> </tr> <tr> <td>2021</td> <td>\$63</td> <td>~\$115</td> <td>~\$115</td> </tr> </tbody> </table>	Year	Windsor	Median	Trend-Windsor	2017	\$116	~\$115	~\$115	2018	\$126	~\$115	~\$115	2019	\$151	~\$115	~\$115	2020	\$112	~\$115	~\$115	2021	\$63	~\$115	~\$115	Decrease in cost is due to a significant change in landfill post closure liability costs.
Year	Windsor	Median	Trend-Windsor																							
2017	\$116	~\$115	~\$115																							
2018	\$126	~\$115	~\$115																							
2019	\$151	~\$115	~\$115																							
2020	\$112	~\$115	~\$115																							
2021	\$63	~\$115	~\$115																							

# Waste Management

**Appendix A**

Measure	City of Windsor Results	Comments for 2021 Data												
<p>Total Cost for Solid Waste Diversion per Tonne - All Property Classes</p> <p><i>SWST330T-Efficiency</i></p>	 <table border="1" style="margin: auto; border-collapse: collapse;"> <caption>Windsor Results Data</caption> <thead> <tr> <th>Year</th> <th>Windsor Cost (\$)</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>\$114</td> </tr> <tr> <td>2018</td> <td>\$145</td> </tr> <tr> <td>2019</td> <td>\$174</td> </tr> <tr> <td>2020</td> <td>\$167</td> </tr> <tr> <td>2021</td> <td>\$161</td> </tr> </tbody> </table>	Year	Windsor Cost (\$)	2017	\$114	2018	\$145	2019	\$174	2020	\$167	2021	\$161	<p>2019 results were high due to contract implications under the responsibility of the Essex-Windsor Solid Waste Authority as well as significant repairs to processing equipment. 2020 and 2021 results are closer to 2018 results with a slight increase due to COVID-19 implications.</p>
Year	Windsor Cost (\$)													
2017	\$114													
2018	\$145													
2019	\$174													
2020	\$167													
2021	\$161													

Source: MBNCanada Portal



# WasteWater

## Appendix A

Measure	City of Windsor Results with MBNC Median	Comments for 2021 Data																								
Percent of Wastewater Estimated to Have Bypassed Treatment  <i>WWTR110-Community Impact</i>	<table border="1"> <caption>Percent of Wastewater Estimated to Have Bypassed Treatment</caption> <thead> <tr> <th>Year</th> <th>Windsor</th> <th>Median</th> <th>Trend-Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>2.34%</td> <td></td> <td></td> </tr> <tr> <td>2018</td> <td>2.95%</td> <td></td> <td></td> </tr> <tr> <td>2019</td> <td>1.28%</td> <td></td> <td></td> </tr> <tr> <td>2020</td> <td>2.14%</td> <td></td> <td></td> </tr> <tr> <td>2021</td> <td>2.75%</td> <td></td> <td></td> </tr> </tbody> </table>	Year	Windsor	Median	Trend-Windsor	2017	2.34%			2018	2.95%			2019	1.28%			2020	2.14%			2021	2.75%			Combined sewers are a contributing factor to our higher results. In addition, precipitation levels and storm intensity will impact these results. Storm intensity has an impact on the Wastewater Treatment Plant's ability to handle the flows. High surge flow will cause bypass while steady rain events allow the treatment plants to process the flows within capacity.
Year	Windsor	Median	Trend-Windsor																							
2017	2.34%																									
2018	2.95%																									
2019	1.28%																									
2020	2.14%																									
2021	2.75%																									
Megalitres of Treated Wastewater per 100,000 Population  <i>WWTR210-Service Level</i>	<table border="1"> <caption>Megalitres of Treated Wastewater per 100,000 Population</caption> <thead> <tr> <th>Year</th> <th>Windsor</th> <th>Median</th> <th>Trend-Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>27,317</td> <td></td> <td></td> </tr> <tr> <td>2018</td> <td>29,972</td> <td></td> <td></td> </tr> <tr> <td>2019</td> <td>36,885</td> <td></td> <td></td> </tr> <tr> <td>2020</td> <td>30,890</td> <td></td> <td></td> </tr> <tr> <td>2021</td> <td>25,768</td> <td></td> <td></td> </tr> </tbody> </table>	Year	Windsor	Median	Trend-Windsor	2017	27,317			2018	29,972			2019	36,885			2020	30,890			2021	25,768			A contributing factor to our higher results is combined sewers. In addition, precipitation levels will impact these results.
Year	Windsor	Median	Trend-Windsor																							
2017	27,317																									
2018	29,972																									
2019	36,885																									
2020	30,890																									
2021	25,768																									
Total Cost of Wastewater Collection and Conveyance per KM of Pipe Relative to Number of Wastewater Pumping Stations Operated  <i>WWTR305T-Efficiency</i>	<table border="1"> <caption>Total Cost of Wastewater Collection and Conveyance per KM of Pipe Relative to Number of Wastewater Pumping Stations Operated</caption> <thead> <tr> <th>Year</th> <th>Windsor</th> <th>Median</th> <th>Trend-Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>\$9,821</td> <td></td> <td></td> </tr> <tr> <td>2018</td> <td>\$9,838</td> <td></td> <td></td> </tr> <tr> <td>2019</td> <td>\$11,997</td> <td></td> <td></td> </tr> <tr> <td>2020</td> <td>\$11,943</td> <td></td> <td></td> </tr> <tr> <td>2021</td> <td>\$12,508</td> <td></td> <td></td> </tr> </tbody> </table>	Year	Windsor	Median	Trend-Windsor	2017	\$9,821			2018	\$9,838			2019	\$11,997			2020	\$11,943			2021	\$12,508			Total costs have historically been below the median.
Year	Windsor	Median	Trend-Windsor																							
2017	\$9,821																									
2018	\$9,838																									
2019	\$11,997																									
2020	\$11,943																									
2021	\$12,508																									
Wastewater Pumping Stations	10                      10                      14                      14                      14																									
Total Cost for Treatment/Disposal per Megalitre Treated Relative to the Number of Wastewater Treatment Plants Operated  <i>WWTR310T-Efficiency</i>	<table border="1"> <caption>Total Cost for Treatment/Disposal per Megalitre Treated Relative to the Number of Wastewater Treatment Plants Operated</caption> <thead> <tr> <th>Year</th> <th>Windsor</th> <th>Median</th> <th>Trend-Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>\$410</td> <td></td> <td></td> </tr> <tr> <td>2018</td> <td>\$394</td> <td></td> <td></td> </tr> <tr> <td>2019</td> <td>\$294</td> <td></td> <td></td> </tr> <tr> <td>2020</td> <td>\$313</td> <td></td> <td></td> </tr> <tr> <td>2021</td> <td>\$399</td> <td></td> <td></td> </tr> </tbody> </table>	Year	Windsor	Median	Trend-Windsor	2017	\$410			2018	\$394			2019	\$294			2020	\$313			2021	\$399			Total costs have historically been below the median. High volume of water treated due to combined sewers results in lower cost per mega litre.
Year	Windsor	Median	Trend-Windsor																							
2017	\$410																									
2018	\$394																									
2019	\$294																									
2020	\$313																									
2021	\$399																									
Wastewater Treatment Facilities	2                      2                      2                      2                      2																									
Total Cost of Wastewater for Collection/Conveyance and Treatment/Disposal per Megalitre Treated  <i>WWTR315T-Efficiency</i>	<table border="1"> <caption>Total Cost of Wastewater for Collection/Conveyance and Treatment/Disposal per Megalitre Treated</caption> <thead> <tr> <th>Year</th> <th>Windsor</th> <th>Median</th> <th>Trend-Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>\$556</td> <td></td> <td></td> </tr> <tr> <td>2018</td> <td>\$525</td> <td></td> <td></td> </tr> <tr> <td>2019</td> <td>\$423</td> <td></td> <td></td> </tr> <tr> <td>2020</td> <td>\$463</td> <td></td> <td></td> </tr> <tr> <td>2021</td> <td>\$587</td> <td></td> <td></td> </tr> </tbody> </table>	Year	Windsor	Median	Trend-Windsor	2017	\$556			2018	\$525			2019	\$423			2020	\$463			2021	\$587			Total costs have historically been below the median. High volume of water treated due to combined sewers results in lower cost per mega litre.
Year	Windsor	Median	Trend-Windsor																							
2017	\$556																									
2018	\$525																									
2019	\$423																									
2020	\$463																									
2021	\$587																									

# WasteWater

## Appendix A

Measure	City of Windsor Results with MBNC Median	Comments for 2021 Data																		
<p>Annual Number of Wastewater Main Back-ups per 100 Km of Wastewater Main</p> <p><i>WWTR405-Customer Service</i></p>	<table border="1" style="margin: auto; border-collapse: collapse;"> <caption>Annual Number of Wastewater Main Back-ups per 100 Km of Wastewater Main</caption> <thead> <tr> <th>Year</th> <th>Windsor</th> <th>MBNC Median</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>0.3</td> <td>~0.5</td> </tr> <tr> <td>2018</td> <td>0.3</td> <td>~0.4</td> </tr> <tr> <td>2019</td> <td>0.2</td> <td>~0.25</td> </tr> <tr> <td>2020</td> <td>0.2</td> <td>~0.2</td> </tr> <tr> <td>2021</td> <td>0.2</td> <td>~0.25</td> </tr> </tbody> </table>	Year	Windsor	MBNC Median	2017	0.3	~0.5	2018	0.3	~0.4	2019	0.2	~0.25	2020	0.2	~0.2	2021	0.2	~0.25	<p>Statistic for information only. Prior years' data is not presented in the MBNC Performance Report.</p>
Year	Windsor	MBNC Median																		
2017	0.3	~0.5																		
2018	0.3	~0.4																		
2019	0.2	~0.25																		
2020	0.2	~0.2																		
2021	0.2	~0.25																		
<p>Average Age of Wastewater Pipe</p> <p><i>WWTR816-Community Impact</i></p>	<table border="1" style="margin: auto; border-collapse: collapse;"> <caption>Average Age of Wastewater Pipe</caption> <thead> <tr> <th>Year</th> <th>Windsor</th> <th>MBNC Median</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>46</td> <td>~46</td> </tr> <tr> <td>2018</td> <td>47</td> <td>~46</td> </tr> <tr> <td>2019</td> <td>47</td> <td>~46</td> </tr> <tr> <td>2020</td> <td>48</td> <td>~46</td> </tr> <tr> <td>2021</td> <td>50</td> <td>~46</td> </tr> </tbody> </table>	Year	Windsor	MBNC Median	2017	46	~46	2018	47	~46	2019	47	~46	2020	48	~46	2021	50	~46	<p>Statistic for information only. Prior years' data is not presented in the MBNC Performance Report.</p>
Year	Windsor	MBNC Median																		
2017	46	~46																		
2018	47	~46																		
2019	47	~46																		
2020	48	~46																		
2021	50	~46																		

Source: MBNCanada Portal

# Water

## Appendix A

Measure	City of Windsor Results	Comments for 2021 Data																								
Megalitres of Treated Water per 100,000 Population <i>WATR210-Service Level</i>	<table border="1"> <caption>Megalitres of Treated Water per 100,000 Population</caption> <thead> <tr> <th>Year</th> <th>Windsor</th> <th>Median</th> <th>Trend-Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>14,964</td> <td></td> <td></td> </tr> <tr> <td>2018</td> <td>14,430</td> <td></td> <td></td> </tr> <tr> <td>2019</td> <td>13,777</td> <td></td> <td></td> </tr> <tr> <td>2020</td> <td>13,494</td> <td></td> <td></td> </tr> <tr> <td>2021</td> <td>12,496</td> <td></td> <td></td> </tr> </tbody> </table>	Year	Windsor	Median	Trend-Windsor	2017	14,964			2018	14,430			2019	13,777			2020	13,494			2021	12,496			Water consumption continued to decrease in line with the 5-year trend. COVID-19 shifted usage from ICI to residential but was not observed to change the total quantity of water consumed. A decrease in demand needs, and overall potential water conservation could be factors.
Year	Windsor	Median	Trend-Windsor																							
2017	14,964																									
2018	14,430																									
2019	13,777																									
2020	13,494																									
2021	12,496																									
Total Cost for the Distribution / Transmission of Drinking Water per KM of Water Distribution Pipe Relative to the Number of Water Pumping Stations Operated <i>WATR305T-Efficiency</i>	<table border="1"> <caption>Total Cost for the Distribution / Transmission of Drinking Water per KM</caption> <thead> <tr> <th>Year</th> <th>Windsor</th> <th>Median</th> <th>Trend-Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>\$14,737</td> <td></td> <td></td> </tr> <tr> <td>2018</td> <td>\$14,892</td> <td></td> <td></td> </tr> <tr> <td>2019</td> <td>\$14,983</td> <td></td> <td></td> </tr> <tr> <td>2020</td> <td>\$13,325</td> <td></td> <td></td> </tr> <tr> <td>2021</td> <td>\$12,478</td> <td></td> <td></td> </tr> </tbody> </table>	Year	Windsor	Median	Trend-Windsor	2017	\$14,737			2018	\$14,892			2019	\$14,983			2020	\$13,325			2021	\$12,478			Decrease in distribution/transmission costs due to lower main breaks and reduced work on customer premises from COVID-19.
Year	Windsor	Median	Trend-Windsor																							
2017	\$14,737																									
2018	\$14,892																									
2019	\$14,983																									
2020	\$13,325																									
2021	\$12,478																									
Water Pumping Stations	3                      3                      3                      3                      3																									
Total Cost for the Treatment of Drinking Water per Megalitre of Drinking Water Treated Relative to the Number of Water Treatment Facilities <i>WATR310T-Efficiency</i>	<table border="1"> <caption>Total Cost for the Treatment of Drinking Water per Megalitre</caption> <thead> <tr> <th>Year</th> <th>Windsor</th> <th>Median</th> <th>Trend-Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>\$371</td> <td></td> <td></td> </tr> <tr> <td>2018</td> <td>\$386</td> <td></td> <td></td> </tr> <tr> <td>2019</td> <td>\$430</td> <td></td> <td></td> </tr> <tr> <td>2020</td> <td>\$432</td> <td></td> <td></td> </tr> <tr> <td>2021</td> <td>\$406</td> <td></td> <td></td> </tr> </tbody> </table>	Year	Windsor	Median	Trend-Windsor	2017	\$371			2018	\$386			2019	\$430			2020	\$432			2021	\$406			Treatment costs decreased in 2021 compared to 2020 as productivity improved with additional COVID-19 operating procedures in-place. However, the overall trend continued to increase due to increased inflationary pressures.
Year	Windsor	Median	Trend-Windsor																							
2017	\$371																									
2018	\$386																									
2019	\$430																									
2020	\$432																									
2021	\$406																									
Water Treatment Facilities	2                      2                      2                      2                      1																									
Total Cost for the Treatment, Distribution and Transmission of Drinking Water per Megalitre of Drinking Water Treated <i>WATR315T-Efficiency</i>	<table border="1"> <caption>Total Cost for the Treatment, Distribution and Transmission of Drinking Water per Megalitre</caption> <thead> <tr> <th>Year</th> <th>Windsor</th> <th>Median</th> <th>Trend-Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>\$764</td> <td></td> <td></td> </tr> <tr> <td>2018</td> <td>\$791</td> <td></td> <td></td> </tr> <tr> <td>2019</td> <td>\$852</td> <td></td> <td></td> </tr> <tr> <td>2020</td> <td>\$812</td> <td></td> <td></td> </tr> <tr> <td>2021</td> <td>\$792</td> <td></td> <td></td> </tr> </tbody> </table>	Year	Windsor	Median	Trend-Windsor	2017	\$764			2018	\$791			2019	\$852			2020	\$812			2021	\$792			Overall the cost of distribution/transmission generally remained the similar to the previous year with a slight upward trend, which is in line with normal inflationary pressures.
Year	Windsor	Median	Trend-Windsor																							
2017	\$764																									
2018	\$791																									
2019	\$852																									
2020	\$812																									
2021	\$792																									

# Water

## Appendix A

Measure	City of Windsor Results	Comments for 2021 Data																								
Number of Watermain Breaks per 100KM of Water Distribution Pipe <i>WATR410-Customer Service</i>	<table border="1"> <caption>Number of Watermain Breaks per 100KM of Water Distribution Pipe</caption> <thead> <tr> <th>Year</th> <th>Windsor</th> <th>Median</th> <th>Trend-Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>14.0</td> <td>-</td> <td>-</td> </tr> <tr> <td>2018</td> <td>12.9</td> <td>-</td> <td>-</td> </tr> <tr> <td>2019</td> <td>14.2</td> <td>-</td> <td>-</td> </tr> <tr> <td>2020</td> <td>7.8</td> <td>-</td> <td>-</td> </tr> <tr> <td>2021</td> <td>9.3</td> <td>-</td> <td>-</td> </tr> </tbody> </table>	Year	Windsor	Median	Trend-Windsor	2017	14.0	-	-	2018	12.9	-	-	2019	14.2	-	-	2020	7.8	-	-	2021	9.3	-	-	Colder weather in the winter in 2021 as compared to 2020 increased the number of breaks in 2021 compared to 2020. However, the overall trend continued to show less breaks than observed in previous years primarily due to the capital program replacing older end-of-life watermains.
Year	Windsor	Median	Trend-Windsor																							
2017	14.0	-	-																							
2018	12.9	-	-																							
2019	14.2	-	-																							
2020	7.8	-	-																							
2021	9.3	-	-																							
Average Age of Pipe <i>WATR809-Statistic</i>	<table border="1"> <caption>Average Age of Pipe</caption> <thead> <tr> <th>Year</th> <th>Windsor</th> <th>Median</th> <th>Trend-Windsor</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>43</td> <td>-</td> <td>-</td> </tr> <tr> <td>2018</td> <td>40</td> <td>-</td> <td>-</td> </tr> <tr> <td>2019</td> <td>42</td> <td>-</td> <td>-</td> </tr> <tr> <td>2020</td> <td>40</td> <td>-</td> <td>-</td> </tr> <tr> <td>2021</td> <td>40</td> <td>-</td> <td>-</td> </tr> </tbody> </table>	Year	Windsor	Median	Trend-Windsor	2017	43	-	-	2018	40	-	-	2019	42	-	-	2020	40	-	-	2021	40	-	-	Despite the apparent increase in 2019, the actual pipe age continues to decrease due to the watermain replacement program.
Year	Windsor	Median	Trend-Windsor																							
2017	43	-	-																							
2018	40	-	-																							
2019	42	-	-																							
2020	40	-	-																							
2021	40	-	-																							

Source: MBNCanada Portal



**Subject: Upper Little River Master Plan Environmental Assessment – Update on Notice of Study Completion - Ward 9**

**Reference:**

Date to Council: November 28, 2022  
Author: Stacey McGuire  
Manager of Development  
519-255-6100 ext. 1726  
smcguire@citywindsor.ca

Engineering  
Report Date: 11/2/2022  
Clerk's File #: SW2022

To: Mayor and Members of City Council

**Recommendation:**

- I. THAT the report from the Office of the Commissioner of Infrastructure Services providing an update on the “Upper Little River Watershed Drainage and Stormwater Management Master Plan Class Environmental Assessment, Windsor and Tecumseh, Ontario” prepared by Stantec Consulting Ltd. and dated July 2, 2022 **BE RECEIVED FOR INFORMATION.**

**Executive Summary:**

N/A

**Background:**

In 2003, 2,300 hectares of land were annexed to the City of Windsor through the provisions of the Annexation Order and Boundary Adjustment Agreement (the Sandwich South Lands). All of these lands drain to the upper section of the Little River.

The City of Windsor, the Town of Tecumseh, and the Essex Region Conservation Authority (ERCA) commenced a study in 2004 to document existing conditions and to recommend stormwater management (SWM) measures to protect existing resources as development continues in the upper reaches of the Little River. The study area consists of the drainage area of the Upper Little River, south of EC Row Expressway, including lands in both Windsor and Tecumseh. Ultimately, the study would define the future SWM corridors that would be used to support future development of the Sandwich South Lands and would form the basis for future complex servicing studies to build

upon. The study scope was later revised to be a Class Environmental Assessment and is now referred to as the Upper Little River Watershed Drainage and Stormwater Management Master Plan Class Environmental Assessment (ULREA).

In 2005, the City was in the process of completing a Land Use Plan for the Sandwich South Lands, and the ULREA was put on hold until that process could be completed. The City of Windsor Council adopted a Preferred Concept Land Use Plan on October 23, 2006. The ULREA was put on hold again in 2007 after the Ministry of Transportation (MTO) announced that it had plans for a new highway through the study area. This Environmental Assessment, which covered the extension of Lauzon Parkway, improvements to County Road 42 and a proposed East/West Arterial roadway, was finalized January 20, 2014.

The ULREA was reinitiated in 2010 at the same time as several adjacent projects to support floodplain management and sustainable development and growth for the City of Windsor. Land use planning, future arterial roadway locations (Lauzon Parkway, County Road 42, and a new East-West Arterial), and the proximity of the Windsor International Airport have all been taken into account in the development of the proposed SWM approach.

Council resolution M144-2011 (ETSC5/11) provided approval to proceed with the preparation of the ULREA with ERCA continuing to act as the City's agent

Public open house sessions were conducting on May 29, 2012 and October 22, 2012 to receive input on the alternative options that were investigated. A preferred option was developed as a result of public and stakeholder input considering financial implications, physical characteristics of the study area and maximizing opportunities to conserve existing natural conditions.

In 2017, the ULREA report was presented to Council including a summary of the alternatives considered and the recommended alternative for SWM in the Sandwich South Lands.

The preferred alternative (Alternative 6) provides all SWM controls for multiple properties before outletting to the downstream watercourses. The SWM facilities would be grouped into corridors adjacent to watercourses to promote natural linkages, recreational trails and greenways. This alternative provides flexibility for staging of the SWM facilities which also allows landowners within a drainage subcatchment area to proceed independently and at the same time minimizes the number of SWM facilities to be constructed.

Council resolution CR247/2017 provided direction to proceed as follows:

1. That Administration **BE DIRECTED** to finalize the Upper Little River Master Plan Environmental Assessment, with recommendations supporting the preferred solution (Alternative 6) identified by Stantec Consulting Ltd.; and further,
2. That Administration **BE DIRECTED** to issue the Notice of Study Completion for the Upper Little River Master Plan Environmental Assessment as per the Municipal Class Environmental Assessment Planning Process to commence the

*30-day review period immediately following finalizing the Environmental Assessment.*

Subsequently, a Notice of Study Completion was filed in late 2017; however, due to the considerable time between the study commencement in 2004 and completion in 2017, several changes to the requirements for Municipal Class Environmental Assessments (MCEA) had occurred that were not included in the 2017 ULREA scope of work. The project team was notified by the Ministry of Environment, Conservation and Parks of additional requirements including evaluation of potential impacts to cultural heritage and archeological resources as well as Source Water Protection. Upon reviewing the additional requirements, a decision was made to also modify the ULREA from an Approach 2 Master Plan under MCEA to Approach 1 under MCEA. Further information on the MCEA Approach methods is provided in the Discussion section.

From 2018-2022 the ULREA work was completed to bring the report into compliance with an Approach 1 under MCEA. The report has been submitted for final review to the City of Windsor and Town of Tecumseh.

In September 2022, the ERCA Board of Directors approved a report recommending that ERCA Administration, in coordination with the City of Windsor and the Town of Tecumseh, circulate a Notice of Study Completion for the ULREA and Master Drainage Study upon finalizing the draft report.

### **Discussion:**

The technical components, including the alternatives considered and recommendations of the ULREA, have not changed since the 2017 Notice of Completion was filed. The changes to the report address current legislative requirements of the MCEA.

Moving from an Approach 2 to Approach 1 under the MCEA was a strategic decision to allow the project to move forward and avoid further delays. Under the Approach 1, the Master Plan could be completed with a list of applicable projects that can be completed separately as Schedule B or C projects under the MCEA process. Under the original Approach 2, all of the Schedule B and C projects would have had to be completed prior to filing for a Notice of Study Completion for the ULREA. For example, two other studies that have been proceeding in parallel, the Sandwich South Master Servicing Study and Little River Flood Plain Mapping Project could proceed separately as Schedule B or C undertakings that will be informed by and comply with the more broadly scoped ULREA.

In accordance with the MCEA process, the ULREA must now be filed on the Public Record, through a Notice of Completion, for a period of thirty (30) days after the adoption of the recommendations by the City of Windsor and Town of Tecumseh Councils. Because the technical recommendations of the report have not changed, and in an effort to finalize the ULREA which was started in 2004, Administration has brought this report forward for information only and intends to proceed under the approval

received through CR247/2017, a copy of which can be found in the Background section of this report.

The Notice of completion will be advertised in the Windsor Star and posted on the City website. It will also be provided by direct mail-out to the directly affected property owners and those whom have requested to be included on the project contact list for the EA. A copy of the Notice of Filing will be provided to the Mayor and Members of Council and included as a Communication item at the next regularly scheduled meeting of Council following publication. Finally, the URLEA will be made available at City Hall in the Council Services office during the 30-day review period.

### **Risk Analysis:**

The completion of the ULREA is vital to continued sustainable growth within the Sandwich South Lands. With the development of the East Pelton and County Road 42 Secondary Plans, start of construction of the electric vehicle battery plant and planning for the new mega hospital, growth in the Sandwich South Lands is imminent. Finalizing the ULREA will allow for the completion of the Sandwich South Master Servicing Plan and the Little River Flood Plain Mapping projects.

During the 30-day review period a Part II Order could be requested regarding the ULREA. Upon filing such an objection, the Minister of the Environment undertakes a review and renders a decision which may approve, deny or approve with conditions. This could result in delays to the development in the Sandwich South Lands. However, this risk part of the MCEA process and is necessary in order to proceed.

### **Climate Change Risks**

#### **Climate Change Mitigation:**

N/A

#### **Climate Change Adaptation:**

In order to understand the possible impacts of climate change, the ULREA included a sensitivity analysis on the system by applying a 20% increase to the 100 year, 24-hour Chicago design storm event. Under this scenario the runoff volumes increase by approximately 20 to 30%, requiring an additional 15 m width for the water quantity storage portion of the Stormwater Management facilities. With the adoption of the Windsor/Essex Region Stormwater Management Standards Manual (the Regional Manual), a climate change sensitivity analysis of 40% increase to the 100 year, 24-hour Chicago design storm event is now used locally. The Regional Manual was developed well past the phase of the ULREA which would have defined climate change guidelines for the study. However, as Schedule B and C projects are still to be completed for the study area, these projects should consider the climate change objectives in place at the time of those projects (i.e. the Regional Manual)



**Financial Matters:**

There are no financial implications with this information report. Functional design, detailed design and construction related to the ULREA will be contingent upon approved capital budgets and will be in response to development pressures.

**Consultations:**

Essex Region Conservation Authority – James Bryant

Town of Tecumseh, Phil Barnik

Engineering – Patrick Winters, Ryan Langlois

Finance – Linda Mancina

**Conclusion:**

In coordination with ERCA and the Town of Tecumseh, the ULREA will be finalized and Notice of Study Completion will be filed for a 30-day review period. A copy of the Notice of Study Completion will be provided to the Mayor and Members of Council and included as a Communications item at the next regularly scheduled meeting of Council following publication.

**Planning Act Matters:**

N/A

**Approvals:**

Name	Title
Stacey McGuire	Manager of Development
France Isabelle-Tunks	Executive Director Engineering/Deputy City Engineer
Chris Nepszy	Commissioner, Infrastructure Services
Onorio Colucci	Chief Administrative Officer

**Notifications:**

Name	Address	Email
James Bryant, Essex Region Conservation Authority		jbryant@erca.org
Phil Bartnik, Town of Tecumseh		pbartnik@tecumseh.ca

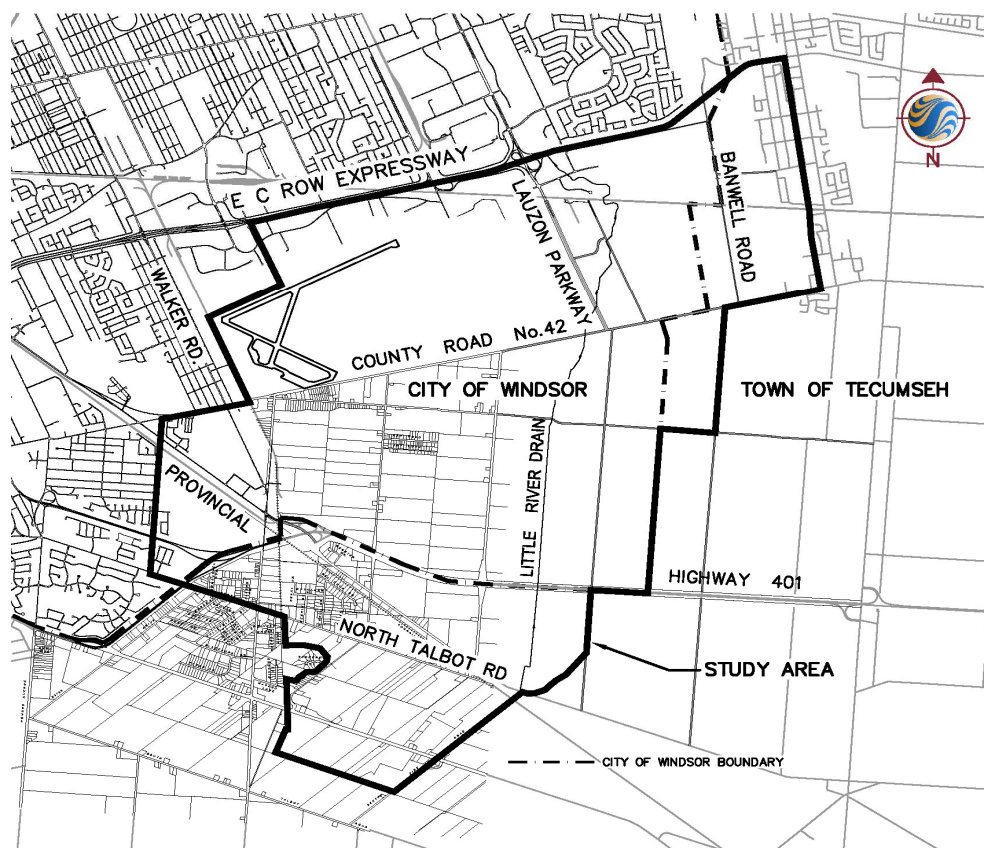
Name	Address	Email
Stakeholder List (ULREA)	List forwarded to Clerks	

**Appendices:**

1 Appendix A – Executive Summary for the Upper Little River Watershed  
 Drainage and Stormwater Management Master Plan Class Environmental Assessment

## Executive Summary

The Upper Little River watershed is located in the southeast part of the City of Windsor and the west part of the Town of Tecumseh, as shown on the Site Location Plan (Figure E1). The Main branch of Little River originates south of Highway 401 and generally flows north through a well-defined system of municipal drains and channels towards the Detroit River and Lake St. Clair. The drainage area contributing to Upper Little River upstream of the E.C. Row Expressway is approximately 45 km<sup>2</sup>.



**Figure E1: Site Location Plan**

The City of Windsor (City), the Town of Tecumseh (Town), and the Essex Region Conservation Authority (ERCA) commenced a study in 2004 to document existing conditions and to recommend stormwater management measures to protect existing resources as development continues in the upper reaches of Little River. In 2005, the City was in the process of completing a Land Use Plan for the Sandwich South Employment Lands, and the Study was put on hold until that process could be completed. The City of Windsor Council adopted a Preferred Concept Land Use Plan on October 23, 2006. The project was put on hold again in 2007 after the Ministry of Transportation (MTO) announced that it had plans for a new highway through the study area.



## UPPER LITTLE RIVER WATERSHED DRAINAGE AND STORMWATER MANAGEMENT MASTER PLAN CLASS ENVIRONMENTAL ASSESSMENT, WINDSOR AND TECUMSEH, ONTARIO

The project was reinitiated in 2010 at the same time as several adjacent projects. Land use planning, future arterial roadway locations (Lauzon Parkway, County Road 42, and a new East-West Arterial), and the proximity of the Windsor International Airport have all been taken into account in the development of the proposed stormwater management approach.

The Master Plan was originally undertaken following Approach 2 with a Notice of Study Completion filed in September 2017. However, due to the overall duration of the project, changes to the Class EA requirements over that time, and input from the Ministry of the Environment, Conservation and Parks during the review of a Part II Order appeal, the Master Plan was not finalized after the 30-day public review period. The Master Plan is now being completed following Approach 1, which is a broader level of assessment. This change in approach results in the requirement for additional detailed investigations at the project-specific level in order to fulfill Class EA requirements for specific Schedule B and Schedule C projects. Note that recent amendments to the *EA Act* have exempted Schedule A and A+ projects from the provisions of the *EA Act*. No changes have been made to alternatives considered or general Master Plan recommendations since the filing of the initial Notice of Completion in 2017. Correspondence associated with the previous Notice of Completion and Part II Order request can be found in Appendix E.

Stantec Consulting Ltd. is the lead consultant, in cooperation with Parrish Geomorphic Ltd., to complete a Master Plan under the Municipal Class Environmental Assessment process to determine a preferred approach to providing stormwater management control measures for the developing lands upstream of the E.C. Row Expressway and contributing to Upper Little River.

The Project Team, consisting of representatives from the City of Windsor, The Town of Tecumseh, the Essex Region Conservation Authority, and the Consultant Team, has examined a number of alternatives for stormwater management based on a combination of previous documentation and current information. In addition, two Public Open House Meetings (May 29, 2012 and October 22, 2012) have been held to receive input on the alternative options investigated.

A preferred option was developed as a result of an evaluation of alternatives and public/agency input, and is considered representative of the most financially and physically appropriate option to achieve the required controls, while maximizing opportunities to conserve existing natural conditions. Details of the study process, from conceptual development of alternative stormwater management strategies through to the identification of recommended projects, are summarized in the following Master Plan Report, which is to be considered for approval by the Councils of the City of Windsor and the Town of Tecumseh.

This project has been completed in accordance with Approach 1 as identified in Appendix 4 of the Municipal Engineers Association (MEA) Municipal Class Environmental Assessment (Class EA) (2000, as amended). In accordance with the MEA Class EA process, this Master Plan was filed on the Public Record for a period of thirty (30) days after adoption of the recommendations by the City of Windsor and the Town of Tecumseh through the issuance of a Notice of Completion. The Notice of Completion was advertised in the local newspaper, and copies of pertinent advertisements are included in the Appendices. It should be noted that the Master Plan Notice of Completion was previously filed in September 2017, but was subsequently re-issued on **DATE** to address the change in Master Plan methodology from Approach 2 to Approach 1.



The problem statement for this Master Plan Class EA is generally summarized as follows:

To ensure that urbanization of the Upper Little River Watershed can occur in a fashion that will not lead to negative impacts on the receiving systems including increased flood risk, the impairment of natural watercourse features, and would allow for future enhancement of the watercourse, stream margins and wetlands.

#### Alternatives and Evaluation

As part of the Class EA process, it is important that all reasonable and feasible solutions be considered. The following alternatives have been identified for further evaluation through this Master Plan Class EA:

##### Alternative 1 - The Do-Nothing Alternative

In this alternative, the Little River subwatershed area is developed but no stormwater management control measures are implemented for the watershed. The evaluation of this alternative is required by the EA process; however, ERCA has stated that lands downstream of the study area are currently impacted by flood waters and any increase in flows would require channel improvements with significant costs to ensure that flood levels/damages are not increased.

##### Alternative 2 - Water Quality and Erosion Control Only

In this alternative, the proposed development will have only water quality treatment and erosion control, and no water quantity or flooding controls. ERCA has stated that lands downstream of the study area are currently impacted by flood waters and any increase in flows would require channel improvements with significant costs to ensure that flood levels/damages are not increased.

##### Alternative 3 - Communal Stormwater Facilities

This alternative examines the potential to minimize the number of SWM facilities required to serve the study area by consolidating all water quality, erosion, and water quantity controls at a few locations throughout the watershed.

##### On-line

These large centralized SWM facilities would provide control for anywhere from 150 to 800 ha of development area. This option would retain the existing municipal drain alignments with large ponds at key locations. Multiple forebays could be used to consolidate drainage from different directions. Several of the municipal drains are considered to provide direct fish habitat. Since this alternative provides water quality control downstream of the fish habitat, this option would likely require a permit from the DFO. This alternative would also be classified as an on-line water quality facility (since it would be located on a watercourse). Recent projects attempting to employ this method have had difficulty obtaining approvals from MECP, MNRF, and DFO, primarily due to fisheries/natural heritage concerns. Due to the complications arising from the proximity of the airport and the online water quality controls, it would be difficult to obtain approvals for this alternative.



#### Off-line

This alternative is similar to the on-line version where a few large centralized SWMFs would be used to provide controls. This alternative differs in that the storm flows would drain through large storm sewers to the SWMFs whereas the on-line version uses the existing municipal drain network to transport flows. Due to flat grades throughout the site and required minimum slopes on storm sewers, flows in the storm sewers would need to be pumped before outletting to the downstream water courses. This option requires significant upfront capital costs for the storm sewers and land acquisition and does not lend itself well to staged construction.

#### Alternative 4 – On-line Quantity Control with Local Quality and Erosion Controls

This alternative examines the scenario where a few on-line water quantity or flood control facilities are centralized in key locations throughout the study area, but water quality and erosion controls are distributed across the watershed.

Large centralized SWMFs would be used to provide water quantity control for large rainfall events. These large facilities would be located generally in the same locations as for Alternative 3, except that they could be smaller, and they would not require a permanent body of water (although there would be some form of low flow channel). Recent projects employing on-line water quantity controls have been approved by the MNRF and MECP with some additional review time.

Smaller distributed SWMF's would be used to provide a Normal level of water quality control, which could take the form of a dry pond combined with a treatment train approach (i.e., pre-treatment), a wet pond, a wetland, or Low Impact Development methods. The minor system would drain to the small distributed SWMFs where water quality and erosion control would occur. Major flows would either bypass the small distributed SWMF or drain through them with minimal controls to the large downstream SWMFs.

#### Alternative 5 - Distributed Off-line SWM Controls

This alternative considers the potential for stormwater management controls to be distributed throughout the study area, and each facility would be required to provide water quality, erosion, and water quantity controls separately. It is anticipated that facilities would be designed and constructed as development proceeds on a site by site basis.

This form of SWM is typical of most developments where each development block would provide their own SWM controls (water quality, water quantity, and erosion control) before outletting to the drains. It would be the easiest alternative to receive approvals for due to its standard approach.

Similar to Alternative 4, water quality would be provided on a site-by site basis throughout the development area in end-of pipe facilities (i.e., dry pond combined with a treatment train approach, wetland, or wet pond). Flood control would occur above the water quality control volume (so that the water depth would be larger) or in adjacent mixed-use areas (e.g., sports field, woodlots, etc.). Under normal conditions they will operate similar to the Alternative 4 ponds and it is only under large rainfall events where there will be differences in operation.



### Alternative 6 - Grouped Off-line SWM Controls

This alternative considers the potential for all stormwater management controls to be provided before outletting to a watercourse. Each facility would be required to provide water quality, erosion, and water quantity controls similar to Alternative 5. In this alternative the SWM facilities are generally in the same area (co-located) and are congregated into SWM corridors.

This alternative is similar to Alternative 5, with the main differences being that the SWM facilities are intended to provide controls for more than one property and they are located adjacent to other facilities and a watercourse. Generally, there will be fewer and larger SWMFs compared to Alternative 5 and more and smaller SWMFs compared to Alternative 3.

### Evaluation of Alternatives

Throughout the Study process, the various alternatives were reviewed and discussed by the Project Team, the public, and agency representatives. It is obvious that each alternative will result in varying impacts on environmental features, lands available for development by local property owners and the downstream system. As would be expected, the objectives and needs of various groups are not always consistent, and so an appropriate evaluation process was applied by the Project Team to arrive at a preferred concept or recommended concept.

A set of evaluation criteria/indicators was selected to reflect the issues, constraints and concerns considered most important when comparing the alternative stormwater strategies against the different environmental components. The evaluation criteria used to assess the various alternatives were grouped into four major categories as outlined below:

- Natural Environment
  - Terrestrial Resources, Vegetation, and Wildlife Implications
  - Fisheries Resources and Aquatic Habitat Implications
  - Groundwater and Baseflow Implication
  - Surface Water Quality
- Economic Environment
  - Total Capital Cost
  - Total Maintenance Cost



## UPPER LITTLE RIVER WATERSHED DRAINAGE AND STORMWATER MANAGEMENT MASTER PLAN CLASS ENVIRONMENTAL ASSESSMENT, WINDSOR AND TECUMSEH, ONTARIO

- Technical Environment
  - Ability to Provide Required Flood Protection
  - Ease of Construction/ Implementation
  - Ability to Meet Agency Requirements
  
- Social/Cultural Environment
  - Aesthetics
  - Health and Safety
  - Recreational Opportunities
  - Archaeological Resources
  - Built Heritage Resources/Cultural Heritage Landscapes

For each evaluation criteria a relative preference rating was assigned to each alternative. That is, for each criterion a particular alternative was either highly preferred, moderately preferred, or was generally not preferred. This information was tabulated for all of the criteria. Based on the evaluation matrix Alternative 6 is the preferred option.

### Description of Preferred Alternative

The preliminary preferred alternative (Alternative 6) provides all stormwater management controls before outletting to the downstream watercourses. Each facility would be required to provide water quality, water quantity, and erosion controls on a standalone basis. In this alternative the SWM facilities are grouped into stormwater management corridors to promote natural linkages, recreational trails, and greenways. The SWM facilities can provide controls for more than one property and will be located adjacent to other facilities and a watercourse. It is anticipated that facilities would be designed and constructed as development proceeds. The study area will be developed by multiple landowners and the preferred alternative supports the ability of individual landowners to proceed independently while minimizing the total number of SWM facilities. Lands impacted by the SWM corridor will ultimately be owned by the Municipality. The Municipality will acquire the required property in accordance with the laws of the Province of Ontario.

The stormwater areas are proposed to be congregated into stormwater management corridors which can be combined with trail systems and amenity areas for the surrounding developments. The stormwater management corridor will be located beside watercourses which will accept drainage from the end-of-pipe facilities. Heavy vegetation adjacent to all water bodies and minimal open water will also be implemented in order to make water features less attractive to bird species, a specific request from the Windsor Airport. As part of this work, several of the existing municipal drains are proposed to be abandoned and several new channels will be created that align with the proposed development plan for the area. In addition, the work will include re-grading the stream channel banks to create benches or terraces, which will help dissipate energy and re-connect the bankfull channel to a floodplain area.

Advantages of the preferred alternative include the following:





## UPPER LITTLE RIVER WATERSHED DRAINAGE AND STORMWATER MANAGEMENT MASTER PLAN CLASS ENVIRONMENTAL ASSESSMENT, WINDSOR AND TECUMSEH, ONTARIO

- Staging Flexibility – This alternative minimizes the number of facilities while providing flexibility with respect to their staging and construction.
- Avian Habitat – The avian habitat area is relatively concentrated, which provides continuous linkages for predators, reduces the number of sites to be monitored, and provides more separation between nesting and foraging areas.
- Ease of Permitting – SWM facilities are located offline of each watercourse easing approval issues. Individual SWM facilities generally follow typical designs leading to easier approval.
- Stormwater Pumping – fewer facilities and grouped locations (with one pump for multiple properties) should lead to fewer pumping stations when compared to standard one facility per property strategies.
- Recreational Opportunities – The potential exists to create new trail networks through the corridors due to the continuity of the grouped SWM system.
- Fish Passage – The stormwater management areas are located offline of the existing watercourses and no additional barriers to fish movement are created. The conveyance system remains fish habitat similar to the existing municipal drain network.
- Erosion - re-grading the banks to create benches or terraces will re-connect the bankfull channel to a floodplain area, thereby reducing erosion and improving fish habitat.





**Subject: Appointment of Drainage Engineer - Gouin Drain - Ward 9**

**Reference:**

Date to Council: 11/28/2022

Author: Patrick Winters

Development Engineer

519-255-6257 x6462

[pwinters@citywindsor.ca](mailto:pwinters@citywindsor.ca)

Engineering

Report Date: 10/6/2022

Clerk's File #: SW2022

**To:** Mayor and Members of City Council

**Recommendation:**

- I. THAT the firm of Dillon Consulting Ltd. **BE APPOINTED** as the designated Engineer of Record to prepare a report responding to the request of NextStar Energy Inc. to enclose a portion of the Gouin Drain under Section 78 of the Drainage Act, at a cost of \$39,900 (plus HST) to be charged to Project ID7221006 and recovered from NextStar Energy Inc.
- II. THAT the Chief Administrative Officer and City Clerk **BE AUTHORIZED** to sign all necessary documents and agreements as to form and content satisfactory to the Commissioner of Infrastructure Services and the Commissioner of Legal and Legislative Services.

**Executive Summary:**

N/A

**Background:**

The Gouin Drain originates in the Town of Tecumseh east of the City of Windsor limit and runs along the south side of EC Row Avenue then crosses north under the EC Row Expressway and continues west where it outlets to the Little River. The Gouin Drain watershed is approximately 211 hectares which consists of approximately 114.32 hectares within the Town of Tecumseh and the remaining 96.68 hectares within the City of Windsor.

In March of 2022 Dillon Consulting Limited (Dillon) was in the process of finalizing a drainage report for the Town of Tecumseh for repair and improvement to the Gouin Drain. At that time the NextStar Energy Electric Vehicle (EV) Battery Facility site plan

design was still in the early stages of development, and as such the desire to enclose sections of the Gouin Drain, adjacent to the site had yet to be identified by the design team. Based on this, the Town of Tecumseh and Dillon finalized their report which had been ongoing since November of 2017.

Subsequent to the finalization of Tecumseh's report, NextStar Energy Inc. has progressed significantly with the design of their facility, in the course of which they have identified two locations where they would like to install new culverts to enclose sections of the open drain. The proposed enclosures require the completion of a drainage report, and as such Administration is recommending Dillon be appointed as the drainage engineer based on their familiarity with the drain resulting from their recently completed report for the Town of Tecumseh.

### **Discussion:**

Administration has been working in conjunction with the NextStar Energy Inc. Design and Construction team since the announcement of their new Windsor EV Battery facility back in March of this year. During that time, the overall site plan has continued to evolve, leading up to formal approval by the City on August 22, 2022.

The Gouin Drain bisects the NextStar Energy site under existing conditions. Two enclosures are being proposed to be constructed during servicing of the NextStar site, and both relate to the proposed partial closure of EC Row Avenue adjacent to the facility. The first enclosure is proposed to be located near the west property line of the site, and is needed in order to allow for the construction of a cul-de-sac at a dead end which will be created at the new limit of the EC Row Avenue right of way, should its closure be successful. The second enclosure will be located just west of Banwell Road, and is being proposed by the NextStar Energy design team in order to provide connectivity between the former Point East Lands and the 0 Banwell Road property [Roll 070-890-00600] located north of the current EC Row Avenue right of way. It should be noted that the partial closure of EC Row Avenue is subject to a current application with Planning Department under the Street and Alley closure program. The location of the two enclosures proposed for the Gouin Drain are based on the premise of the application for closure being successful, and may need to be revisited in the event this is not the case.

As noted earlier, Dillon is being recommended to serve as the Drainage Engineer of record for this assignment given their recent experience authoring the drainage report for the Gouin Drain for the Town of Tecumseh earlier in 2022. The appointment of Dillon will ensure that the municipality can engage the same personnel involved with the work previously undertaken, accelerating timelines and reducing costs inherent in undertaking the work.

On adoption of the recommendation, Dillon will be engaged through the Engineering Roster under delegated authority. The cost of the report will be recovered from NextStar Energy.

## **Risk Analysis:**

No significant or critical risks are associated with the approval of this report. Adoption of the request by Administration to appoint a drainage engineer is consistent with requirements of the Drainage Act.

## **Climate Change Risks**

### **Climate Change Mitigation:**

The recommendation does not contribute to the mitigation of climate change.

### **Climate Change Adaptation:**

The recommendation does not contribute to adaptation for climate change.

## **Financial Matters:**

Dillon has submitted a quote in the amount of \$39,900 (plus HST) to prepare a Drainage report in accordance with the Drainage Act for two enclosures to be constructed on the Gouin Drain adjacent to the NextStar Energy EV Battery Plant site.

NextStar Energy has consented in advance to cover costs associated with the completion of the drainage report and construction of the enclosures.

In accordance with Council Resolution 388/2007, private municipal drain enclosures are to be assessed to the benefiting property owners. Therefore, all expenses associated with the new enclosures, including all engineering fees, will be paid for by the property owners who made the request. There are no construction or report costs assessed to the City of Windsor. There will be some staff time to oversee the consultant's work and administer the Drainage Act process internally (preparing council report for by-law, etc.). All associated costs are proposed to be covered initially under Project ID7221006 before ultimately being recovered from NextStar Energy.

## **Consultations:**

Tom Graziano, Engineer III - Drainage Superintendent

Tim Byrne, Essex Region Conservation Authority

## **Conclusion:**

Administration recommends approval of the appointment of Dillon Consulting Limited as the Engineer of Record to satisfy the requirements of section 8 of the Drainage Act and engagement for carrying out the requested study of the Gouin Drain pursuant to the Roster Method in accordance with the Purchasing By-law.

**Planning Act Matters:**

N/A

**Approvals:**

<b>Name</b>	<b>Title</b>
Stacey McGuire	Manager of Development
France Isabelle-Tunks	Executive Director Engineering, Deputy City Engineer
Chris Nepszy	Commissioner of Infrastructure Services
Shelby Askin Hager	Commissioner of Legal & Legislative Services
Onorio Colucci	Chief Administrative Officer

**Notifications:**

<b>Name</b>	<b>Address</b>	<b>Email</b>
NextStar Energy Inc. Attn: Ryan Oswald	800 Chrysler Drive, Auburn Hills, MI, 48326	<a href="mailto:ryan.oswald@stellantis.com">ryan.oswald@stellantis.com</a>
Dillon consulting Ltd., Attn: Mark Hernandez	3200 Deziel Dr., Windsor, ON, N8W 5K8	<a href="mailto:mhernandez@dillon.ca">mhernandez@dillon.ca</a>
Essex Region Conservation Authority, Attn: Tim Byrne	360 Fairview Ave. W., Essex, ON, N8M 1Y6	<a href="mailto:tbyrne@erca.org">tbyrne@erca.org</a>
Town of Tecumseh, Attn: Alessia Mussio	917 Lesperance Road, Tecumseh, ON, N8N 1W9	<a href="mailto:amussio@tecumseh.ca">amussio@tecumseh.ca</a>

**Appendices:**

- 1 Notice of Request for Drain Major Improvement - Gouin Drain
- 2 C-3700

**Notice of Request for Drain  
Major Improvement  
*Drainage Act, R.S.O.*  
1990, c. D.17, subs. 78 (1.1)**

To: The Council of the Corporation of the City of Windsor

Re: Gouin Drain

(Name of Drain)

In accordance with section 78 (1.1) of the *Drainage Act*, take notice that I, as owner of land affected, request that the above mentioned drain be improved.

The Major Improvement Project work being requested is (check all appropriate boxes):

- Changing the course of the drainage works;
- Making a new outlet for the whole or any part of the drainage works;
- Constructing a tile drain under the bed of the whole or any part of the drainage works;
- Constructing, reconstructing or extending bridges or culverts;
- Extending the drainage works to an outlet;
- Improving or altering the drainage works if the drainage works is located on more than one property;
- Covering all or part of the drainage works;
- Consolidating two or more drainage works; and/or
- Any other activity to improve the drainage works, other than an activity prescribed by the Minister as a minor improvement.

Provide a more specific description of the proposed drain major improvement you are requesting:

Enclose part of Gouin Drain at two (2) locations.

**Property Owners**

- Your municipal property tax bill will provide the property description and parcel roll number.
- In rural areas, the property description should be in the form of (part) lot and concession and civic address.
- In urban areas, the property description should be in the form of street address and lot and plan number, if available.

Property Description

South side of EC Row Avenue East, just west of Banwell Road

Ward or Geographic Township  
City of Windsor - Ward 9

Parcel Roll Number  
Municipal Right-Of-Way

If property is owned in partnership, all partners must be listed. If property is owned by a corporation, list the corporation's name and the name and corporate position of the authorized officer. Only the owner of the property may request a drain improvement.

**Ownership**

**Corporation** If you need to provide additional information, please attach along with this form.

**Corporation (The individual with authority to bind the corporation must sign the form)**

Name of Signing Officer (Last, First Name) (Type/Print) Colucci, Onorio	Position Title Chief Administrative Officer
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Name of Corporation The Corporation of the City of Windsor
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I have the authority to bind the Corporation. Signature	Date (yyyy/mm/dd)
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**Enter the mailing address and primary contact information of property owner below:**

Last Name Graziano	First Name Tom	Middle Initial
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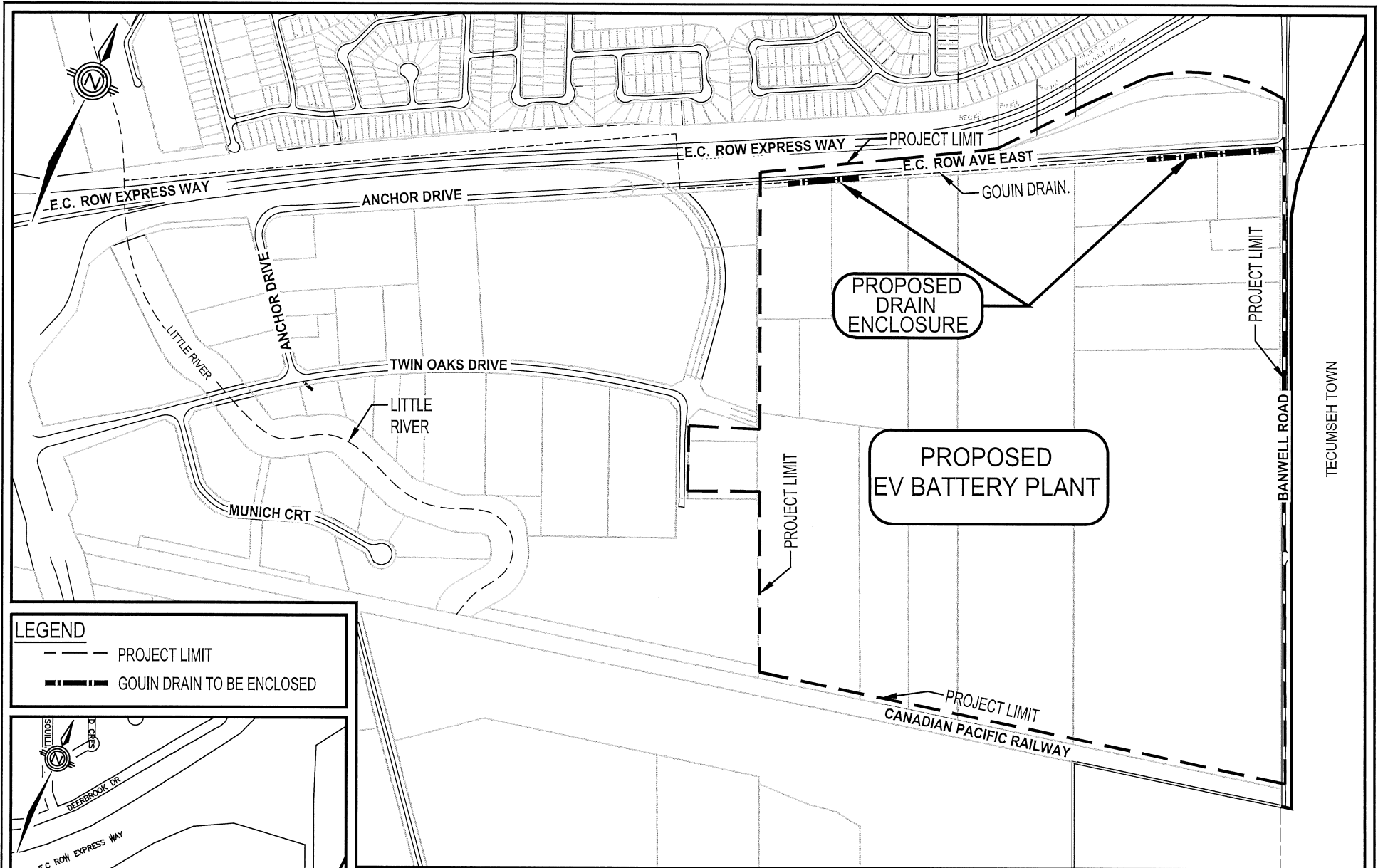
**Mailing Address**

Unit Number	Street/Road Number 350	Street/Road Name City Hall Square West	PO Box
City/Town Windsor	Province Ontario	Postal Code N9A 6S1	
Telephone Number 519-255-6257	Cell Phone Number (Optional)	Email Address (Optional) tgraziano@citywindsor.ca	

To be completed by recipient municipality:

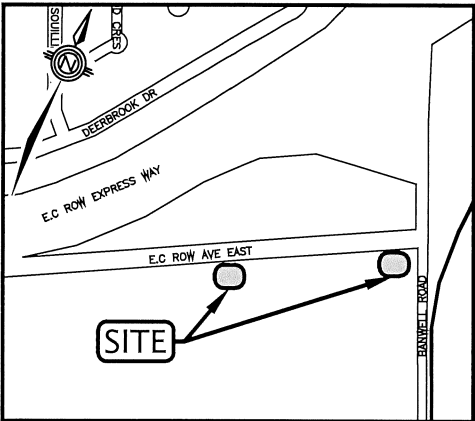
Notice filed this \_\_\_\_\_ day of \_\_\_\_\_ 20 \_\_\_\_\_

Name of Clerk (Last, First Name) Vlachodimos, Steve	Signature of Clerk
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**LEGEND**

- PROJECT LIMIT
- GOUIN DRAIN TO BE ENCLOSED



**KEY PLAN** N.T.S.

**THE CORPORATION OF THE CITY OF WINDSOR - ENGINEERING DEPARTMENT**  
**Proposed Enclosure Portion of The Gouin Drain**  
**for The Proposed EV Battery Plant**

 Kirk Tamm, Manager of Geomatics	SCALE: 1:9000	DATE: November 2022	REVISED: .	DWG. NO. <b>C-3700</b>
	CHKD BY: PJU / SMC	REVISION NO.: .		





**Subject: Request for Proposal (RFP) 73-22 Acquisition of One Side Loading Refuse Truck - City Wide**

**Reference:**

Date to Council: November 28, 2022  
Author: Chad Goebel  
Fleet Coordinator  
519-255-6560 x4235  
cgoebel@citywindsor.ca

Public Works - Operations  
Report Date: October 13, 2022  
Clerk's File #: SW/14491

**To:** Mayor and Members of City Council

**Recommendation:**

THAT City Council **APPROVE** the purchase of one (1) Side Loading Refuse Truck; and,

THAT the Purchasing Manager **BE AUTHORIZED** to issue a purchase order to Carrier Truck Centers Inc. in the amount of \$382,266.00 (excluding HST) for the purchase of one (1) refuse truck, including optional extended length tailgate seals, subject to approval as to technical content by the City Engineer and in financial content to the Chief Financial Officer and City Treasurer; and,

THAT City Council **APPROVE** the transfer of \$117,000 from the 2020 Fleet Additions and Upgrade Project 7201009 to the 2020 Corporate Fleet Replacements Project 7201008 to partially fund this replacement; and,

THAT City Council **APPROVE** the transfer of \$17,523.88 from the Fleet Replacement Reserve Fund 136 to the 2020 Corporate Fleet Replacements Project 7201008 to fund the remaining balance of this replacement.

**Executive Summary:**

N/A

**Background:**

The existing unit is at the end of its useful life. This purchase is to replace one (1) single axle, side loading, stand up right hand drive refuse truck in the City fleet. The purchase of this unit was postponed at the request of the former Executive Director of Operations to allow time to address other operational priorities.

The COVID pandemic has created many irregularities in the automotive manufacturing sector and its processes, resulting in delays in orders due to lack of product availability and an unstable market resulting in a fluctuating or increased purchase price on equipment in many cases. The estimated budget for this truck was prepared in 2020 during the initial onset of the pandemic; therefore, the tendered price also reflects inherent price increases over 2 years in addition to the uncertainty of the pandemic.

**Discussion:**

To select a replacement unit RFP # 73-22 was issued by the Purchasing Department on July 7<sup>th</sup>, 2022 and closed on August 10<sup>th</sup>, 2022. The RFP was prepared with specifications developed in accordance with the technical and operational requirements of the service, as it is provided by the City. Advertisement was placed in Biddingo, a national electronic bidding and advertising website, which is broadly accessible to all potential bidders, both within and outside Canada. The Purchasing Department received two (2) submissions. The RFP Evaluation Committee reviewed the submissions and undertook an analysis to grade the technical submissions received in accordance with the RFP. Technical specifications and cost were the two criteria which were rated and combined to give a final overall score. The requirements developed for the RFP proposal were written in a manner that would have a vehicle specification brought forward that would be similar to our existing fleet of side loading refuse trucks. The design form and function of this unit must be consistent with our existing vehicles to provide reliable training as well as safe and effective operational procedures. Carrier Truck Centers Inc. submitted the proposal that achieved the first ranking overall in the evaluation process.

**Risk Analysis:**

The existing unit is at the end of its useful life. Any further delay in replacement may result in costly repairs to the unit and potential for excessive downtime causing a negative impact to the service delivery.

**Climate Change Risks****Climate Change Mitigation:**

N/A

**Climate Change Adaptation:**

N/A

## Financial Matters:

This unit was approved by the Fleet Review Committee in consideration of forecasted fleet replacements and by City Council during the 2020 capital budget process CRB57/2020. The budget approved for this unit is \$254,470. The total cost of this replacement unit is \$382,266 plus HST, or \$388,994 including non-refundable HST.

Replacement cost for this unit is budgeted in the 2020 Corporate Fleet Replacement Project 7201008. There is a shortfall in funding for this unit of \$134,524. There is a surplus of \$117,000 projected for the 2020 Fleet Additions project 7201009 that can be reallocated to the 2020 Corporate Fleet Replacements Project 7201008 to partially fund this purchase. Administration recommends funding the balance required of \$17,524 from the Fleet Equipment Replacement Reserve Fund 136. There are currently adequate funds in the reserve to fund this purchase as the proceeds from the sale of corporate vehicles is in excess of the annual budget for these proceeds included in the ten-year reserve projections.

<b>Summary of Costs and Funding:</b>	
<b>Costs:</b>	
Tender Value of Replacement Unit	\$382,266.00
Add: non-refundable HST costs	\$ 6,727.88
<b>Total Cost of Unit</b>	<b>\$388,993.88</b>
<b>Funding:</b>	
2020 Corporate Fleet Replacement Project 7201008	\$254,470.00
<i>* funding approved CR B57/2020 - dedicated reserve funding (F136)</i>	
2020 Fleet Additions and Upgrades Project 7201009	\$117,000.00
<i>* funding approved CR B57/2020 - PYG funded</i>	
Fleet Replacement Reserve Fund 136	\$ 17,523.88
<b>Total Funding</b>	<b>\$388,993.88</b>

## Consultations:

Cindy Becker – Financial Planning Administrator – Public Works Operations

**Conclusion:**

In accordance with Council’s direction to maintain a 10-year replacement schedule, administration is undertaking the process to replace its current aging refuse truck and recommends the purchase of this one (1) single axle refuse truck from Carrier Truck Centers Inc.

Furthermore, replacement will provide the operational and business continuity necessary for the service delivery.

**Planning Act Matters:**

N/A

**Approvals:**

<b>Name</b>	<b>Title</b>
Cindy Becker	Financial Planning Administrator – Public Works Operations
Angela Marazita	Fleet Manager
Shawna Boakes	Executive Director of Operations
Chris Nepszy	Commissioner of Infrastructure Services, City Engineer, Corporate Leader
Alex Vucinic	Purchasing Manager
Joe Mancina	Commissioner, Corporate Services / Chief Financial Officer / City Treasurer
Onorio Colucci	Chief Administrative Officer

**Notifications:**

<b>Name</b>	<b>Address</b>	<b>Email</b>
Carrier Truck Centers Inc.		<a href="mailto:dancountryman@carriercenters.ca">dancountryman@carriercenters.ca</a>

**Appendices:**



**Subject: RFP 85-22, Purchasing Card Program - City Wide**

**Reference:**

Date to Council: November 28, 2022

Author: Alex Vucinic

Purchasing Manager

519-255-6100 ext. 6280

avucinic@citywindsor.ca

Purchasing

Report Date: 11/8/2022

Clerk's File #: AL/14492

**To:** Mayor and Members of City Council

**Recommendation:**

**THAT** the CAO and City Clerk **BE AUTHORIZED** to sign a commercial purchasing card services contract and other related agreements between the Bank of Montreal and the Corporation of the City of Windsor for the provision of commercial purchasing card services for a five-year period beginning January 1, 2022 and ending December 31, 2027, with two additional two-year renewal options, subject to review as to legal content by the City Solicitor, technical content to the Purchasing Manager and financial content by the Chief Financial Officer and City Treasurer.

**Background:**

As part of its purchasing strategy, the City utilizes a purchasing card (a "PCard") programme to increase operational flexibility and manage smaller-dollar purchases within the provisions of the Purchasing Bylaw and the Purchasing Card Policy. In addition to facilitating certain types of transactions, the PCard programme also contributes to an overall rebate or a cash-back arrangement with the financial institution in which the City receives an annual return of a percentage of PCard purchases. PCard programmes offer a much more significant degree of oversight and control over purchasing transactions than traditional corporate credit cards and are an important part of corporate purchasing strategy.

While PCard Programmes may be tied to an organization's principal financial institution, the City has maintained separate service agreements for banking and PCard services since 2001. At that time, all corporate banking transitioned to the Bank of Nova Scotia.

The City conducted an RFP for the provision of commercial banking services in 2011. Commercial purchasing card services were excluded from this RFP. Council Resolution 113/2012 provided that an RFP for commercial purchasing card services would be conducted at the end of 2013. In accordance with CR113/2012, RFP 85-2013 was issued and council awarded the PCard contract to Bank of Montreal (incumbent), for a 5-year term with two additional two-year renewal options.

### **Discussion:**

The RFP was broadly advertised and was issued on June 9, 2022. The RFP required the provision of commercial purchasing card services for a five-year term with two additional options to renew in the City's discretion for two years each. The contemplated service included:

- Provision of comprehensive PCard solution
- Software tools and applications to facilitate tracking and payment allocation
- Reporting and control flexibility; and,
- Training support.

Proponents were required to describe the full scope of service to be provided including software, products, management, training and implementation plans as well as any other value-added products or services included in the PCard solution being proposed. The cost submission required a comprehensive description of the proposed fee and rebate structure, with all fees and rebates to remain fixed for the initial term of contract.

The responses were received at the July 15, 2022 closing date. Two Proposals successfully passed the threshold to move to consideration of the cost envelope; Bank of Montreal and The Bank of Nova Scotia (Scotiabank).

A review of the fees and rebate structure was conducted on both proponents to calculate the net benefit to the City of each proposal based on historical usage patterns.

Final proponent scoring was as follows:

- Bank of Montreal: 91%
- The Bank of Nova Scotia: 74.4%

Based on the above scoring, Bank of Montreal is the recommended proponent.

The current contract expires December 31, 2022. Administration doesn't expect to have any interruption of service during contract execution as Bank of Montreal is the incumbent service provider.

## **Risk Analysis:**

As with any RFP, failure to follow prescribed procedures could attract liability to the municipality.

The results of this RFP recommend to maintain the same service provider. It is expected that the execution of the new terms of service agreement is going to be seamless and without interruptions. The City will continue to use the same software system for managing the PCard database.

## **Financial Matters:**

There is a fee associated with a PCard programme, but such programmes also offer rebates when certain expenditure thresholds are reached. Programmes are designed to allow payment of large accounts to recurring suppliers which are normally addressed by cheque. This results in prompt payment to vendors and reduced effort on the part of the City to process payments without any diminution in oversight. The City is continuing to expand the types of recurring transactions that can be addressed by PCard to enhance efficiency.

Net benefit was calculated on historical usage, rounded to \$3M in annual spend and 200 active PCards. The Bank of Montreal programme offered the most favorable rebate formula resulting in the highest net benefit to the City, being \$33,150 per year based on the historical data.

It is noted that the City continues to use a PCard to pay recurring Ministry of Transportation fees in conjunction with its administrative penalty system, which attributes to the current net benefit. The City will continue to explore further opportunities to maximize this type of payment plan where appropriate.

## **Consultations:**

This report was prepared in consultation with the evaluation committee:

Musson, Jennifer Senior Buyer – Purchasing

Aquino, Marco Executive Initiatives Coordinator - Finance & Tech - Administration

Spizzirri, Mark Manager of Accounting Services - Financial Acct & Corp Controls

## **Conclusion:**

A PCard programme is an important part of an organization's purchasing strategy as it streamlines operations, improves efficiencies and improves reporting requirements for low dollar value purchases. The successful proponent in this RFP is Bank of Montreal.

**Approvals:**

<b>Name</b>	<b>Title</b>
Alex Vucinic	Purchasing Manager
Kristina Savi-Mascaro	Deputy City Solicitor, Purchasing ,Risk Management & POA
Norm Synnott	Chief Information Officer, Executive Director I.T.
Shelby Askin Hager	Commissioner, Legal & Legislative Services
Tony Ardovini	On behalf of Commissioner, Corporate Services, CFO
Onorio Colucci	Chief Administrative Officer

**Notifications:**

<b>Name</b>	<b>Address</b>	<b>Email</b>
Bank of Montreal Donica Friedman	100 King Street West, Toronto, ON M5X 1A1	<a href="mailto:Donica.friedman@bmo.com">Donica.friedman@bmo.com</a> 416-867-1656
Scotiabank Jamie Sproat	20 Richmond Street, 2 <sup>nd</sup> Floor Toronto, ON M5C 2R9	<a href="mailto:Jamieson.sproat@scotiabank.com">Jamieson.sproat@scotiabank.com</a> 416-454-3803

**Appendices:**





**Subject: City of Windsor Petition Policy - City Wide**

**Reference:**

Date to Council: November 28, 2022  
Author: Steve Vlachodimos and Justin Grainger  
Council Services  
Report Date: November 8, 2022  
Clerk's File #: ACO2022

**To:** Mayor and Members of City Council

**Recommendation:**

That the report of the City Clerk/Licence Commissioner dated November 8, 2022 entitled "Petition Policy" **BE RECEIVED**; and further,

That the "Petition Policy and Template" attached hereto as Appendix A **BE APPROVED**.

**Executive Summary:**

N/A.

**Background:**

Currently, the City of Windsor does not have an active policy on the receipt or submission of petitions to City Council. As a result, residents seeking to organize petitions have reached out to Administration on many occasions regarding the submission process. Typical issues raised include where submissions should be sent and whether the City of Windsor has a petition template available on file to serve as a guide.

**Discussion:**

City of Windsor staff who receive petitions for Council or inquiries from residents on behalf of Council can use this policy to guide residents through the submission process. Additionally, residents will have access to a petition template which adheres to the format criteria set out in the Petition Policy. This template will make the overall process more accessible and customer-friendly as residents will no longer need to create their own documents.

At present, petitions submitted to City Council vary significantly in their content and format. Moreover, they often do not acknowledge on the petition itself how the personal

information of signatories will be used. The Petition Policy will work towards ensuring all petitions received by City Council adhere to set criteria, including a disclaimer stating petitions submitted to City Council are considered public documents and that all information will be made available for public viewing upon request. This explanation is necessary to ensure transparency in the process. The City of Windsor has responsibilities set out in the Records Retention By-law which residents should understand prior to signing a petition.

The Petition Policy will not apply to any petitions or requests for the following:

- 1) Any work to be carried out as a local improvement under O.Reg. 586/06: Local Improvement Charges-Priority Lien Status under the *Municipal Act, 2001* or any future superseding acts or regulations.
- 2) Applications to close streets, alleys and walkways.
- 3) Amendments to Parking By-law 9023.

### **Risk Analysis:**

The implementation of the petition policy and petition template will promote consistency for City residents, Councillors and administration regarding the introduction and acceptance of petitions. Every effort will be made to encourage the use of the petition template, however the risk exists that petition organizers might not use the template and instead submit their petition through another means (electronically, etc.). These other petition submissions may not contain all of the same information that the petition template does (petition topic, contact information for signatories, MFIPPA disclosure, etc.). This could lead to someone's information being made public on the petition without their knowledge. It will be up to City Council to determine whether or not these petitions should be accepted and therefore become public documents.

Without proper name, address and/or other contact information, the risk exists that people from outside the City of Windsor will sign petitions relating to City of Windsor initiatives, matters, etc. This risk can be mitigated by ensuring that address information is present for all petitions accepted by City Council (whether on the petition template or otherwise).

It should be noted the City of Mississauga has mitigated these risks by rejecting all petitions created using online platforms (e.g., Change.org). The Mississauga policy indicates these platforms do not offer a personal information disclaimer or provide signatory's addresses. As a result, online platforms may allow non-residents of Mississauga to sign petitions. However, administration does not recommend taking these steps for the City of Windsor's policy and is providing the City of Mississauga's criteria for information only. Administration will continue to monitor the use of electronic petitions and will make improvements to the Petition Policy as necessary.

### **Climate Change Risks**

N/A.

**Climate Change Mitigation:**

N/A.

**Climate Change Adaptation:**

N/A.

**Financial Matters:**

N/A.

**Consultations:**

Research shows several Ontario municipalities have adopted a similar policy governing petitions. Examples include the City of Ottawa, City of Mississauga, City of Thunder Bay and the Municipality of Kincardine. These policies were used for benchmarking. The requirements and procedure set out in the City of Windsor’s policy are consistent with these examples.

**Conclusion:**

A petition allows residents to show their support or dissent for a topic or initiative, allows for change to happen in the community and provides City Council and administration with information as part of the decision-making process.

Ultimately, without a Petition Policy and petition template, residents organizing petitions will not have access to written guidelines or a formal template. Adopting the Petition Policy and petition template will address these issues and inform petition organizers and signatories of relevant freedom of information and protection of privacy considerations.

**Planning Act Matters:**

N/A.

**Approvals:**

Name	Title
Anna Ciacelli	Supervisor of Council Services / Deputy City Clerk
Steve Vlachodimos	City Clerk / Licence Commissioner
Shelby Askin Hager	Commissioner, Legal & Legislative Services
Onorio Colucci	(A) Chief Administrative Officer

**Notifications:**

<b>Name</b>	<b>Address</b>	<b>Email</b>

**Appendices:**

- 1 Appendix A - Petition Policy & Template

# THE CORPORATION OF THE CITY OF WINDSOR POLICY

Service Area:		Policy No.:	
Department:		Approval Date:	
Division:		Approved By:	
		Effective Date:	
Subject:		Procedure Ref.:	
<b>Review Date:</b>		<i>Pages:</i>	Replaces:
Prepared By:			Date:

## 1. POLICY

1.1. The Petition Policy establishes the manner in which a written request regarding a particular issue is signed by residents and presented to City Council for consideration.

## 2. PURPOSE

2.1. The Petition Policy outlines the necessary steps and provides a format for preparing and presenting a petition to City Council.

## 3. SCOPE

3.1. The Petition Policy will apply to all petitions from residents requesting City Council to consider the introduction, expansion, enhancement, restoration, reduction, alteration or cessation of a service or program of the City of Windsor.

3.2. The Petition Policy will not apply to any petitions or requests for the following:

- 1) Any work to be carried out as a local improvement under O.Reg. 586/06: Local Improvement Charges-Priority Lien Status under the *Municipal Act, 2001* or any future superseding acts or regulations.
- 2) Applications to close streets, alleys and walkways.
- 3) Amendments to Parking By-law 9023.

## 4. DEFINITIONS:

4.1. Petition: A written request by residents containing two or more signatures concerning a particular issue to be considered by City Council.

**4.2. Petition Template:** An on-line or hard-copy petition document made available to residents on the City of Windsor website.

**4.3. Electronic Petition:** A petition that is distributed, signed and submitted using an online process or platform.

**4.4. Petition Organizer:** The person who has initiated or organized the petition on behalf of the residents, businesses or organizations. This person is the main contact for the petition and confirms all information is included within the petition prior to submitting to the City Clerk or City Council.

## **5. RESPONSIBILITY**

**5.1. Petition Organizers** must ensure that the petition:

- 5.1.1. Includes a clear statement addressed to Council communicating its purpose, which shall be within the jurisdiction of the Municipality.
- 5.1.2. Be signed by two or more residents who share the concern.
- 5.1.3. Be in legible handwriting in ink (no pencil) or in printed form or printable form.
- 5.1.4. Petition topic must be included on each page for multiple page petitions along with the page number and the total number of pages.
- 5.1.5. Each page of the petition must clearly disclose that the petition is considered a public document and the personal information of signatories may be made available to the public.
- 5.1.6. Be appropriate and does not contain any improper or offensive language or information.
- 5.1.7. Includes name, address, phone number or email address and signature of each petitioner.
- 5.1.8. For petitions circulated digitally by the organizer, each signatory must provide his or her name, address and valid email address.
- 5.1.9. Indicates the name of one contact person and contact information for staff follow-up if necessary.
- 5.1.10. Is submitted to the attention of the City Clerk by mail or delivered in person to Windsor City Hall if it contains original signatures. Petitions circulated digitally could be sent by email to [clerks@citywindsor.ca](mailto:clerks@citywindsor.ca). Petitions could also be submitted to the Mayor or any member of City Council by email.

### **5.2. The City Clerk:**

- 5.2.1. Will receive petitions and submit them to the direct attention of City Council.
- 5.2.2. Will evaluate petitions to ensure that the requirements of the policy are met.

### **5.3. City Council:**

- 5.3.1. Will receive petitions submitted by residents.
- 5.3.2. Will, at their discretion, present the petition during the Petitions stage of the Council meeting.
- 5.3.3. Will put forward a motion directing receipt of the petition and any further direction resulting from/relating to the receipt of the petition if so desired. A simple majority vote of Council is required for such a motion to be adopted.

## **6. GOVERNING RULES AND REGULATIONS**

- 6.1. All petitions submitted to City Council will be retained by the Clerk's office per the Records Retention By-law 21-2013. Petitions meeting the requirements of this policy that are presented to and accepted by Council will be kept on file at the Clerk's Office and will be made available for public viewing upon request by appointment.
- 6.2. Petitions not using the approved template will be accepted at the discretion of City Council.
- 6.3. Petitions must be free of erasures or interlineations in its text; that is, the text of a petition may not be altered by erasing words, crossing out words, or adding words or commentary.
- 6.4. Personal information collected will not be used by the City for any purpose other than to ensure the petition requirements are met.

## **7. RECORDS, FORMS AND ATTACHMENTS**

- 7.1. Records for this policy shall be prepared and retained in accordance with the Records Retention By-Law 21-2013, as amended.
- 7.2. Attachment 1: Petition template

# PETITION

PERSON SUBMITTING THE PETITION	
NAME:	
ADDRESS:	
PHONE/EMAIL:	

**To:** Mayor and Members of Council of the City of Windsor

We the undersigned, petition the Council of the City of Windsor as follows:

(Please clearly state the purpose of your petition and the action you require of Council in the space provided above)

FULL NAME	ADDRESS	PHONE/EMAIL	SIGNATURE

By signing this petition, I hereby acknowledge that this petition will become a public document at the Corporation of the City of Windsor and that all information collected will be made available for public viewing. Questions about the collection of personal information contained in this petition should be directed to the Manager, Records and Elections, City of Windsor, 350 City Hall Square West – Suite 530, Windsor, ON N9A 6S1 Phone 519-255-6100, ext. 6578.



# PETITION

By signing this petition, I hereby acknowledge that this petition will become a public document at the Corporation of the City of Windsor and that all information collected will be made available for public viewing. Questions about the collection of personal information contained in this petition should be directed to the Manager, Records and Elections, City of Windsor, 350 City Hall Square West – Suite 530, Windsor, ON N9A 6S1 Phone 519-255-6100, ext. 6578.



**Subject: Petition in Opposition to Sidewalk Installation on the South Side of Rockport Street – Between Ducharme St. and Brunswick Ave. (Ward 9)**

**Reference:**

Date to Council: 11/28/2022  
Author: Stacey McGuire  
Manager of Development  
519-255-6100 ext. 1726  
smcguire@citywindsor.ca

Tracy Tang  
Planner II – Revitalization & Policy Initiatives  
519-255-6543, ext. 6449  
ttang@citywindsor.ca  
Planning & Building Services  
Report Date: 11/8/2022  
Clerk's File #:SW2022

**To:** Mayor and Members of City Council

**Recommendation:**

- I. THAT the petition received by City Council on July 25, 2022 (CR337/2022) in opposition of sidewalk construction on Rockport Street east of Ducharme Street **BE NOTED AND FILED**; and,
- II. THAT the Commissioner, Infrastructure Services **BE DIRECTED** to proceed to schedule the installation of a sidewalk on Rockport Street as specified in the registered subdivision agreement (Instrument Number CE907538); and further,
- III. THAT the City Clerk **BE DIRECTED** to mail a copy of the Council Resolution and Administrative report to every property owner in the 1500 & 1600 blocks of Rockport Street; and further,
- IV. THAT future petitions received by Council against construction of sidewalks where those sidewalks are identified as being required under the Official Plan, Community Energy Plan, the Active Transportation Master Plan, through development agreements (such as subdivision, servicing, site plan control), through a Right-of-way permit, or otherwise approved or directed by Council, **BE NOTED AND FILED**; and further,
- V. THAT the Commissioner, Infrastructure Services **BE DIRECTED** to proceed to schedule the installation of sidewalks that have been approved through

development agreements regardless of whether a petition against undertaking the work has been received from abutting property owners.

## **Executive Summary: N/A**

### **Background:**

On July 25, 2022, City Council adopted the following resolution CR337/2022:

*That the petition presented by Councillor McKenzie on behalf of the residents of Rockport Street **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.*

### **Discussion:**

Since the 1990's, the policies of the Official Plan have stated that sidewalks are a requirement on at least one side of all new local roads and both sides of all new collector and arterial roads. Therefore this is a standard requirement in all development agreements. These specific policies were introduced to ensure current and future area residents (including school-age children, the elderly, and individuals with mobility challenges) would be able to safely access neighbourhoods by removing the challenges of walking on streets. These policies were established in consultation with a number of local agencies and boards. Excerpts of the relevant Official Plan policies are contained in Appendix A.

Furthermore, these policies now stand to support Council's more recent policies and plans adopted to improve active transportation and climate change mitigation strategies by facilitating pedestrian mobility. These include the Community Energy Plan and the Active Transportation Master Plan.

Accordingly, when the Plan of Subdivision for the lands described as Rockport Street from 6th Concession Road to Brunswick Avenue was approved by City Council in 2019, sidewalks on both sides of Rockport Street east of Ducharme where it is a Class II Collector Road were identified as a condition of approval. Rockport Street from 6th Concession Road to Brunswick Avenue was the last phase of development of the lands bounded by Sixth Concession Road, CP tracks, Walker Road and Dougall Parkway. All other sidewalks required through the subdivision agreements have been installed to date.

See Appendix B for the Draft Plan of Subdivision for the subject area and Appendix C for a map of the North Roseland Planning Area (Schedule NR2-7 of the Official Plan Volume II) identifying this section of Rockport Street as a Class II Collector Road.

### **Registered Subdivision Agreement**

The conditions of subdivision approval are included in subdivision agreements that are signed by the owner of the land at the time. Subdivision agreements are registered on title and bind all future owners of those lands. Subdivision agreements are not deleted from title. This means that they remain on title in perpetuity. Therefore, all future purchasers of the land have notice of the contents of the subdivision agreement.

In this case, City Council adopted resolutions CR230/2019 & CR267/2019 on May 6, 2019 and May 27, 2019 respectively. The CR's contained all the conditions of approval for the Plan of Subdivision for the Rockport Street subdivision.

Below is an excerpt from the subdivision agreement (registered on title as Instrument No. CE907538) between 1670094 Ontario Inc. and The Corporation of the City of Windsor that contains the relevant references to sidewalks:

**S-6.            Sidewalks** – The Owner further agrees to construct, at its entire expense and according to City of Windsor Standard Specifications, a concrete sidewalk at the following locations on streets within and external to this Plan of Subdivision, to the satisfaction of the City Engineer:

- i.        Both sides of Rockport Street, east of Ducharme Street;
- ii.       One side of Rockport Street, west of Ducharme Street;
- iii.      West side of Ducharme Street along the frontage of the property; and
- iv.      West side of Cosenza Street.

### **Petitions Received in Future**

Petitions in opposition to the construction of new sidewalks are not uncommon. In the past 20 years, a number of petitions have been brought forward to City Council regarding this matter.

This Rockport Street petition received by City Council on July 25, 2022 follows closely behind the heels of the Roxborough Boulevard petition that was received on May 30, 2022 and brought forward to the July 11, 2022 meeting of Council (Report C 109/2022). Council approved the recommendations of that report unanimously. The registered subdivision agreement circumstance of and rationale behind both petitions were very similar. Thus, Administration's recommendations to proceed with the installation of the sidewalks are identical in both this report and Report C 109/2022.

As an outcome of the recent requests and understanding that there may be some momentum behind the influx of new petitions opposing sidewalk construction, the contents of this report are being brought forward to Council. In effort to improve efficiencies and reduce redundancies, Administration propose through Recommendations IV and V of this report that in the future where a petition is received in opposition to the construction of a sidewalk that meets one or more of the criteria of being required:

- a) Under City of Windsor Official Plan policies, Community Energy Plan, the Active Transportation Master Plan or Plans of Subdivisions;

- b) Through a development agreement (i.e. subdivision agreement, servicing agreement, site plan control agreement, etc.);
- c) Through a Right-of-way permit, or
- d) Otherwise approved or directed by Council

that the petition be noted and filed and that the construction of the sidewalk proceed. Should City Council adopt these recommendations, the need to wait on approval timelines to proceed with previously approved public infrastructure projects will be eliminated and the demand on staff resources to prepare reports and Council's time to consider the reports will be reduced. Ultimately, required public infrastructure will be more efficiently delivered to residents.

Further, the recommendations uphold a consistent interpretation of plans, policies, and directions that have been agreed upon and adopted by City Council, namely the Official Plan, the Community Energy Plan, and the Active Transportation Master Plan as well as Plans of Subdivisions.

### **Risk Analysis:**

A decision to support the removal of the sidewalk requirement would not be consistent with the Official Plan, the Community Energy Plan, or the Active Transportation Master Plan, all as adopted by City Council.

### **Climate Change Risks**

#### **Climate Change Mitigation:**

The Community Energy Plan (CEP) estimates a relatively modest reduction of 2 percent of average personal vehicle journeys results in emissions reduction of about 8,000 tonnes CO<sub>2</sub>. The CEP recommended the development of an Active Transportation Master Plan (ATMP) to support an improved modal shift. One of the themes of the ATMP is to connect communities through enhancing the sidewalk network.

A lack of sidewalks can discourage people from walking as they have limited options to walk depending on an individual's ability and comfort, therefore increasing the reliability on personal vehicles. In 2020, transportation accounted for approximately 40% of the community's greenhouse gas emissions.

#### **Climate Change Adaptation: N/A**

### **Financial Matters:**

There are no financial risks to the Corporation based on the recommendations of this report. New sidewalks constructed through development agreements are at the sole cost of the developer.

### **Consultations:**

Planning Staff have been in discussions with staff in Engineering and Legal Services in the preparation of this report. Staff in Engineering have had multiple conversations with

some of the area residents. Further, an informal meeting was held with the area residents, Councillor Mckenzie, and Engineering staff in attendance on Thursday, August 4, 2022 to discuss the topic.

**Conclusion:**

Should City Council decide to recognize the petition and wish to eliminate the requirement for the sidewalk on the south side of Rockport Street, applications to amend the Official Plan and the subdivision agreement, along with a planning rationale from a planning consultant to support the applications would need to be submitted by the area residents. Such applications may also require amendments to the Community Energy Plan and Active Transportation Master Plan.

The conditions of the Plan of Subdivision approved by City Council were included in the subdivision agreement with 1670094 Ontario Inc.. The agreement is registered on title as Instrument Number CE907538 for each property in the 1500 &1600 blocks of Rockport Street. The provision of this sidewalk is consistent with the policies of the Official Plan and Administration recommends that the sidewalk installation proceed.

Administration also recommends that future petitions in opposition to the construction of required sidewalks be noted and filed, and the sidewalks proceed to be constructed as planned to reduce administrative burdens and provide infrastructure to the public in a timely manner.

**Planning Act Matters: N/A**

**Approvals:**

Name	Title
Michael Cooke	Manager of Planning Policy / Deputy City Planner
France Isabelle-Tunks	Executive Director, Engineering / Deputy City Engineer
Thom Hunt	City Planner / Executive Director Planning
Wira Vendrasco	Deputy City Solicitor, Legal Services & Real Estate
Shelby Askin Hager	Commissioner, Legal & Legislative Services
Chris Nepszy	Commissioner, Infrastructure Services
Jelena Payne	Commissioner, Economic Development & Innovation
Onorio Colucci	Acting Chief Administrative Officer

**Notifications:**

<b>Name</b>	<b>Address</b>	<b>Email</b>
Srinivas Vadapalli		srinivas.vadapalli1985@gmail.com
Patrick Winters		pwinters@citywindsor.ca
Rob Perissinotti		rperissinotti@citywindsor.ca

**Appendices:**

- 1 Appendix A - Official Plan Policies Regarding Sidewalks
- 2 Appendix B - Subject Lands on Rockport Street between Ducharme Street and Brunswick Avenue
- 3 Appendix C - Schedule NR 2-7: Land Use Designations (North Roseland Planning Area)

## Appendix A – Official Plan Policies Regarding Sidewalks

### **7.2.2.27 SCHOOL ACTIVE TRANSPORTATION PLANS**

Council shall require that school boards implement active transportation plans for new or refurbished schools that include:

- (a) Safe walking routes including new sidewalk connections, street crossing improvements and other pedestrian infrastructure within the school property or municipal road allowance fronting the school property;

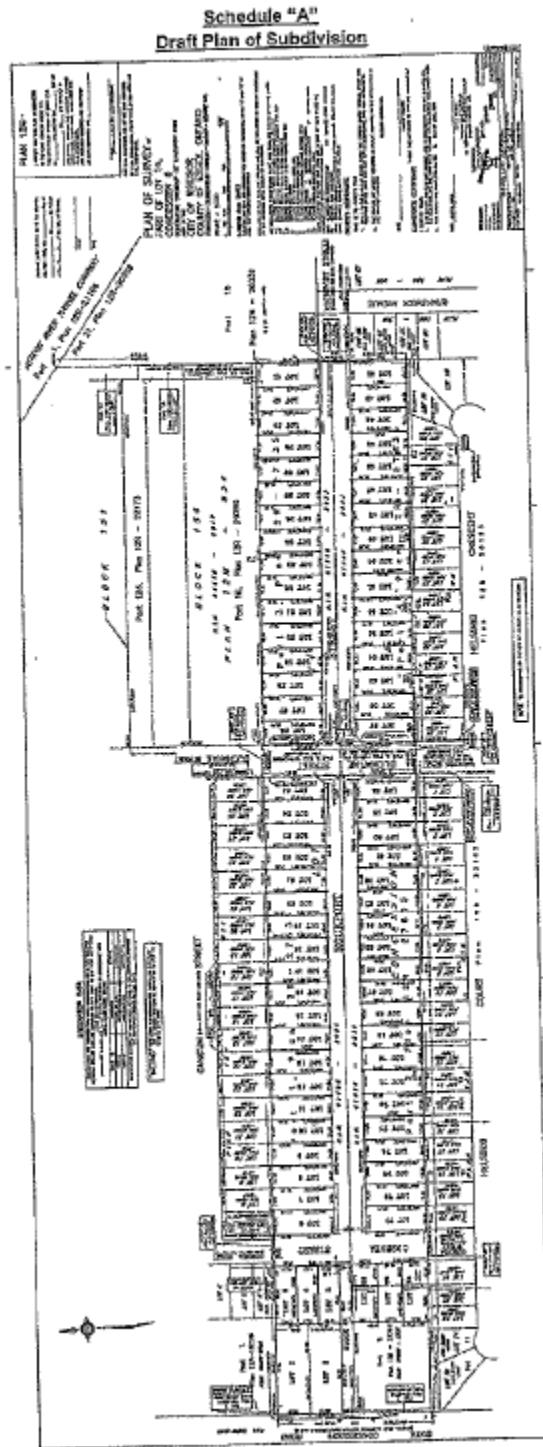
### **7.2.3.2 PEDESTRIAN NETWORK**

Council shall make pedestrian movement safer and more convenient by:

- (a) Requiring the provision of sidewalks in new developments as follows:
  - (i) On both sides of all Class I and Class II Arterial Roads, Class I and Class II Collector Roads and Scenic Drives; and
  - (ii) On at least one side of all Local Roads.
- (h) Providing special sidewalk treatments at all intersections to make visible the location of the pedestrian crossing to drivers and to provide a tactile warning to visually impaired pedestrians that they are about to cross a roadway.



Appendix B – Subject Lands on Rockport Street between Ducharme Street and Brunswick Avenue

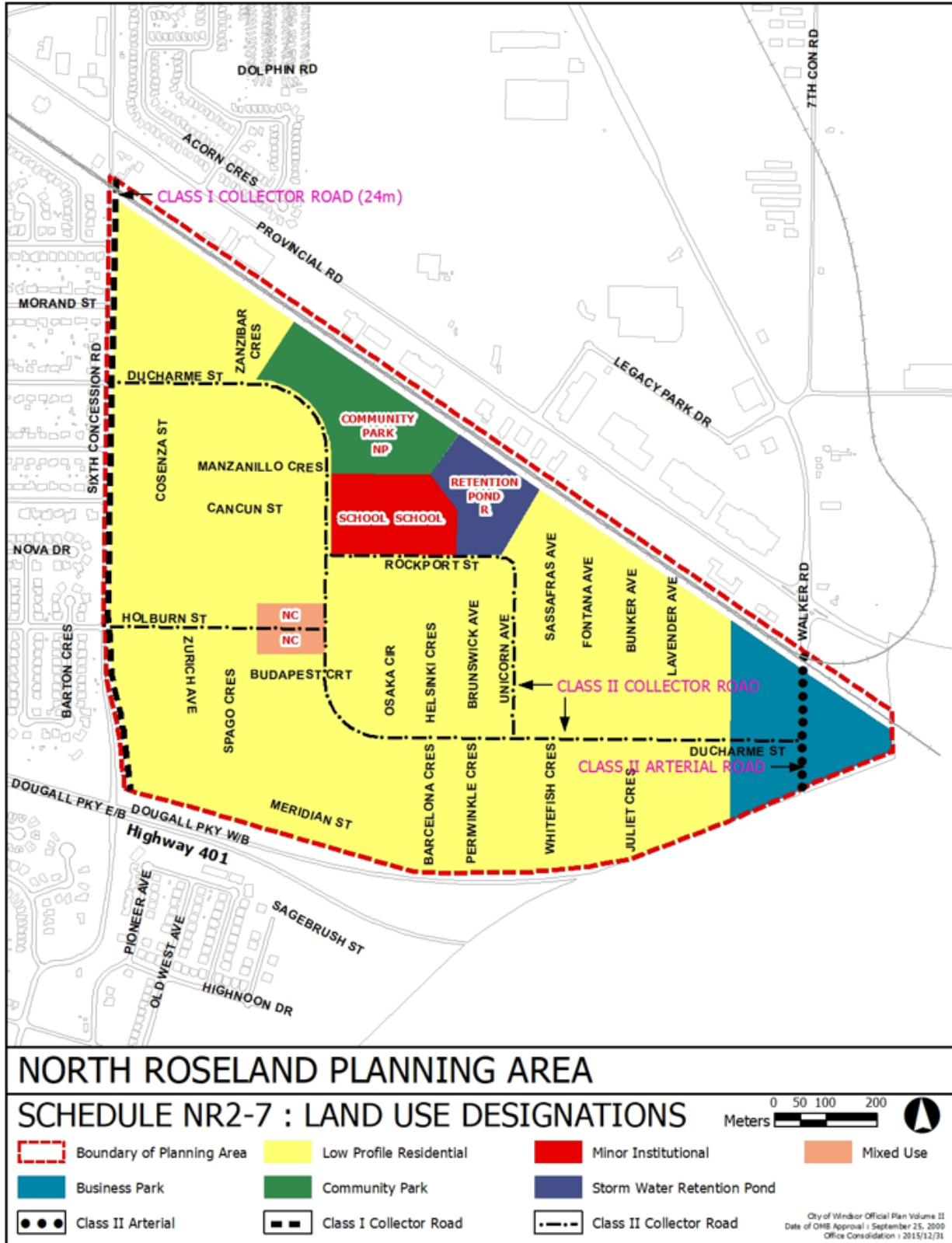


Excerpt from Subdivision Agreement CE907538, showing the Draft Plan of Subdivision for the Subject Lands



Location map of the 1500 & 1600 blocks of Rockport Street between Ducharne Street and Brunswick Avenue, showing parcel fabric, right of way, and road allowances

Appendix C – Schedule NR2-7: Land Use Designations (North Roseland Planning Area)





**Council Report: C 179/2022**

**Subject: Windsor Express Basketball - License Agreement for 2022-2023 through 2025-2026 Seasons - Ward 6**

**Reference:**

Date to Council: November 28, 2022  
Author: Cory Elliott  
Manager, Arenas & Recreation Facilities  
519-974-7979 ext. 4610  
celliott@citywindsor.ca

Recreation and Culture  
Report Date: October 20, 2022  
Clerk's File #: SR/11962

**To:** Mayor and Members of City Council

**Recommendation:**

**THAT** the request of the Windsor Express Basketball Inc. (Ontario Corporation Number 002333069), a team of the National Basketball League of Canada, to enter in a license agreement for the use of the WFCU Centre for the 2023 through 2025 seasons with a three year extension option **BE APPROVED** under the same terms and conditions as the previous license agreement approved by Council Resolution CR569/2021 but allowing for Consumer Price Index increases currently calculated at 3.4% ("Option 1") and subject to change; and further,

**THAT** the Chief Administrative Officer and City Clerk **BE AUTHORIZED** to execute and sign the license agreement, satisfactory in technical content to the Executive Director of Recreation and Culture, in financial content to the City Treasurer, and in form to the City Solicitor.

**Executive Summary:**

N/A

**Background:**

In 2012, an ownership group, led by Mr. Dartis Willis, was awarded an expansion team in the National Basketball League of Canada (NBLC). The Windsor Express Basketball Team (the "Team") played their inaugural season in 2012 - 2013 at the WFCU Centre and has played at the facility since then, with the exception of the 2020 – 2021 season,

which was cancelled due to the COVID-19 pandemic. Table 1 shows summary of the key terms of the Team's previous agreements to use the WFCU Centre in that time.

**Table 1: Key Highlights of Council Approved Terms of the Express Agreement**

<b>Season</b>	2012 – 2013 CR2104/2022	2013 – 2014 CR196/2013	2014 – 2015 CR224/2014	2015 – 2018 M542- 2015	2018 – 2019 CR505/2018	2019 – 2021 CR604/2019	2021 – 2022 CR569/2021
<b>Term</b>	1 year	1 year	1 year	3 yrs	1 year	2 yrs	1 year
<b>Game Fee</b>	Up to a max of \$4,530/game	Up to a maximum of \$4,030/game	Up to a maximum of \$3,500/game	\$3,500/game (flat fee)			
<b>Ticket Surcharge</b>	\$1/ticket; max of 150 comp tickets not subject to surcharge	Unlimited comp tickets not subject to \$1/ticket surcharge				Unlimited number of comp tickets that were not subject to \$1.05/ticket surcharge	
<b>Concessions</b>	City maintained 100% of their portion of concessions revenue	Express received 50% of the City's portion of net food and beverage revenue					
<b>Practice, Office and Dressing Room Space</b>	Express secured its own practice and office space at a City facility  Express used the OHL Visitors Dressing Room at WFCU	Express secured its own practice and office space at a private facility  Express used the OHL Visitors Dressing Room at WFCU	Express was granted free office and practice during non-prime hours at the WFCU Centre  Express used the OHL Visitors Dressing Room at WFCU	Express granted a room for storage use and a City facility for team practices during non-prime hours (free of charge).  Express provided with their own locker room at WFCU			

Note: The 2019 – 2021 agreement was interrupted due to the COVID-19 pandemic and games ceased on March 12, 2020. The end of the season was announced on April 1, 2020.

## Discussion:

Mr. Willis entered into discussions with staff and provided a letter (Appendix A) to administration requesting an agreement to play at the WFCU Centre for the 2022-2023 season. Mr. Willis and administration agreed that the agreement match the most recently expired agreement terms and conditions that were accepted by Council Resolution CR569/2021 for a three (3) year term with an option to extend the agreement for another three (3) years with annual increases based on the Consumer Price Index (CPI).

Mr. Willis has indicated that welcoming returning fans and attracting new fans is one of their key objectives. Table #2 illustrates the attendance for all seasons played. The Team won the league championship during the 2013-2014 and 2014-2015 seasons. During the 2015-2016 and 2016-2017 seasons, the Team advanced to the league semi-finals. However, in 2017-2018, they were eliminated in the first round of playoffs. The 2019-2020 and 2020-2021 seasons were not played due to COVID. The 2021-2022 season was condensed due to COVID restrictions limiting the ability of teams in the league to travel.

**Table 2: Attendance Figures by Season from 2012-2022**

Season	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2021-2022
# of Games	22	30	26	25	20	21	20	13
Paid Tickets	10,871	16,372	15,981	15,092	9,318	7,863	6,542	6,853
Paid Tickets % of Total Attendance	77%	70%	62%	59%	58%	55%	31%	43%
Complementary Tickets	3,300	7,017	9,964	10,689	6,833	6,522	14,258	9062
Attendance	14,171	23,389	25,945	25,781	16,151	14,385	20,800	15,915
Average Attendance per game	644	780	998	1,031	808	685	1,040	1,224

Administration is bringing forward two options for Council's consideration.

### **Option #1 – New Contract under previous terms including CPI increase**

Option #1 is to enter into a new contract with the Express under the same terms and conditions as Council's latest contract approval for the Windsor Express allowing for annual CPI increases on the flat fee and ticket surcharge in an aim to recover some of the direct game costs from the Team and through ticket sales. The CPI increase will be calculated as the year over year CPI increase on the last day of the pervious calendar

year. The previous flat game fee of \$3,500 was calculated in 2014 and does not account for increases in the cost of rentals, staff wages and fringe benefits which have increased. The CPI increases to the flat fee and ticket surcharge will not fully recover costs of putting on these events will help improve the financial impact to the City.

The agreement would continue to have an impact on the Recreation & Culture's operating budget as the current flat fee does not cover the average costs to the City for a game.

Terms and Conditions:

- a. Term - Three (3) seasons term from January 1, 2023 to September 30, 2025 with an option to extend for another three (3) seasons term.
- b. Fees - Flat fee per game of \$3,500.00 (plus HST) for each regular season, pre-season and playoff game, which would include, floor conversion costs, event staff, bowl/floor rental, two dressing rooms, medic and game day box office staff plus Consumer Price Index (CPI) increase for each season. Additional services may be selected at the applicable rates including credit card services, VIP parking and security services.
- c. Scheduling – With the exception of one regular season game that can be played at Caesars Windsor, the Team will schedule all regular season, playoff and all-star games at the WFCU Centre. The home game dates to be confirmed by no later than November 15 for the upcoming season. The City will attempt to provide available dates two weeks prior to the commencement of any playoff round. The City reserves the right to request a change of up to two (2) games per season for major events. The Team will have priority for scheduling playoff games subject only to already scheduled events and Windsor Spitfires playoff games.
- d. Ticket Surcharge - a surcharge in the amount of \$1.05 per ticket (plus HST) will be provided to the City on all tickets sold plus Consumer Price Index (CPI) increase for each season. This surcharge does not apply to the complimentary tickets that the Team is allowed to distribute in the community which are not to exceed the maximum number of seats available for the game.
- e. Sponsorship and Advertising – the Team will be responsible for securing its own sponsorship and advertising and must comply with existing agreements in place at the WFCU Centre.
- f. Signage – the Team will continue to be provided with a location for a sign “Home of the Windsor Express”, located at the WFCU Centre, the location of which will be subject to the City's approval. The Windsor Express will be responsible for the costs to maintain or replace the existing sign and to remove the sign at termination of the agreement.
- g. Office/Dedicated Dressing Room – the Team will continue to be provided space for an office, storage and/or dedicated locker room at no cost and on an as is

basis. Any costs to renovate and outfit the space will be at the Team's expense with prior approval from the City of Windsor.

- h. Practice – the City will use its reasonable efforts to provide the best available City facility at no charge during non-prime hours (9:00am – 4:00pm and 10:00pm – 12:00am) for all the Team's practices, on dates and times to be agreed to by both parties. The Team agrees to provide the seasonal practice schedule by November 30 prior to the start of each season to the City's Seasonal & Sports Coordinator. The Team may use the basketball floor of the bowl for practices on game days only
- i. Insurance - the Team will provide liability insurance (at its own cost) in the minimum amount of \$5,000,000.00 with other specific terms satisfactory to the manager of Purchasing and Risk Management and the City Solicitor.
- j. Box Office Services – the City, or its agent, will provide box office services and will retain convenience fees. The net proceeds from all ticket sales will be provided directly to the Team.
- k. Equipment – the City will provide the flooring required to host basketball games for the season, as well as access to the general west end score clock, house public address system, and media suite. The Team will provide the basketball standards, backboards and nets. The Team is responsible for arranging for the use of additional scoreboards (i.e. Jumbotron) and shot clocks at its own expense.
- l. Staffing – the City will provide staffing for the set up and cleaning of the facility, and through their service provider, a maximum of seven (7) ushers, two (2) ticket takers and one (1) guest services representative. The Team will provide staffing required for team medical services, trainers, officials, game day promotions and performances, additional staffing and production needs, marketing, parking enforcement and security as required.
- m. Parking – Eight (8) spaces at the back of house will be provided for the team on game days only.
- n. Suites – the City has the right to rent suites consistent with current agreements relating to suite licensing. The Team retains the ticket revenue from each suite. The Team will be allocated one (1) suite on game days for their use, the exact suite to be assigned to the Team.
- o. Concessions - The City portion of the gross concession revenue will be split 50% with the Team
- p. COVID-19 Legislation– the Team must comply with all legislation and recommendations from federal, provincial, and local health officials, as they may change from time to time, to protect the health and safety of people in response to COVID-19. In addition, the Team must abide by any applicable protocols



issued by the City in response to COVID-19, including requirements for screening, contact tracing and proof of vaccination. The Team shall enforce any rules or laws arising out of any such legislation and bar or eject anyone from the licensed premises who does not follow the rules or laws.

### **Option # 2– Do not execute a new Contract**

Option #2 would be to not execute a new agreement with the Windsor Express. The previous contract has expired so this option would not allow the Team to play their 2022 – 2023 season at the WFCU Centre. A professional level sports team enhances the sense of community experienced by the residents of Windsor, provides family-friendly opportunities and helps to attract people from Essex County and beyond to attend events at the WFCU Centre.

If the Team no longer plays at the WFCU Centre, it may allow for the potential increase in ice rental revenue as ice in the main bowl is not available to be rented for the entire day when the Team have games scheduled.

Administration supports Option #1 to allow for the continuation of the use of the WFCU Centre for a professional basketball team as part of the National Basketball League of Canada for the next three (3) seasons. This will be an opportunity for the City to continue to support the reintroduction of recreation and events through the recovery period of the COVID-19 pandemic. The Windsor Express games contribute to our sense of community.

### **Risk Analysis:**

If a new contract is not executed, there is a significant risk that the Team may cease to exist in Windsor as they will not have a suitable location to play. Alternatively, they may choose to relocate to another City.

There is a minor financial risk if COVID-19 restrictions are re-instated during the term of the agreement. This is detailed in the Financial Matters section of this report.

Changeovers are required to convert the ice surface to a basketball court and then back to the ice surface. Trained City of Windsor staff along with the Event Management Contractor (currently the Oak View Group) will be performing these changeovers resulting in a low risk of injury to staff. This risk is also mitigated by the Health and Safety training that City of Windsor staff receive on an annual basis.

## **Climate Change Risks**

### **Climate Change Mitigation:**

The recommendations of this report are for an extension to an existing agreement for use of existing space. As such, there is no net effect on climate change anticipated.

### **Climate Change Adaptation:**

The agreement is for space within an existing facility and, as such, the climate impact is negligible.

### **Financial Matters:**

The terms and conditions of the agreement were originally developed with the aim of recovering the City's estimated direct costs, including labour costs for changeovers and other staffing costs. Despite CPI increases to the game fees for the Team there will be little change to the net expenses incurred by the City for every game. The City and the Team will continue to work together to monitor and reduce game day costs where possible.

Table #3 illustrates the 2021 - 2022 season revenues and expenses, as well as the attendance figures. The 2018-2019 season was the last full season played at the WFCU Centre prior to the COVID-19 pandemic.

**Table 3: Financial Results from 2021-2022 Season**

Game #	City Game Costs	Game Fees Paid by Express	Game Fee Impact to City	Net Food & Beverage Revenue	Tickets Sold	Ticket Surcharge Revenue @ \$1.05	Net Costs to the City
G01	\$7,959.45	\$3,500.00	-\$4,459.45	\$715.58	816	\$856.80	-\$2,887.07
G02	\$7,385.05	\$3,500.00	-\$3,885.05	\$436.82	413	\$433.65	-\$3,014.58
G03	\$7,385.05	\$3,500.00	-\$3,885.05	\$536.38	538	\$564.90	-\$2,783.77
G04	\$7,138.55	\$3,500.00	-\$3,638.55	\$629.55	736	\$772.80	-\$2,236.20
G05	\$7,807.15	\$3,500.00	-\$4,307.15	\$614.32	508	\$533.40	-\$3,159.43
G06	\$6,926.15	\$3,500.00	-\$3,426.15	\$324.78	378	\$396.90	-\$2,704.47
G07	\$7,541.35	\$3,500.00	-\$4,041.35	\$1,029.97	353	\$370.65	-\$2,640.73
G08	\$7,547.45	\$3,500.00	-\$4,047.45	\$670.66	682	\$716.10	-\$2,660.69
G09	\$7,775.75	\$3,500.00	-\$4,275.75	\$693.88	597	\$626.85	-\$2,955.02
G10	\$5,414.95	\$3,500.00	-\$1,914.95	\$524.11	476	\$499.80	-\$891.04
G11	\$5,284.45	\$3,500.00	-\$1,784.45	\$730.01	401	\$421.05	-\$633.39
G12	\$6,878.35	\$3,500.00	-\$3,378.35	\$721.01	586	\$615.30	-\$2,042.04
PO1	\$7,512.35	\$3,500.00	-\$4,012.35	\$549.99	369	\$387.45	-\$3,074.91
<b>TOTAL</b>	\$92,556.05	\$45,500.00	-\$47,056.05	\$8,177.06	6,853	\$7,195.65	-\$31,683.34
<b>AVERAGE</b>	\$7,119.70	\$3,500.00	-\$3,619.70	\$629.00	527	\$553.51	-\$2,437.18

The following table (Table #4) illustrates the cost implications of not changing the contract as well as the impact should the contract include CPI increases.

Should Council extend the term for three (3) years under the terms and conditions proposed and wishes to recover all direct costs, the City would need to charge the Team approximately \$7,200.00 per game as detailed above. The actual revenues and expenses may increase or decrease depending on the attendance numbers and whether the Express continue to advance throughout the playoffs.

**Table 4: Financial Estimates for 2023-2025 Seasons**

Estimates are based on financial data from 2021-2022 Season. A 13 game season is used to calculate season numbers. Game costs and revenues are averaged from the 2021-2022 season. City Game Costs are based on employee contract increases for each year and averaged for increases outside of contract years. Oak View Group (OVG) Costs and Food and Beverage Revenues are increased by 1% each season and CPI is based on the last known CPI increase of December 31, 2021. These figures are used for illustrative purposes to show the financial impact these adjustments would have.

**Windsor Express 2023 – No Change**

	<b>City Game Costs</b>	<b>Game Fees Paid by Express</b>	<b>Game Fee Impact to City</b>	<b>Net Food &amp; Beverage Revenue</b>	<b>Tickets Sold</b>	<b>Ticket Surcharge Revenue @ \$1.05</b>	<b>Net Costs to the City</b>
Per Game	\$7,235.15	\$3,500.00	-\$3,735.15	\$635.29	527	\$553.35	-2,546.51
Total	\$94,056.95	\$45,500.00	-\$48,556.95	\$8,258.77	6,851	\$7,193.55	-\$33,104.63

**Windsor Express 2023 Season + CPI (3.4%)**

	<b>City Game Costs</b>	<b>Game Fees Paid by Express</b>	<b>Game Fee Impact to City</b>	<b>Net Food &amp; Beverage Revenue</b>	<b>Tickets Sold</b>	<b>Ticket Surcharge Revenue @ \$1.05</b>	<b>Net Costs to the City</b>
Per Game	\$7,235.15	\$3,619.00	-\$3,616.15	\$635.29	527	\$574.43	-2,406.43
Total	\$94,056.95	\$47,047.00	-\$47,009.95	\$8,258.77	6,851	\$7,467.59	-\$31,283.59

**Windsor Express 2024 – No Change**

	<b>City Game Costs</b>	<b>Game Fees Paid by Express</b>	<b>Game Fee Impact to City</b>	<b>Net Food &amp; Beverage Revenue</b>	<b>Tickets Sold</b>	<b>Ticket Surcharge Revenue @ \$1.05</b>	<b>Net Costs to the City</b>
Per Game	\$7,337.82	\$3,500.00	-\$3,837.82	\$641.64	527	\$553.35	-2,642.83
Total	\$95,391.65	\$45,500.00	-\$49,891.65	\$8,341.36	6,851	\$7,193.55	-\$34,356.74

**Windsor Express 2024 Season + CPI (3.4%)**

	<b>City Game Costs</b>	<b>Game Fees Paid by Express</b>	<b>Game Fee Impact to City</b>	<b>Net Food &amp; Beverage Revenue</b>	<b>Tickets Sold</b>	<b>Ticket Surcharge Revenue @ \$1.05</b>	<b>Net Costs to the City</b>
Per Game	\$7,337.82	\$3,742.05	-\$3,595.77	\$641.64	527	\$595.51	-2,358.62
Total	\$95,391.65	\$48,646.60	-\$46,745.06	\$8,341.32	6,851	\$7,741.63	-\$30,662.11

**Windsor Express 2025 - No Change**

	<b>City Game Costs</b>	<b>Game Fees Paid by Express</b>	<b>Game Fee Impact to City</b>	<b>Net Food &amp; Beverage Revenue</b>	<b>Tickets Sold</b>	<b>Ticket Surcharge Revenue @ \$1.05</b>	<b>Net Costs to the City</b>
Per Game	\$7,446.42	\$3,500.00	-\$3,946.42	\$648.06	527	\$553.35	-2,745.02
Total	\$96,803.50	\$45,500.00	-\$51,303.50	\$8,424.73	6,851	\$7,193.55	-\$35,685.21

**Windsor Express 2025 Season + CPI (3.4%)**

	<b>City Game Costs</b>	<b>Game Fees Paid by Express</b>	<b>Game Fee Impact to City</b>	<b>Net Food &amp; Beverage Revenue</b>	<b>Tickets Sold</b>	<b>Ticket Surcharge Revenue @ \$1.05</b>	<b>Net Costs to the City</b>
Per Game	\$7,446.42	\$3,869.28	-\$3,577.14	\$648.06	527	\$616.59	-2,312.50
Total	\$96,803.46	\$50,300.58	-\$46,502.88	\$8,424.73	6,851	\$8,015.67	-\$30,062.47

These direct financial impacts should be considered in conjunction with the broader benefits related to employment and recreational opportunities for the community that are associated with the Team's operations.

**Consultations:**

Dartis Willis, President and Chief Executive Officer, Windsor Express

Blair McGauchie, Oak View Group (OVG360)

Emilie Dunnigan, Manager Development Revenue and Financial Administration

Tony Ardovini, Deputy Treasurer Financial Planning

Aaron Farough, Legal Counsel

**Conclusion:**

The WFCU Centre was developed as a multi-use venue designed to host sport, recreation and entertainment activities. The continued inclusion of a team from the National Basketball League of Canada adds to the opportunities for the community to enjoy a variety of events locally especially as the City recovers from the COVID-19 pandemic.

**Planning Act Matters:**

N/A

**Approvals:**

<b>Name</b>	<b>Title</b>
Jen Knights	Executive Director, Recreation & Culture
Ray Mensour	Commissioner, Community Services
Shelby Askin Hager	Commissioner, Legal and Legislative Services
Joseph Mancina	Commissioner, Corporate Services, Chief Financial Officer & City Treasurer
Onorio Colucci	Chief Administrative Officer (A)

**Notifications:**

<b>Name</b>	<b>Address</b>	<b>Email</b>
Dartis Willis		dw@windsorexpress.ca

**Appendices:**

- 1 Appendix A - Letter from Windsor Express



October 3, 2022  
The Corporation of the City of Windsor  
350 City Hall Square West  
Windsor, ON  
N9A 6S1

**RE: WINDSOR EXPRESS BASKETBALL CONTRACT AGREEMENT**

Dear Mr. Mensour,

On behalf of the Windsor Express, I would like to request a contract renewal for the upcoming 2022-23 Season at the WFCU Centre. To ease the process and consideration of time, I would like to renew this past season's contract. The organization will continue to provide exciting sports entertainment and develop the sport of basketball in the Windsor-Essex Community. It will also be an exciting season as the organization will be celebrating its 10<sup>th</sup> Anniversary Season.

If you have any questions or concerns, please feel free to contact me directly by phone at 519-800-3665 or by email at [dw@windsorexpress.ca](mailto:dw@windsorexpress.ca)

Thank you for your time and consideration.

Sincerely,

Dartis Willis  
President & CEO  
Windsor Express  
[dw@windsorexpress.ca](mailto:dw@windsorexpress.ca)  
519-800-3665



**Subject: 2023 Schedule of Council and Standing Committee Meetings - City Wide**

**Reference:**

Date to Council: November 28, 2022  
Author: Steve Vlachodimos, City Clerk / Licence Commissioner  
svlachodimos@citywindsor.ca  
519-255-6100 ext. 6488  
Council Services  
Report Date: August 31, 2022  
Clerk's File #: ACO2022

**To:** Mayor and Members of City Council

**Recommendation:**

That the "Schedule of City Council and Standing Committee meetings for 2023" attached as Appendix A, along with the "Deadlines for Submission of Reports Scheduled for Consideration at City Council Meetings" attached as Appendix B, and "Deadlines for Submission of Reports Scheduled for Consideration at Standing Committee Meetings" attached as Appendix C for January 1, 2023 to December 31, 2023 **BE APPROVED**; and,

That the City Clerk **BE AUTHORIZED** to amend Procedure By-law 98-2011 to reflect the changes outlined in the discussion section of this report; and further,

That administration **CONTINUE** to maintain flexibility in terms of meeting dates and start times in the event that restrictions are reintroduced in response to the COVID-19 pandemic.

**Executive Summary:**

N/A

**Background:**

City Council, at its June 7, 2011 meeting adopted the Procedure By-law 98-2011 that includes provision 27.1(m) which states "The clerk shall present an annual meeting calendar in November for consideration by Council for the meeting schedule for the next year".



**Discussion:**

The procedure by-law is prescriptive in terms of when Council and Standing Committees of Council shall be held, with some flexibility built in to allow administration to put forward a schedule that is as efficient and effective as possible, taking into account statutory holidays, Halloween, the annual Association of Municipalities of Ontario (AMO) and Federation of Canadian Municipalities of Ontario (FCM) conferences, as well as a summer recess in the month of August.

Furthermore, Section 3.2(d) of the Procedure By-law states that “All regular meetings of Council shall commence at 6:00 o’clock p.m.” City Council, at its meeting held November 15, 2021, considered a report by administration proposing a start time of 1:00 o’clock p.m. as part of a pilot project, to help alleviate increased staff resources from Council Services, Information Technology and the Facilities departments which are required to allow meetings to occur in a “hybrid format” providing participants with the option of appearing in person or electronically. Council subsequently adopted a resolution agreeing to a start time of 4:00 o’clock p.m. Administration has not received any negative feedback during this pilot project period and is recommending that the procedure by-law be amended to reflect a start time of 4:00 o’clock p.m. for Council meetings going forward. Administration would continue to work with Members of Council and the general public to ensure that maximum attendance and public participation is accessible and attainable, recognizing that there may be some periodic challenges that would require some scheduling flexibility.

For reference purposes, attached is the schedule of proposed regular Council meeting dates and Standing Committee dates for the calendar year 2023, along with the deadlines for submitting administrative reports for both Council meetings as well as Standing Committee meetings.

**Risk Analysis:**

The calendar and deadline schedules will be provided to Administration to allow proper planning and scheduling of issues to be considered by Council and Standing Committees. The risk is minimal to non-existent.

**Climate Change Risks****Climate Change Mitigation:**

N/A

**Climate Change Adaptation:**

N/A

**Financial Matters:**

Depending on human resources required to carry out meetings after hours if required, the budget may be negatively impacted.

## Consultations:

The Greater Essex County District School Board and the Windsor-Essex Catholic District School Board were both consulted in terms of March Break; the Association of Municipalities of Ontario (AMO) provided the dates for the annual AMO Conference, which will be held in London, Ontario; the Federation of Canadian Municipalities (FCM) provided the dates for the annual FCM Conference which will be held in Toronto, Ontario; These dates were taken into consideration when formulating the 2023 Council Calendar.

## Conclusion:

As required by the Procedure By-law, it is recommended that the attached Schedule of City Council and Standing Committee meetings for January 1, 2023 to December 31, 2023 be approved and that the City Clerk be authorized to amend the Procedure By-law accordingly. Once adopted, this 2023 schedule will be posted to [www.citywindsor.ca](http://www.citywindsor.ca) for citizens to reference, as well as on Dashboard for employee reference.

## Planning Act Matters:

N/A

## Approvals:

Name	Title
Anna Ciacelli	Supervisor of Council Services / Deputy City Clerk
Steve Vlachodimos	City Clerk / Licence Commissioner
Shelby Askin Hager	Commissioner, Legal & Legislative Services
Onorio Colucci	(A) Chief Administrative Officer

## Notifications:

Name	Address	Email
Cliff Danby, YourTV		<a href="mailto:Cliff.danby@cogeco.com">Cliff.danby@cogeco.com</a>
Emily Moore, YourTV		<a href="mailto:Emily.Moore@cogeco.com">Emily.Moore@cogeco.com</a>
National Captioning Canada Inc.		<a href="mailto:contact@natcapcan.ca">contact@natcapcan.ca</a> <a href="mailto:natcap@natcapcan.ca">natcap@natcapcan.ca</a>

**Appendices:**

- 1 Appendix A - Schedule of Meetings - 2023
- 2 Appendix B - 2023 Deadlines for Submission of Reports Scheduled for Consideration at City Council Meetings
- 3 Appendix C - 2023 Deadlines for Submission of Reports Scheduled for Consideration at Standing Committee Meetings

**CITY OF WINDSOR  
SCHEDULE OF MEETINGS - 2023**

**Appendix A**

JANUARY 2023						
S	M	T	W	TH	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

FEBRUARY 2023						
S	M	T	W	TH	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28				

MARCH 2023						
S	M	T	W	TH	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	✓13	✓14	✓15	✓16	✓17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

APRIL 2023						
S	M	T	W	TH	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30						

MAY 2023						
S	M	T	W	TH	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

JUNE 2023						
S	M	T	W	TH	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	

JULY 2023						
S	M	T	W	TH	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

AUGUST 2023						
S	M	T	W	TH	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

SEPTEMBER 2023						
S	M	T	W	TH	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30						

OCTOBER 2023						
S	M	T	W	TH	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

NOVEMBER 2023						
S	M	T	W	TH	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

DECEMBER 2023						
S	M	T	W	TH	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

- Statutory Declared Holidays - Windsor City Hall Closed
- School Holidays ~ March Break
- Regular City Council Meetings (4:00 p.m. Council Chambers, 1st floor, Windsor City Hall)
- FCM Conference ~ May 25-28, 2023 ~ Toronto, ON
- AMO Conference ~ August 21-23, 2023 ~ London, ON
- Ford Fireworks - June 26, 2023 (rain date June 27, 2023)

**STANDING COMMITTEES**

- Development & Heritage Standing Committee (5 members of Council + 8 citizens) 4:30 p.m.
- Community Services Standing Committee (5 members of Council) 9:00 a.m.
- Environment, Transportation & Public Safety Standing Committee (5 members of Council) 4:30 p.m.

**DEADLINES FOR SUBMISSION OF REPORTS  
SCHEDULED FOR CONSIDERATION AT  
CITY COUNCIL MEETINGS  
2023**

<b>DATE OF COUNCIL MEETING</b>	<b>DEADLINE FOR PROPOSED/ DRAFT REPORTS FOR AGENDA REVIEW</b> (Noon Monday) (See notes below)	<b>AGENDA REVIEW MEETING</b> (Tuesday 11:00 a.m.)	<b>DEADLINE FOR SIGNED REPORTS TO CAO</b> (4:00 p.m. Wednesday)	<b>ISSUANCE OF AGENDA BY COUNCIL SERVICES</b> (9:00 a.m. Friday)
January 16	December 30/22*	January 3*	January 4	January 6
January 30	January 16	January 17	January 18	January 20
February 13	January 30	January 31	February 1	February 3
February 27	February 13	February 14	February 15	February 17
March 20	March 6	March 7	March 8	March 10
April 11*	March 27	March 28	March 29	March 31
April 24	April 6*	April 11*	April 12	April 14
May 8	April 24	April 25	April 26	April 28
May 29	May 15	May 16	May 17	May 19
June 12	May 29	May 30	May 31	June 2
July 10	June 26	June 27	June 28	June 30
July 24	July 10	July 11	July 12	July 14
August 8 *	July 24	July 25	July 26	July 28
September 5 *	August 21	August 22	August 23	August 25
September 18	September 1*	September 5*	September 6	September 8
October 16	October 2	October 3	October 4	October 6
October 30	October 16	October 17	October 18	October 20
November 14	October 30	October 31	November 1	November 3
November 27	November 13	November 14	November 15	November 17
December 11	November 27	November 28	November 29	December 1

**Directions:** Staff involved in drafting and/or approving Council reports are encouraged to keep this schedule handy to ensure that reports will appear on the Council meeting dates intended.

- \* early/late due to the holiday
- x No supplementary items **unless emergency.**
- ✓ Each Council report must be created using *Agenda.net*.

Updated August 2022

**DEADLINES FOR SUBMISSION OF REPORTS  
SCHEDULED FOR CONSIDERATION AT  
STANDING COMMITTEE MEETINGS**

**2023**

<b>DATE OF STANDING COMMITTEE MEETING</b>	<b>NAME OF STANDING COMMITTEE</b>	<b>DATE OF AGENDA REVIEW MEETING</b> (Tuesday 11:00 a.m.)	<b>DEADLINE FOR SIGNED REPORTS TO CAO</b> (Wednesday 4:00 p.m.)	<b>ISSUANCE OF STANDING COMMITTEE AGENDA</b>
January 4	Community Services	*December 13/22	*December 14/22	*December 16/22
January 9	Develop & Heritage	*December 13/22	*December 14/22	*December 16/22
January 25	Enviro Transp & PS	January 10	January 11	January 13
February 1	Community Services	January 17	January 18	January 20
February 6	Develop & Heritage	January 24	January 25	January 27
February 22	Enviro Transp & PS	February 7	February 8	February 10
March 1	Community Services	February 14	February 15	February 17
March 6	Develop & Heritage	February 21*	February 22	February 24
March 29	Enviro Transp & PS	March 14	March 15	March 17
April 3	Develop & Heritage	March 21	March 22	March 24
April 5	Community Services	March 21	March 22	March 24
April 26	Enviro Transp & PS	April 11*	April 12	April 14
May 1	Develop & Heritage	April 18	April 19	April 21
May 3	Community Services	April 18	April 19	April 21
May 24	Enviro Transp & PS	May 9	May 10	May 12
June 5	Develop & Heritage	May 23*	May 24	May 26
June 7	Community Services	May 23*	May 24	May 26
June 28	Enviro Transp & PS	June 13	June 14	June 16
July 4	Develop & Heritage	June 20	June 21	June 23
July 5	Community Services	June 20	June 21	June 23
July 26	Enviro Transp & PS	July 11	July 12	July 14
August 1	Develop & Heritage	July 18	July 19	July 21
August 2	Community Services	July 18	July 19	July 21
September 6	Community Services	August 22	August 23	August 25
September 11	Develop & Heritage	August 29	August 30	September 1
September 27	Enviro Transp & PS	September 12	September 13	September 15
October 3	Develop & Heritage	September 19	September 20	September 22
October 4	Community Services	September 19	September 20	September 22
October 25	Enviro Transp & PS	October 10	October 11	October 13
November 1	Community Services	October 17	October 18	October 20
November 6	Develop & Heritage	October 24	October 25	October 27
November 29	Enviro Transp & PS	November 14	November 15	November 17
December 4	Develop & Heritage	November 21	November 22	November 24
December 6	Community Services	November 21	November 22	November 24

**Directions:** Staff involved in drafting and/or approving Council reports are encouraged to keep this schedule handy to ensure that reports will appear on the intended Council/Standing Committee meeting dates.

Use *Agenda.net* to create all standing committee reports.

**NOTE:** Development & Heritage Standing Committee reports from the meeting (first Monday of the month) will be brought to full Council at the last council meeting of the same month.

**Key:**

\*: early/late due to holiday

Community Services = Community Services Standing Committee

Develop & Heritage = Development & Heritage Standing Committee

Enviro Transp & PS = Environment, Transportation & Public Safety Standing Committee

Updated August 2022



**Subject: Internal Audit/Auditor General Agreement - City Wide**

**Reference:**

Date to Council: 11/28/2022

Author: Marco Aquino

Executive Initiatives Coordinator

519-255-6100 ext 6477

maquino@citywindsor.ca

City Treasurer

Report Date: 11/16/2022

Clerk's File #: ACO2022

**To:** Mayor and Members of City Council

**Recommendation:**

THAT City Council **APPROVE** the assignment of the existing agreement, as amended, for Internal Audit Services and the City's appointed Auditor General role from PricewaterhouseCoopers ("PwC") to Risk Savvy Ltd. ("Risk Savvy"); and,

That Administration **BE AUTHORIZED** to negotiate with Risk Savvy in order to make any necessary amendments and further to extend the agreement to December 31, 2026, including two one year options to renew, at the City's discretion; and,

THAT the CAO and City Clerk **BE AUTHORIZED** to execute any agreements or documents necessary to effect the assignment from PwC to Risk Savvy, satisfactory in technical content to the CAO, in financial content to the CFO & Commissioner of Corporate Services, and in form to the Commissioner of Legal & Legislative Services.

**Executive Summary:**

N/A

**Background:**

On September 23, 2019, by Council Resolution CR 485/2019, City Council approved the following:

*That the report of administration dated August 22, 2019 entitled "Response to CQ2-2019, Options for the Establishment of an Independent Auditor General," BE RECEIVED; and further,*

*That City Council APPROVE the implementation of an Independent Auditor General with direct reporting to the Corporate Services Standing Committee of City Council; and,*

*That City Council ADOPT Option 1 in the administrative report which utilizes a fully outsourced Auditor General's Office and appoint a designated person as the Auditor General being Christopher O'Conner, Partner, PricewaterhouseCoopers LLP (PwC); and,*

*That Administration ASSIST Council by negotiating with PwC on integrating this function into their current contract; and further,*

*That Administration BE AUTHORIZED to negotiate with PwC on extending their current contract for a further 5 year term; and,*

*That a clause BE ADDED to the agreement, whereby if Council at any time deems the service provider's performance as unacceptable, that Council may terminate the relationship by giving 120 days written notice without penalty.*

This approval adopted a fully outsourced Auditor General's Office and appointed a designated person as the Auditor General being Christopher O'Connor, Partner, PricewaterhouseCoopers LLP (PwC).

On January 20, 2020, City Council approved CR 35/2020:

*That City Council **APPROVE** the Auditor General Charter (attached as Appendix A); and,*

*That the CAO and City Clerk **BE AUTHORIZED** to sign amendments to the City's existing Engagement Letter with PwC in order to reflect the required changes relative to the engagement of PwC as the City's Outsourced Auditor General service provider through to March 31, 2025, satisfactory in technical content to the CAO, in financial content to the CFO & City Treasurer, and in legal form to the City Solicitor; and,*

*That City Council **DIRECT** the CAO to work with the Auditor General to ensure that the Auditor General Charter is implemented.*

City Administration was recently advised that, upon mutual agreement, Christopher O'Connor, currently the PwC engagement partner leading the internal audit services and the appointed Auditor General for the City of Windsor, will be withdrawing from the PwC partnership structure effective December 31, 2022.

### **Discussion:**

The current engagement with PwC for internal audit services runs until March 31, 2025. PwC will not be able to provide an alternative Partner to be considered for the Auditor General role. PwC has agreed to consider assigning the existing agreement for internal audit services to Risk Savvy. Christopher O'Connor, the currently appointed Auditor General for the City of Windsor through the agreement with PwC, is one of the main



shareholders of Risk Savvy and the CEO/President (an employee). City Administration will need to make minor amendments to the existing agreement in order to capture delivery of the related plans, in a scope similar to that currently in place with PwC, including a requirement to engage skilled/competent resources where and if necessary. Under the agreement, the overall scope, deliverables and fees are expected to remain the same. City Administration is however seeking to extend the term from March 31, 2025 to December 31, 2026 in order to align with the annual yearend timelines and the start of the new Council term. Furthermore, administration is proposing the inclusion of two one year options to renew, at the City's discretion.

The mandate for internal audit services will continue under Risk Savvy, under the direction of the Auditor General, understanding that Risk Savvy may leverage its own resources/personnel or that of other qualified service providers/subject matter specialists they engage to support the Auditor General Work Plan.

From the City of Windsor's perspective, there will continue to be one agreement and the delivery of audit services would essentially be seamless in that Christopher O'Connor will:

- continue as the Auditor General and complete the 2022-23 Auditor General Plan;
- through Risk Savvy, provide internal audit services and reports related to the plan;
- work in conjunction with PwC understanding there may be a need at times to leverage other experts to assist;
- prepare and present to City Council an annual Auditor General Plan;
- Auditor General Plan will be driven and remain within the budget set by City Council (i.e. currently approved budget of \$300,000).

### **Risk Analysis:**

Annual audit plans will continue to be developed by the Auditor General based on a prioritization of the audit universe using a risk-based methodology. In the unlikely event that the assignment as proposed is unsuccessful, there may be a time gap and lapse in service until the City has successfully engaged a new provider for internal audit, and has filled the Auditor General role.

### **Climate Change Risks:**

N/A

### **Financial Matters:**

The fees for the internal audit services, including but not limited to the Auditor General role, are expected to remain the same at \$300,000, plus HST, annually. Any additional monies required will be brought forward to City Council for approval when and if necessary via the annual budget process.

**Consultations:**

Christopher O'Connor, Auditor General  
 Carlie Perrson, PricewaterhouseCoopers  
 Alex Vucinic, Purchasing Manager  
 Joshua Meloche, Legal Counsel City of Windsor

**Conclusion:**

City Administration supports this change in the view that the assignment of the existing agreement, including any necessary amendments, from PwC to Risk Savvy will be seamless with respect to the service delivery of Internal Audit Services and that of the Auditor General.

**Planning Act Matters:**

N/A

**Approvals:**

<b>Name</b>	<b>Title</b>
Marco Aquino	Executive Initiatives Coordinator
Alex Vucinic	Purchasing Manager
Shelby Askin Hager	Commissioner of Legal & Legislative Services
Joe Mancina	Chief Financial Officer and Commissioner of Corporate Services
Onorio Colucci	Chief Administrative Officer

**Notifications:**

<b>Name</b>	<b>Address</b>	<b>Email</b>
Christopher O'Connor, Partner, Site Leader - Risk Assurance Services, Southwestern Ontario	95 King Street South, Suite 201, Waterloo ON N2J 5A2	christopher.w.oconnor@pwc.com
Carlie Persson, Partner, Risk Assurance Services, Risk & Governance Services Solution Set Leader, PricewaterhouseCoopers LLP	22nd Floor, Stantec Tower, 10220 - 103 Avenue NW, Edmonton AB T5J 0K4	carlie.persson@pwc.com

**Appendices:**

**Subject: 2022 Can-Am Police-Fire Games – Final Report - City Wide****Reference:**

Date to Council: 11/28/2022

Author: Marco Aquino

Executive Initiatives Coordinator

maquino@citywindsor.ca

519-255-6100 ext 6477

City Treasurer

Report Date: 11/7/2022

Clerk's File #: SPL/13030

**To:** Mayor and Members of City Council

**Recommendation:**

THAT City Council **RECEIVE FOR INFORMATION** the 2022 Can-Am Police Fire Games final report; and,

THAT City Council **APPROVE** a transfer of the final surplus (estimated at time of writing this report to be approximately \$300,000) to the Tourism Development Infrastructure and Program Reserve (Fund 214).

**Executive Summary:**

The City of Windsor was selected to host the 2022 Can-Am Police-Fire Games (the Games), which took place from July 25, 2022 to July 31, 2022. The Games are awarded through a formal bidding process and are held every two years. A formal proposal to host the 2022 Games was developed by a team consisting of the Sports Tourism Officer, City Administration, Tourism Windsor Essex Pelee Island (TWEPI), Windsor Police Services and Windsor Fire and Rescue, which was then submitted for consideration in May of 2017. The City of Windsor, one of three finalists shortlisted for consideration, was then awarded to be the host of the 2022 Games in December 2017.

These Games were unique in that in the two years leading up to the 2022 Games, a global pandemic resulted in local, national, and global restrictions ramping up and down. This in turn resulted in multiple waves of creating on-again and off-again scenarios impacting locations and participation in these Games hosted in the City of Windsor. With the final decision to move forward with the Games being made in mid March 2022, this left a very aggressive timeline to finalize preparations for an event of this magnitude.

Community support was highly visible, with the highlight being approximately 3,000 residents attending the Opening Ceremonies, a “green” event that included Police Tactical and Canine demonstrations, a Taste of Carousel, live entertainment and fireworks. In addition to spectators attending the various sport events, community members were invited to participate in and compete alongside the First Responders in eleven events.

#### Summary of Events and Facts:

- 37 sporting events took place across 21 venues.
- Over 600 athletes from 7 provinces, 13 states and 1 European country
- Total of 942 medals awarded – 465 Gold; 293 Silver; 184 Bronze
- Approximately 300 volunteers supported the games
- The Games Organizing Committee was made up of 68 members, including Sport Managers and Coordinators
- Opening Ceremonies drew approximately 3,000 spectators
- In-kind contributions valued at more than \$115,000
- Sponsorships were approximately \$85,000
- Annual Can-Am Police-Fire Games Golf Series held at Roseland Golf & Curling Club from 2019-2022 raised over \$200,000.

Overall, the Games were to be considered a success. The overall project budget was closely monitored and with the help of a determined sponsorship campaign contributing approximately \$285,000, and the Reconnect Ontario Grant of \$94,551, the project is estimated to be closed out with a surplus of pre-committed funding of approximately \$300,000 being returned to the Tourism Development and Program Reserve Fund for use towards future tourism related programs and initiatives.

This report serves to provide City Council with an overview of the Games and the work of the various committees.

As noted above, the global pandemic had a major impact on the planning of this event. However, it also created a unique opportunity for the community to honour, celebrate and thank first responders who have worked and continue to work tirelessly to keep our communities safe and healthy. This was achieved in multiple ways beginning with the Opening Ceremonies and continuing throughout the week with the hundreds of volunteers, spectators and community participants who supported, cheered, and ran or cycled alongside the athletes registered for the Games.

## **Background:**

The Can-Am Police-Fire Games, a multi-sport event, has been hosted every two years in either Canada or the United States since 1977. The 2022 Can-Am Police Fire Games (the Games) were held over a six day period from July 25 to July 31 2022 and included 37 individual and team events which included swimming, running, ice hockey, golf, and softball as well as some unique events such as pistol, skeet and trap shooting, and FireFit relays. A full list of events is attached as Appendix A. Sworn officers and civilian members of Police/Law Enforcement, Fire, EMS, Corrections and Borders services, as well as members' spouses and children over the age of 18 were eligible to participate.

## **Discussion:**

### **Executive Committee**

Upon award of the Games, the City executed a Hosting Agreement which established roles and responsibilities. An Executive Committee which, at a minimum, included a Chairperson, Treasurer and three additional voting members which were current members of law enforcement, fire service, and emergency or protective service agency was required to be formed. Given the City's location as a border city and interest generated within law enforcement agencies, representatives from Canada Border Services Agency and Corrections Services were included as part of the Executive Committee. In addition, the CEO of the Can-Am Police-Fire Games Federation held a non-voting seat on the Executive Committee. Windsor's membership on the Executive Committee for the Games was as follows:

- Mayor, City of Windsor (Chair)
- Chief, Windsor Police Service
- Chief, Windsor Fire and Rescue Service
- Chief, Essex-Windsor EMS
- CEO, Tourism Windsor Essex Pelee Island
- Commissioner, Community Services, City of Windsor
- CFO/City Treasurer, City of Windsor
- CEO, Can-Am Police-Fire Games Federation

### **Games Organizing Committee**

Overall responsibility for execution of the Games was assigned to a Games Organizing Committee (GOC). The GOC was comprised of the following lead committees; Promotions & Marketing, Hospitality Services, Support Services, Administration & Finance, and Sport Director. Each of these lead committees were broken down further into subcommittees. The full organizational chart has been included as Appendix B.

The GOC met frequently during the planning stages to discuss the progress of the various subcommittees and to address any operational and functional issues such as risk management, (insurance, security, emergency plans, facilities, volunteers, etc.); to review and approve contracts, legal agreements, and permits; and to discuss and provide direction on other operational issues. Meetings became more regular, including daily check-ins, during the week of the Games. Responsibility for procurement of goods and services and overall budgetary control was delegated to an Administrative

Committee which included the Games General Manager (GM), Deputy Treasurer and Legal Counsel.

In October 2019, the GM position was assigned to a regular full-time manager in the Recreation & Culture department to perform Games related duties concurrently with their regular duties and responsibilities. After receiving a promotion in early 2022, competing priorities and commitments deemed it necessary to assign the GM responsibilities to an alternate person who would be able to dedicate the time required of this position. By consensus of the GOC, it was decided to bring back retired Commissioner Community Services and CLT member Jan Wilson in March 2022, by way of contract, to take on this role. Ms. Wilson was previously part of the Can-Am Police-Fire Games Bid Committee as well as the Executive Committee.

### **Promotions and Marketing**

The Promotions and Marketing Committee was responsible for the communication needs of the Games, with the primary target groups being potential participants, registered participants, first responder agencies and community volunteers. As the Games drew closer, this committee ensured that media outlets were engaged to draw support from residents and businesses in the community. Focus areas covered under this portfolio included; External Communications, Media & Public Relations, Merchandise, Photography, Social Media, Signage and management of the Official Website.

A geo-targeted campaign was executed through Rogers Media focusing in on key markets across Ontario and into Quebec that show the highest propensity to register for the event. Email advertisements were also sent out through Emergency Services Group media to Firefighting in Canada and Blue Line newsletters.

Advertising was run through various media partners in the lead up to the Games, which included:

- Radio – Bell Media (AM800, Virgin Radio and Pure Country)
- Print – Windsor Life magazine
- Digital – windsoriteDOTca and Facebook Ads
- Outdoor – Billboard ads on Windsor Disposal Services trucks, flower bed with logo at Jackson Park and downtown Windsor street banner
- Direct mail – Flyers in City of Windsor tax bills

Signage throughout the Games played an important part to ensure both participants and members of the public recognized they were in the correct location for the event they were attending, and to identify where the public and participants could access the resources provided by the event such as parking, volunteers, medical, etc.

### **Hospitality Services**

The Hospitality Services Committee was responsible for the care and comfort of the participants and guests during their time spent in Windsor for the Games. This committee's intent was to put the shine on the event and on our community including

the details for the Opening Ceremonies, Showcase Tours and presentation of medals at the end of each competition. The following areas were included under this portfolio; Ceremonies & Entertainment, Families & Spectators, VIP's & Food Services, Accommodations, and Medals.

The Opening Ceremonies, held at the Riverfront Festival Plaza, set the stage for an iconic photo-op of the Games that will long be remembered. The headlining acts were local band - Leave Those Kids Alone, followed by the showcase talent Simply Queen tribute band. There was also the opportunity to utilize a few of the City of Windsor Bright Lights displays to enhance the Riverfront Festival Plaza for the duration of the Games. As the signature piece for the event (as there were no closing ceremonies) the Opening Ceremonies provided an opportunity for all audiences – participants, community members and partners, volunteers, sponsors, the Federation, media, politicians – to gather and support law enforcement officials and the Games Organizing Committee in their efforts to participate in and host the Games. It also provided the opportunity to showcase what the City of Windsor has to offer and to instill a sense of pride throughout the community.

A Zero Waste Initiative at the Opening Ceremonies was very well received and created a new standard for events relative to waste management. The Zero Waste initiative saw staff and volunteers personally collect all cups, paper, food scraps and more to ensure each was put into the proper container for disposal. Over a seven-hour event with nearly 3,000 people, only two garbage bags of landfill waste was collected. Everything else was either recycled or composted. Although not quite making it to zero waste, the attempt was nonetheless impactful and provided information needed to develop a system that can be used for future initiatives. The Zero Waste initiative for the Opening Ceremonies was organized by the City of Windsor, the Essex-Windsor Solid Waste Authority and the YQG Green Networking Group supported by Greener Farms and GFL Environmental Ltd, and execution involved 20 volunteers.

Various after hour activities for the participants were offered throughout the week of the Games to showcase some of our history and visitor locations. Garden Tours took visitors to Jackson Park, Coventry Gardens and Ojibway Nature Centre where they could view the natural areas or spectacular floral displays created by Parks Department staff. A Beer and Whiskey Tour was also arranged to showcase Windsor's history and connections to the prohibition years. Transit Windsor provided comfortable and safe passage to the destinations.

The Food Services subcommittee collaborated with the Volunteer Coordinator and the Sponsorship Coordinator to develop a plan to feed and nourish the many volunteers and Sport and Event Coordinators, as well as the participants at certain venues. This included coffee and muffins, fruit, water and Bio Steel sports drink which was designated as the Official Games sport drink. The Sponsorship Coordinator was able to secure donations of gift cards from a local grocery store (to purchase fruit), from Tim Hortons (for food products), and from Bio Steel (for beverage products).

Caesars Windsor provided room blocks for participants, officials, and guests to book at pre-determined rates, as well as meeting venue spaces to host the main registration

area, and other events as required. Volunteers were on hand to ensure that participants were provided with in person assistance when and as needed.

## **Support Services**

The Support Services Committee was responsible for ensuring that resources were in place to support the execution of all the sport, social and other activities associated with the Games. This committee also addressed the safety and security of the participants, volunteers, spectators and property throughout the Games. The following areas were included under this portfolio; Volunteers, Medical, Security, Internal Communications, I.T. Support & Equipment, Registration & Accreditation, and Logistics.

Volunteers were required at all events and activities for roles such as participant check-in/direction, traffic/parking direction, set-up and tear-down, during event activity (i.e. water stations, timers, course reset, scorekeeping, etc.), and limited security type actions. More than 300 volunteers assisted over the course of the Games, with many assigned to multiple shifts. The City owns a Volunteer software program which was used to create a database of Volunteers to be scheduled. This allowed for the volunteers to register via computer through the Games website and be able to identify preferences for specific sports or venues.

The Medical subcommittee, lead by the Deputy Chief of Essex-Windsor EMS, prepared for the medical needs of participants, volunteers and spectators at all venues and provide the appropriate response in a timely manner. A partnership was created with our local EMS to be the provider and take carriage of all the medical issues for the Games. An Emergency Preparedness and Evacuation Plan was developed and provided to all Sport Coordinators. This included a Lightning Safety and Preparedness document issued by Environment Canada. Emergency Procedures Cards were provided to Volunteers for events that had full or partial road closures, i.e. the Cycling Time Trials and Road Race, and the 21K Running event. Staged resources were appropriately placed to reduce response times as may be needed, with events ranked from low to high risk. All venues had access to a portable defibrillator machine on site, and were provided with totes with first aid supplies. Health Hubs were also set up at key sites for the purpose of providing massage therapy, taping, etc. Volunteers from the local Colleges or private clinics provided these services for the Games participants.

Security throughout the Games was in place to provide appropriate protection for participants, volunteers, spectators, property and equipment. A central equipment hub was established at a City venue where access was restricted to certain personnel. The security plan worked well and there were no incidents of any security concerns reported. The third party security company used for the Games is the same company currently under contract with the City of Windsor.

Communication tools were put in place to ensure the efficient communication between members of the GOC. Email and cell phone numbers were used as the main points of contact. A SharePoint online website was created with access limited to only committee members and other key personnel. All working files were to be placed on SharePoint and not left on thumb drives or personal computers. This ensured data was secure and the committees would have access to the most up to date information available.



Portable Radios were secured and dedicated to the Games for the week of the events. Approximately 120 radios were obtained and distributed to the members of the GOC that required them.

Registration for all participants was managed through the Can-Am Games third party registration system which was accessed through the official 2022 Games website. During the week of the Games, there was a team made up of five to seven volunteers along with the Registration Coordinator, to process any registration requirements onsite at the Augustus Tower within Caesars Windsor.

## **Administration & Finance**

The Administration & Finance Committee was responsible for providing the internal services that allowed the GOC to operate in a fiscally responsible way that protected the major stakeholders, including the City, the Federation, Sponsors, Vendors, Participants and Spectators. The following areas were included under this portfolio; Finance, Sponsorship & Donations, Legal, and Purchasing & Risk Management.

The Finance area provided oversight of the financial requirements for the Games, including budget development and monitoring, revenue collection and processing payment of invoices and refunds.

Over the four years leading up to the date of the Games, various sponsorship and eligible grants were secured to help support the overall funding of the event. This included a very successful Golf Series tournament, held annually from 2019 to 2022 at the Roseland Golf & Curling Club. In order to develop and secure significant partnerships and to ensure that corporate sponsors had time to earmark funds within their annual budgets, the fundraising and sponsorship campaign unfolded over a period of 48 months. A list of potential sponsors and partners was identified, a fundraising strategy was developed, marketing materials were created for sponsor consideration, many off-site meetings with potential partners and special events were strategically developed. A sponsor kit was created to officially launch the fundraising campaign, which helped to secure monetary and in-kind corporate partners. This committee was able to secure sufficient sponsorship to assist with the costs associated with the staging of the Games.

Appendix C displays the event sponsors and community partners for the Games. As a lead up to the Games, the committee maximized opportunities connecting many major sponsors to the annual golf tournament. Sponsors activated employee engagement programs encouraging volunteer support during the Games and promoted the event raising awareness of the events and increasing attendance by families and friends.

The City's Legal Counsel provided legal guidance as needed for the review and execution of contracts and agreements. The Purchasing & Risk Management team provided guidance to the GOC on procurement needs, assessment of risk, and insurance requirements for the protection of the City of Windsor and the Can-Am Police-Fire Games Federation.

## **Sport Director**

The Sport Director committee was responsible for the planning and execution of all the sports offered as part of the Games. This included ensuring the appropriate venue and equipment were secured, the rules and scoring were understood by the Coordinators, participants and officials, and ensuring a competitive, safe and enjoyable sport experience. The various sporting events were divided into 8 groupings to assist in efficient communication with the Sport Managers and Coordinators that were assigned.

Incorporating community members in a number of events enhanced the experience for the Games participants by making the events more competitive. In addition, this was an opportunity for the local community to demonstrate their support and appreciation for First Responders.

Appendix A outlines the 37 sporting events held at 21 locations/venues.

The FireFit event generated excitement for both the participants and spectators. Incorporating it with other events (i.e. Corporate Challenge, WomenOnFire, Tug across the River) created a day long event that generated a great deal of media attention for the Games. Students in a firefighting program from a College in the region competed alongside the Games participants which was a great opportunity to expand the environment of comradery and mentorship.

## **Sponsored Charity**

As part of the hosting agreement, the City was required to name a charity for purposes of receiving a community benefit. The Executive Committee selected the Canadian Mental Health Association – Windsor/Essex County Branch (CMHA) as this charity because of the identified need for mental health services for the community, especially for first responders working on the front line. An opportunity existed to help break down barriers and removing the stigma for discussions of mental health issues.

In conjunction with a local health facility, Windsor CrossFit, CMHA became the benefactor of a “First Responder Friendly” in the lead up to the Games. This was a competition between teams from the first responder agencies as well as CMHA which was leveraged to raise awareness of the upcoming Games, and to raise money for specialized first responder programs and services delivered by CMHA. CMHA also coordinated and held a Chiefs Luncheon as a fundraiser during the Games. Finally, the community was able to participate in a few selected events, with their registration fees going to CMHA. To date, more than \$133,000 was raised through fundraising activities associated with first responders and the Games.

## **Game Legacies**

There were several tangible and intangible legacies that were created as a result of hosting the Games, including:

*Golf Series* – the creation of a four year First Responder golf series leading up to the Games generated keen interest and positive response from First Responder agencies and their members, local sponsors and the media. The series was sold out each year

and surpassed our fundraising target. City Administration has been approached to create an annual First Responder Golf event in support of a variety of charities or events that are important to our community. Administration is currently reviewing this request and should this be recommended, a report would be brought to City Council for consideration.

*Reuse and Donation of Equipment* – For many of the sporting events, existing equipment was obtained from a variety of sources such as the City of Windsor Recreation Department, local schools and the University of Windsor. However, for some of the sporting events, there was a need to purchase or create equipment that was not readily available. After the Games were completed, the following equipment was disbursed within the community and also within City departments:

- New Archery target backs were purchased and stands were constructed for the Archery events – these were sold to the Local Archery Club for a nominal fee
- New (unused) softballs were donated to local youth softball leagues
- Obstacles that were constructed for the Toughest Competitor Alive event have been moved to the Windsor Police Training Facility for ongoing training purposes
- Event Signage that can be re-used has been provided to the City's Special Events division for use in future events. Other remaining signage has been provided to the City's sign shop for them to be re-skinned for other temporary signage needs

*Trained Coordinators/Volunteers/Officials* – through their experiences with the Can-Am Games, a number of individuals received formal and informal training and are prepared to be involved in both internally and externally hosted future events in the City. A noteworthy example, the City did not have any trained officials for the Submission Grappling event prior to the Games. As part of the Provincial government's sanctioning requirement for this sport, the Provincial Sport Organization provided training for volunteers who can now officiate local matches.

*Special Event Zero Waste Depots* – as previously indicated the Opening Ceremonies included a special focus which was made to create a Green event that could be used as a model for future festivals and events.

*Positive relationships and partnerships* – the Games was a catalyst for building on positive relationships between the community and First Responders with many points of interaction, with the highlight being the very large turnout by the community at the Opening Ceremonies. In addition, partnerships between First Responder agencies as well as with businesses and non-profit groups has led to plans for future projects and interactions such as a Torch Relay cycling event and Regional FireFit events. Although difficult to quantify, there is great value in these relationships, and is a legacy of the Games in our community.

## **Risk Analysis:**

An event of this magnitude carries a certain level of risk and because the City has hosted many events in past of a similar nature, the GOC was able to draw on past experiences to ensure all items were covered. The need for additional insurance was identified early on in the process and separate policies were secured with the assistance of Marsh Canada. Budgets were established based upon identified known items and expenses, however, were subject to change as the committees managed through two years of a global pandemic leading up to the main event. The use of sub-committees comprised of many members of the community and City staff assisted in mitigating risks as these individuals were considered to be experts in their relative area of responsibility. Security protocols and a communication plan were designed to ensure the safety of all participants, volunteers and members of the public who attended in support of the Games. All administrative support came from city staff in addition to their day-to-day responsibilities.

## **Climate Change Risks**

N/A

## **Financial Matters:**

Core funding for the Games came from the City of Windsor's Tourism Development Infrastructure and Program Reserve. The balance of funding was secured through corporate sponsors, grants, special events and fundraising initiatives. The Games received approval of a 2022 Reconnect Ontario grant from the Province of Ontario, Ministry of Tourism, Culture and Sport in the amount of \$94,551, which was announced during the week of the event.

The actual expenditures for the Games as of the writing of this report, amounted to approximately \$715,000. Given this was the first major event since the onset of the pandemic and there were many unknowns on what was to be expected, the budget included a contingency of \$187,163 that remained untouched.

Through various community fundraising events, corporate sponsorships, and donations, a total of \$84,643 was raised in direct support of the Games. Through the generosity of many local businesses, approximately \$115,858 was also provided by way of in-kind services, which served to enhance the experience of all those involved.

Approval of expenditures and reallocation of budgets was done by the Administrative Committee consistent with the direction of CR253/2018 that provided:

“THAT the application of Bylaw 93-2012 (the Purchasing Bylaw) BE WAIVED with respect to all purchases less than \$100,000.01 made for the 2022 CAN-AM Police-Fire Games and that purchasing authority for these purchases BE GRANTED to the Administrative Committee, who shall make reasonable effort to observe the spirit of the Purchasing Bylaw in so doing wherever possible; and,

THAT all expenditures made under the exemption BE REPORTED to Council by the 2022 CAN-AM Police-Fire Games General Manager within a reasonable time following the conclusion of the Project.”

Compliance was upheld within the authorities for an excess of 225 individual purchase transactions that have been logged in regards to the project. All purchases were made with consideration of time, efficiency, and value for money. The financial summary as of the writing of this report is attached as Appendix D.

It is anticipated that completion of the project will take place later this year after all revenues and expenses are reconciled. As of the date of this report, it is estimated that the project will close out with a surplus of approximately \$300,000. Council is being requested to approve a transfer of the final surplus back to the Tourism Development Infrastructure and Program Reserve (Fund 214), which could be used to support future tourism initiatives.

**Consultations:**

Jan Wilson – Games General Manager  
 Alexandra Taylor – Financial Planning Administrator

**Conclusion:**

The goal of this project was to ensure that the City of Windsor successfully conducts the planning, execution and implementation of all aspects as it relates to hosting the 2022 CAN-AM Police-Fire Games. The Games Organizing Committee believes that this goal was achieved and has, without a doubt, raised the bar for other Host Cities of future Can-Am Police-Fire Games. This belief is based on the overwhelming response and testimonies received from athletes, city representatives, committee members, officials, the Can-Am Games Federation board members, and by observations from visitors and supporters of the Games.

**Planning Act Matters:**

N/A

**Approvals:**

Name	Title
Marco Aquino	Executive Initiatives Coordinator
Janice Guthrie	Deputy Treasurer Taxation, Treasury & Financial Projects
Joe Mancina	Commissioner, Corporate Services/CFO & City Treasurer
Ray Mensour	Commissioner, Community Services
Onorio Colucci	Chief Administrative Officer

**Notifications:**

Name	Address	Email

Name	Address	Email

**Appendices:**

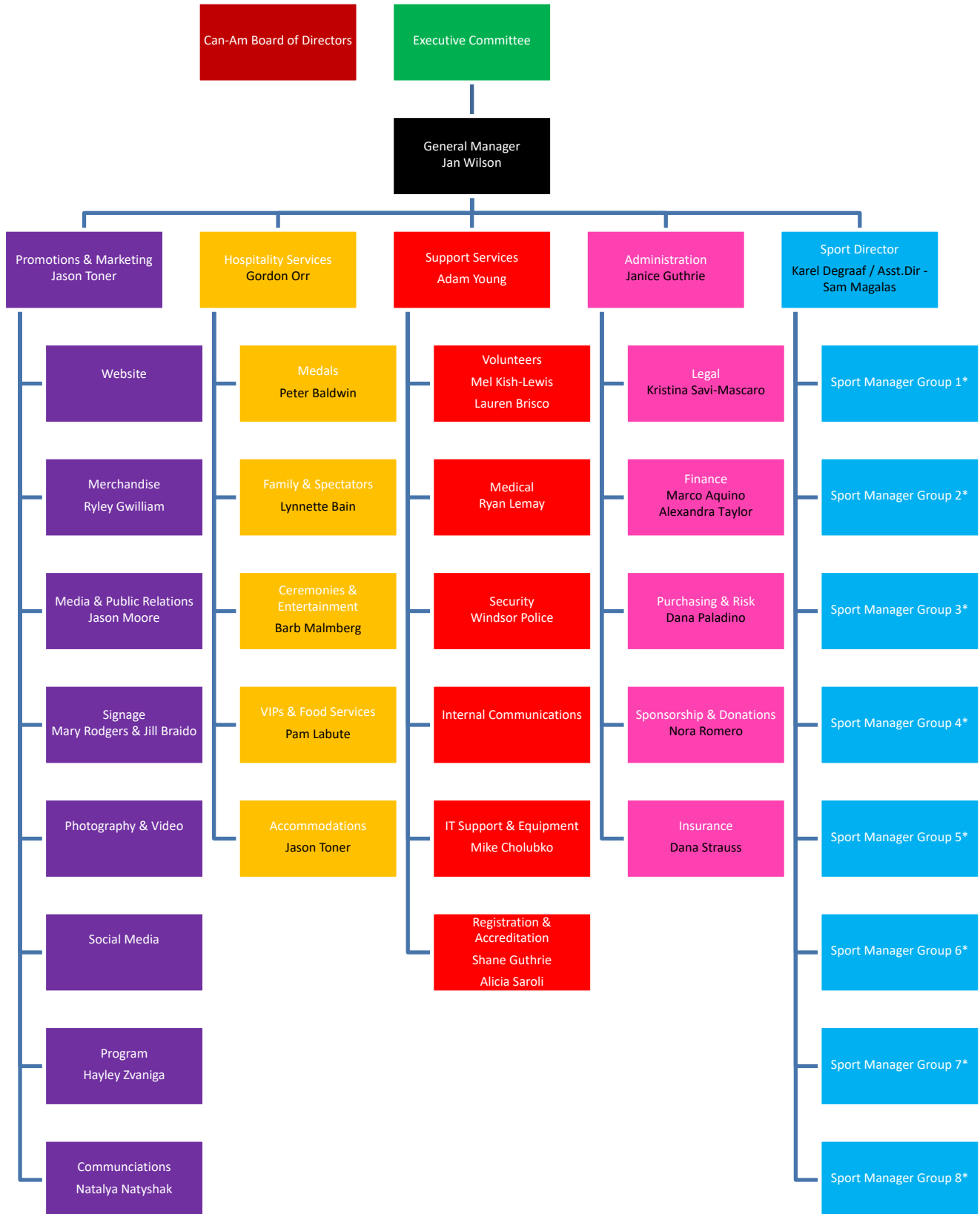
- 1 APPENDIX A – 2022 Can-Am Police-Fire Games Sporting Events
- 2 APPENDIX B – GOC Organizational Chart
- 3 APPENDIX C – Sponsors and Community Partners
- 4 APPENDIX D – Financial Summary

APPENDIX A – 2022 Can-Am Police-Fire Games Sporting Events

Event	Location
Angling	Lakeview Park Marina
Archery 3D	Malden Park
Archery Indoor Target	Major FA Tilston Armoury
Bench Press	Windsor Crossfit
Powerlifting	Windsor Crossfit
Biathlon	Major FA Tilston Armoury
Bowling 10 Pin	Super Bowl Lanes
Canine Detection	Major FA Tilston Armoury
Cross Country 5K	Malden Park
Cross Country 10K	Malden Park
Cycling Criterium	Ciociaro Club of Windsor
Cycling Road Race	Libro Recreation Centre
Cycling Time Trials	Libro Recreation Centre
Darts	Royal Canadian Legion Branch 644
FireFit - Relays	Riverfront Festival Plaza
Golf Individual	Roseland Golf & Curling Club
Golf 4 Person Scramble	Ambassador Golf Club & Roseland Golf & Curling Club
Golf 2 Person Scramble	Roseland Golf & Curling Club
Ice Hockey	WFCU Centre
Mountain Bike (Trail)	Malden Park
Pistol – Duty	Major FA Tilston Armoury
Pistol – PAP	Major FA Tilston Armoury
Pistol – PPC	Major FA Tilston Armoury
Running 5K	Riverfront Festival Plaza
Running 10K	Riverfront Festival Plaza
Running 21K	Riverfront Festival Plaza
Skeet	Detroit Gun Club
Sporting Clays	Detroit Gun Club
Trap Shooting	Birmingham Gun Club
Soccer	Mic Mac Park
Softball (Slopitch)	John Ivan Slo-Pitch Complex at Mic Mac Park
Submission Grappling	Major FA Tilston Armoury
Swimming	Windsor International Aquatic & Training Centre
Texas Hold 'Em	Guns 'n Hoses Lounge
Toughest Competitor Alive	St. Clair College
Track & Field	University of Windsor Alumni Field
Triathlon	Lakewood Park - Tecumseh

# APPENDIX B

## 2022 CAN-AM POLICE-FIRE GAMES ORGANIZING COMMITTEE (GOC)





# APPENDIX C - Sponsors and Community Partners

## EVENT SPONSORS

Ontario 



# APPENDIX C - Sponsors and Community Partners

## PRODUCT & SERVICE SPONSORS



## COMMUNITY PARTNERS



## MEDIA SPONSORS



## APPENDIX D - Financial Summary



### 2022 Can-Am Games Budget Summary

aa November 10, 2022

	Budget	Actual G/L	Variance
Revenue	\$ (943,000)	\$ (1,016,139)	\$ 73,139
Expenses	\$ 943,000	\$ 714,406	\$ 228,594
<b>Surplus/(Deficit)</b>	<b>\$ -</b>	<b>\$ (301,734)</b>	<b>\$ 301,734</b>

Revenue	Budget	Actual G/L	Variance
Sponsorships & Donations	\$ (250,000)	\$ (286,420)	\$ 36,420
Municipal Contribution - Can-Am Project	\$ (550,000)	\$ (550,000)	\$ -
Grants	\$ -	\$ (94,551)	\$ 94,551
Registration Fees	\$ (80,000)	\$ (68,873)	\$ (11,127)
Merchandise Revenue	\$ (2,000)	\$ (511)	\$ (1,489)
Miscellaneous	\$ (61,000)	\$ (15,784)	\$ (45,216)
<b>Total Revenue</b>	<b>\$ (943,000)</b>	<b>\$ (1,016,139)</b>	<b>\$ 73,139</b>
Expenses	Budget	Actual G/L	Variance
Administrative	\$ 249,320	\$ 384,410	\$ (135,090)
Registration & Accommodation	\$ 12,000	\$ 65,210	\$ (53,210)
Opening Ceremonies	\$ 33,000	\$ 38,227	\$ (5,227)
Marketing /Promotion	\$ 64,000	\$ 84,575	\$ (20,575)
Operations Centre	\$ 2,000	\$ 244	\$ 1,756
Transportation	\$ 10,000	\$ -	\$ 10,000
Participant Costs	\$ 10,000	\$ 14,247	\$ (4,247)
Volunteer Expenses	\$ 18,000	\$ 16,246	\$ 1,754
Can-Am Federation	\$ 103,335	\$ 49,907	\$ 53,428
Sport Event Total	\$ 254,182	\$ 61,340	\$ 192,842
Contingency	\$ 187,163	\$ -	\$ 187,163
<b>Total Expenses</b>	<b>\$ 943,000</b>	<b>\$ 714,406</b>	<b>\$ 228,594</b>



**Subject: Municipal Support Resolutions - Independent Electricity System Operator (IESO) Proponents - City Wide**

**Reference:**

Date to Council: 2022-11-28

Author: Karina Richters

Supervisor, Environmental Sustainability and Climate Change

519-255-6100 ext. 6127

krichters@citywindsor.ca

Michelle Moxley-Peltier

Community Energy Plan Administrator

519-255-6100 ext. 6109

mmoxleypeltier@citywindsor.ca

Asset Planning

Report Date: 2022-10-17

Clerk's File #: MD/14028

**To:** Mayor and Members of City Council

**Recommendation:**

**THAT** the report from the Community Energy Plan Administrator dated October 24, 2022 **BE RECEIVED** for information; and,

**THAT** City Council **SUPPORT** the development of Battery Storage Systems in the City of Windsor where appropriate; and,

**THAT** City Council **DELEGATE** the issuance of Municipal Support Confirmation Letters for Battery Storage Systems (project specific) to the Chief Administrative Officer, satisfactory in technical content to the Commissioner of Economic Development and Innovation.

**Executive Summary:**

TBD

**Background:**

A reliable and sustainable supply of electricity is fundamental to the well-being of Ontario residents, businesses, and institutions. Each and every day, the Independent Electricity System Operator (IESO) ensures electricity is available where and when it's needed. This includes managing the power system in real-time, planning for the

province's future energy needs, enabling conservation, and working with industry and communications across Ontario to support their energy goals.<sup>1</sup>

Ontario is entering a period of electrical system constraints driven by increased electrical demand, the retirement of the Pickering nuclear plant, the refurbishment of other nuclear generating units, as well as expiring contracts for existing facilities.

On September 26, 2022, Administration brought forward the Power Advisory Energy Report – Options for the City of Windsor (C 161/2022) which outlined the current state of electrical supply in the region and the proactive steps the City of Windsor can take to support a secure energy supply that supports future economic growth.

Moved by: Councillor McKenzie  
Seconded by: Councillor Morrison

Decision Number: CR422/2022

- I. That the report of the Commissioner of Economic Development & Innovation and Executive Initiatives Coordinator dated September 9, 2022 entitled "Power Advisory Energy Report - Options for the City of Windsor - City Wide" **BE RECEIVED** for information; and,
- II. That City Council **SUPPORT IN PRINCIPLE** the five proposed electricity transmission infrastructure projects West of London, as recommended by the Independent Electricity System Operator (IESO), and the measures to ensure their rapid completion announced by the Province of Ontario; and,
- III. That City Council **ADVOCATE** for the Province of Ontario to pursue energy efficiency and green energy alternatives, while maintaining the existing energy generation initiatives until such time as affordable, sufficient and sustainable alternatives are in place; and further, to help alleviate regional electricity supply constraints prior to the completion of new electricity transmission infrastructure in 2030; and,
- IV. That City Council **SUPPORT** Independent Electricity System Operator (IESO) efforts to immediately re-contract the Brighton Beach Generating Station to supply power for local job creation and economic expansion in Windsor-Essex; and,
- V. That City Council **ADVOCATE** for the Province of Ontario to investigate near-term firm electricity imports from the State of Michigan via the Windsor-Detroit Energy Intertie; and,
- VI. That City Council **SUPPORT IN PRINCIPLE** the City of Windsor as a host for future projects that will enhance the energy supply, subject to approval through the appropriate federal, provincial and Council processes; and,
- VII. That Administration **BE AUTHORIZED** to participate in, and provide comment to, any public consultations regarding energy supply and development to convey the interests of the Corporation of the City of Windsor; and,

- VIII. That City Council **REQUEST** that the Board of Directors, Invest WindsorEssex engage their resources, from a regional representation and advocacy perspective, to track efforts and vigorously advocate on behalf of the region for short, medium and long term solutions for adequate and sustainable energy solutions to support economic investments and growth; and,
- IX. That City Council **DIRECT** Administration to facilitate a presentation by Power Advisory to Essex County Council at their earliest opportunity; and further, pursuant to approval of the Recommendations noted above; and,
- X. That City Council **REQUEST** that Essex County Council pass a resolution endorsing the Recommendations of Windsor City Council to ensure a consistent approach to this regional issue; and further,
- XI. That Administration **CONTINUE TO REPORT BACK** regularly on the progress of council-approved initiatives to address energy supply issues in our community.  
Carried.

**Discussion:**

To address the need for additional electrical capacity across the province, the IESO is competitively securing 3,500 MW of capacity through a number of procurement streams including a Long-term Request for Proposals (LT1 RFP), and a complementary expedited process “the Expedited process” (E-LT1 RFP).

The LT1 RFP and the E-LT1 RFP are expected to competitively procure year-round effective capacity from dispatchable new build resources, including new build hybrid electricity generation and storage facilities that are registered or able to become registered in the IESO administered markets, larger than 1MW and which can deliver a continuous amount of electricity to a connection point on a distribution system or transmission system for at least four consecutive hours.

The LT1 RFP is intended to acquire capacity services to meet system reliability needs from New Build and Eligible Expansion Electricity resources starting in 2027 or earlier.

The E-LT1 RFP is intended to acquire capacity services to meet system reliability needs from New Build and Eligible Expansion Electricity resources able to commit to commercial operation in 2025. For the E-LT1 RFP, IESO is looking to cap non-storage projects at 900MW, with storage projects capped at 600 MW. Non-storage projects will be evaluated first. If the capacity is not fully subscribed, the difference in MW will be added to the capacity for Storage Projects. In the event that 1500MW is not fully subscribed by Non-Storage and Storage Projects, the IESO will deem that the E-LT1 RFP is not fulfilled and will look at alternative methods to reach the 1500 MW threshold.

The IESO has qualified 55 applicants who will be eligible to participate in the LT1 RFP and E-LT1 RFP processes. Applicants have proposed a wide array of projects, including a significant amount of solar installations, electricity storage resources, hybrid generation/storage options, natural gas and biofuels.

The LT1 RFP and E-LT1 RFP outline a series of Rated Criteria that the IESO will use to evaluate and award projects, which include points based on location of project, duration of service (daily), and municipal and Indigenous support. Ratings will be assessed at the time of application, which closes January 24, 2023.

**Location**

- 4 points awarded for locations West of Chatham and East of FETT (defined as the Toronto zone west of Cherrywood)
- 2 points for East of Cherrywood TS (Defined as the Toronto zone to the east of Cherrywood TS, the east zone , and the Ottawa zone)

**Duration of Service**

- 3 points for duration greater than 12 hours
- 2 points for duration between 8 hours and 12 hours
- 1 point for duration between 6 hours and 8 hours

**Local Governing Body Support resolutions**

- 3 points awarded for obtaining local community support (municipal or Indigenous) through a local Governing Body Support Resolution

**Indigenous Community Participation**

- 3 points awards for >50% economic interest
- 2 points awarded if between 25% and 50% economic interest
- 1 point if between 10% and 25% economic interest

IESO has set aggressive timelines for the procurement of new and expanded energy solutions. The table below shows the timeline constraints for the proponents.

<b>Milestones</b>	<b>E-LT1</b>	<b>LT1</b>
Qualified Applicants Announced	August 23, 2022	August 23, 2022
Draft RFP and Contract Posted	August 25, 2022	N/A
Deliverability Test Submissions Deadline	August 30, 2022	January 4, 2023
Final RFP and Contract Posted	December 6, 2022	January 30, 2023
Deliverability Test Results	November 30, 2022	[April 14, 2023] (subject to change)
Proposal Submission Deadline	January 24, 2023	[July 2023]
Contract Offer Announced	March 31, 2023	[October 2023]

As noted above, proponents can secure 3 points for obtaining local community support resolutions. IESO has provided guidance to municipalities on the development and

requirements of municipal support resolutions. Acknowledging the tight timelines, IESO will accept the following as proof of municipal support: A Municipal Support Resolution (project-specific); A Blanket Municipal Support Resolution; or formally delegate the issuance of a Municipal Support Confirmation Letter (project-specific) to the Chief Administrative Officer, or equivalent.

Local municipalities are encouraged to use the template Municipal Support Resolution in Appendix A. Should a local municipality wish to develop its own resolution, the resolution must:

(A) Identify:

- i. the proponent
- ii. the name, technology and Maximum Contract Capacity of the Long-Term Reliability Project
- iii. the Municipal lands

(B) State that the Local Municipality supports the construction and operation of the Long-Term Reliability Project on the applicable Municipal Lands. The statement in such resolution may be qualified as being solely for the purposes of enabling the Proponent to receive Rated Criteria points under the E-LT1 RFP or to satisfy its obligations under any contract awarded under the E-LT1 RFP, and does not supersede any applicable permits or approvals under applicable Laws and Regulations that may be required for a particular Long-Term Reliability Project.

Though Municipal Support Confirmation may impact the rank of the Proponent's Proposal in relation to other Proposals received by the IESO, it does not guarantee a contract will be offered to the Proponent under the E-LT1 RFP.

Administration is currently engaging with six proponents seeking to develop battery storage systems across multiple sites in the City of Windsor.

### **Battery Storage Systems**

Battery storage or battery energy storage systems are devices that allow energy to be stored when supply is higher than demand, then released back to the grid when demand is higher than supply.

There are several benefits for employing battery storage systems including:

- Storing energy when electricity prices are cheaper (i.e. at off peak rates) and supply is high.
- Allowing the province to store renewable energy (i.e. solar, wind) offsetting the use of fossil fuels even when the sun isn't shining or the wind is not blowing.
- Supporting the municipal, provincial and federal commitments to reduce greenhouse gas emissions.
- Approximately 95 percent of a lithium-ion battery can be recycled into new batteries.
- Battery storage is easily scalable for the size of the site available.
- New local storage assets may result in reduced outages during extreme weather events, and improve restoration timelines when outages do happen.



Many of the proponents to date are proposing the use of lithium-ion batteries. Lithium-ion batteries at small scale are used in mobile phones and electric cars, but are also currently the dominant storage technology globally for large scale plants to help electricity grids ensure a reliable supply of renewable energy.

Grid-scale lithium-ion energy storage systems have been deployed across a range of pilot projects, as well as fully commercialized projects since 2012 within Canada, and through the IESO since 2014.

Battery storage systems generally look like storage or shipping containers situated on concrete pads, but also include several additional components, such as air conditioning components, electrical controls and wiring. The design of the systems must meet provincial sound limits.

The storage system is connected to a transformer before connecting to the local distribution system or provincial grid.

Proponents will be required to consult with a number of regulatory bodies to secure various permits and approvals including: Ontario Ministry of Energy, Northern Development and Mines; Ontario Ministry of Environment, Conservation and Parks, the IESO, Electrical Safety Authority, Local Conservation Authorities and Public Utilities (Enwin Utilities, Hydro One). Administration is currently supporting the proponents through the City of Windsor planning processes and other supporting services (i.e. real estate, etc.).

As the City of Windsor does not currently have grid scale battery storage systems, it has been identified that additional training will be required to ensure an appropriate fire response. Chief Laforet has already had preliminary conversations with a proponent to discuss the training requirements that will be required prior to commissioning a battery storage system. The training will be certified by the National Fire Protection Association (NFPA).

## **Zoning By-Law**

The City of Windsor's Zoning By-law 8600, currently does not clearly define the use of battery storage. However, a battery storage system does fall under the definition of Public Utility, which means Hydro One or any corporation that distributes or provides any one or more of the following services or commodities to the public: cable television, **electricity**, internet, natural gas, telegraph, telephone, water, wireless telephone (cell phone).

As a public utility, section 5.8.5 states that, A *lot* may be used for any use of a public utility provided that:

1. All *buildings* comply with the least restrictive provisions of the *zoning district* in which they are located;

3. Any *structure*, not including a *building*, may be erected for the purposes of the distribution of a service or commodity provided by a *public utility*, without restriction as to height, except in any *residential district* where the *maximum* height of the *structure* shall be 20.0 m; and

5. In any *development reserve district* or *residential district*, an *outdoor storage yard* is prohibited. In all other *zoning districts*, an *outdoor storage yard* is permitted.

To date, the many of the proposed sites are zoned MD1.1 MD1.4 and ID1.2, which Administration regards as an acceptable use for battery storage.

As noted above, Administration is currently supporting six possible proponents looking to locate battery storage systems in Windsor.

Many proponents are working on securing long-term property leases; identifying connection capacities through Hydro One or Enwin which will determine the maximum contract capacity in their applications. Therefore, the proponents are at various stages of readiness to request a Project-Specific Municipal Support Resolution. For this reason and as there are limited council meetings before the proposal deadline of January 24, 2023, Administration is recommending that City Council delegate the issuance of a Municipal Support Confirmation Letter (project specific) to the Chief Administrative Officer for battery storage projects satisfactory in form to the Commissioner, Economic Development and Innovation.

Proceeding with the delegation of authority will also provide time for the proponents to undertake community engagement, which is a requirement in the draft E-LT1 RFP. This engagement includes:

- Creation of a public website that will host the proponent's Community Engagement Plan, including notice of public meeting(s)
- Evidence of at least 1 public meeting with each local community in which the project is proposed to be located prior to Proposal Submission
- Evidence that the local municipality(ies) was/were notified of the public meeting(s).

If issues are raised within the community, Administration should be made aware prior to the Municipal Support Confirmation Letter being released.

Administration expects most proponents to ask for a Municipal Support Resolution prior to the January 24th E-LT1 proposal submission deadline to secure the rated criteria points. Proponents that have not attained a municipal support resolution prior to Proposal Submission, will have to do so and provide it to the IESO, no later than 60 days after the first anniversary of the Contract Date. Therefore, Administration may continue to see such requests following the January 24th deadline.

### **Risk Analysis:**

Timing Risks: Administration is currently working with six possible proponents for battery storage systems. Each of these proponents are at various stages of readiness to apply for the municipal support resolution. To ensure flexibility for the proponents and to reduce timing challenges for the municipal support resolution, Administration is recommending the delegation of authority to the CAO for battery storage projects only. Administration is aware that proponents may not have all their requirements (capacity, location) for a municipal support resolution finalized until the weeks proceeding the January 24, 2023 deadline.

Resource Risks: As noted above, Administration is currently assisting six proponents for battery storage projects that are planning to apply under the E-LT1 RFP. Administration may see additional proponents come forward after the release of the RFP in December. In addition, Administration may be approached by proponents looking to apply under the LT1 RFP for additional battery storage projects. Allowing the delegation of authority for battery storage systems will streamline the process for battery storage systems, allowing more resources to manage applications that may come forward for non-storage projects. To date, Administration has only received one request for non-storage (generation) projects. Any non-battery storage projects will be presented to Council in future Council reports.

Energy Risks: As noted in the Power Advisory Energy Report (C 161/2022), there is a significant risk that the ability of Windsor and region to secure additional investment opportunities will be hindered without confidence that the electricity supply is robust and sustainable. Battery Storage Systems are part of the solution to mitigate these risks in the short-term.

## **Climate Change Risks**

### **Climate Change Mitigation:**

The addition of battery storage as a component to the provincial electricity network allows for the opportunity to store energy during the off peak times, when supply is higher than demand. Often the energy produced at these times is from low/no carbon sources such as nuclear, hydro, and wind which makes up the province's base electricity load. Storing excess low/no carbon electricity sources allows the province to reduce the usage of natural gas peaker plants during peak demand periods. Therefore, battery storage provides the opportunity for the province to keep the amount of greenhouse gas emissions produced during electricity generation low.

### **Climate Change Adaptation:**

New local storage assets may result in reduced outages during extreme weather events, and improve restoration timelines when outages do occur.

### **Financial Matters:**

There are no financial costs associated with the issuance of the municipal support confirmation letters.

### **Consultations:**

Planning Department – Thom Hunt

Fire Department – Chief Laforet

Economic Development and Innovation – Sandra Bradt, Milan Vujanovic

### **Conclusion:**

Proponents applying for IESO contracts have been qualified by the IESO and require a municipal support resolution be included in their proposal submissions (E-LT1 due

January 24<sup>th</sup>, 2023; LT1 due July 2023) to earn rated criteria points. After the proposal submission deadline(s), municipal support resolutions may be obtained for a period of up to one (1) year after the awarding of an IESO contract.

Delegating the issuance of a municipal support confirmation letters to the Chief Administrative Officer for battery storage systems will streamline and accelerate the process and assist the proponents of achieving the E-LT1 January 24<sup>th</sup>, 2023 deadline.

The delegation of authority is not being requested at this time for non-battery storage projects.

**Approvals:**

Name	Title
Natasha Gabbana	Senior Manager Asset Planning
Joe Mancina	Commissioner of Corporate Services and Chief Financial Officer
Jelena Payne	Commissioner of Economic Development and Innovation
Onorio Colucci	Acting Chief Administrative Officer

**Notifications:**

Name	Address	Email
Erik Veneman, Distributed Energy Solutions – Alectra Utilities		Erik.veneman@alectrautilities.com
Kevin Whyte, Government Relations – Alectra Utilities		Kevin.whyte@alectrautilities.com
Lauren McLeod, Development Manager – Capstone Infrastructure		lmcleod@capstoneinfra.com
Jonathan Cheszes, President – Compass Renewable Energy Consulting Inc.		jon@compassenergyconsulting.ca
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Utilia Amaral, Senior Associate –		<a href="mailto:utilia.amaral@rubiconstrategy.com">utilia.amaral@rubiconstrategy.com</a>

Name	Address	Email
Rubicon Strategy,		
Daniel Pascucci, Account Director – Rubicon Strategy		<a href="mailto:daniel@rubiconstrategy.com">daniel@rubiconstrategy.com</a>
Wilhelm Danek, Sr. Business Development Manager – Capital Power Corporation		wdanek@capitalpower.com
Jason Woods		<a href="mailto:jwoods@cclinfrastucture.com">jwoods@cclinfrastucture.com</a>
John Woomert		jwoomert@cclinfrastucture.com
Patrick Gillette		patrickgillette@crdenenergy.ca

**Appendices:**

Appendix A: Form of Municipal Support Resolution

**EXHIBIT A  
FORM OF MUNICIPAL SUPPORT RESOLUTION**

Resolution NO: \_\_\_\_\_ Date: \_\_\_\_\_

*[Note: The Municipal Support Resolution must not be dated earlier than January 27, 2022.]*

**[WHEREAS]:**

1. The Proponent is proposing to construct and operate a Long-Term Reliability Project, as defined and with the characteristics outlined in the table below, under the Expedited Long-Term Request for Proposals ("**E-LT1 RFP**") issued by the Independent Electricity System Operator ("**IESO**").

Name of the Long-Term Reliability Project:	<insert name of Long-Term Reliability Project>
Proponent:	<insert legal name of the Proponent>
Technology of the Long-Term Reliability Project:	<select one>
Maximum Contract Capacity of the Long-Term Reliability Project (in MW):	<insert the Maximum Contract Capacity of the Long-Term Reliability Project in MW>
Legal description of the portion of the Project Site that is located on lands subject to the authority of one or more Municipalities:	<insert the applicable description> (the " <b>Municipal Lands</b> ")

2. Pursuant to the E-LT1 RFP, Proposals that receive the formal support of the local jurisdictional authorities of all the project communities in which the Long-Term Reliability Project is located in the form of a support resolution will be awarded Rated Criteria points for the purpose of ranking the Proposal in relation to other Proposals for a contract under the E-LT1 RFP; and

**[NOW THEREFORE BE IT RESOLVED THAT]:**

Public

3. The council of <insert name of Municipality> supports the development, construction and operation of the Long-Term Reliability Project on the Municipal Lands.
4. This resolution's sole purpose is to enable the Proponent to receive Rated Criteria points under E-LT1 RFP or to satisfy its obligations under any awarded E-LT1 Contract and may not be used for the purpose of any other form of approval in relation to the Proposal or Long-Term Reliability Project or for any other purpose. Rated Criteria points will be used to rank the Proponent's Proposal in relation to other Proposals received by the IESO under the E-LT1 RFP.

**[DULY RESOLVED BY THE LOCAL MUNICIPALITY]**

on the \_\_\_ day of \_\_\_\_\_, 20\_\_

<Signature lines for elected representatives. At least one signature is required.>



**Subject: Ontario Lottery and Gaming Corporation - Amendment to Municipality Contribution Agreement - City Wide**

**Reference:**

Date to Council: November 28, 2022  
Author: Dan Seguin  
Deputy Treasurer - Financial Accounting and Corporate Controls  
519-255-6100 #1663  
dseguin@citywindsor.ca  
Financial Accounting  
Report Date: November 2, 2022  
Clerk's File #: MB/10895

**To:** Mayor and Members of City Council

**Recommendation:**

THAT City Council **AUTHORIZE** the CAO and City Clerk to sign the Amendment to the Municipality Contribution Agreement (copy attached as Appendix 1) with the Ontario Lottery and Gaming Corporation as relates to funding contributions to the City of Windsor, satisfactory in legal form to the City Solicitor and in Financial Content to the City's Chief Financial Officer and City Treasurer.

**Executive Summary:**

N/A

**Background:**

In 1995, the City of Windsor and the Ontario Lottery and Gaming Corporation (OLG) entered into a reciprocal agreement that effectively set out fixed annual contributions between the OLG and the City of Windsor as host municipality relative to Caesars Windsor (formerly the Windsor Casino Ltd).

In 2013, the province and OLG announced that there would be a new Municipality Contribution Agreement (MCA), which the City ultimately signed (attached as Appendix 2). The new model under the MCA provides the City of Windsor with more money than the fixed payments that the City had received in the past. This new funding formula came into force on April 1, 2013.



**Discussion:**

OLG recently informed the City that Caesars Entertainment Windsor Ltd. will be adding a Sportsbook to their portfolio. Further, OLG has provided an amendment to the 2013 MCA, attached as Appendix 1. The only relevant change to the agreement is to provide the City 4% of net Sportsbook gaming revenue. The formula for calculating payments due to the City for all other casino revenue have remained the same.

**Risk Analysis:**

Failure to execute this agreement will result in delays in receiving additional payments from the OLG.

**Climate Change Risks**

N/A

**Climate Change Mitigation:**

N/A

**Climate Change Adaptation:**

N/A

**Financial Matters:**

For 2022, the budget for OLG revenue under the existing MCA is approximately \$10.8 million. The budgeted revenue has remained consistent with pre-pandemic budgeted revenues, though actual revenues have been significantly lower throughout the pandemic. 2022 revenues have begun to recover towards pre-pandemic levels. With the addition of the Sportsbook revenue beginning in late 2022, administration is hopeful that the City will reach budgeted revenue targets in the near future.

In the future, if the addition of the Sportsbook revenue warrants an increase to the budgeted revenue, administration will bring the recommendation forward at that time.

**Consultations:**

N/A

**Conclusion:**

The proposed amendment contains no significant changes to the existing MCA, other than a mechanism to provide additional revenue to the City from Sportsbook revenue.

**Planning Act Matters:**

N/A

**Approvals:**

<b>Name</b>	<b>Title</b>
Dan Seguin	Deputy Treasurer – Financial Accounting and Corporate Controls
Joe Mancina	Commissioner – Corporate Services, CFO and City Treasurer
Shelby Askin Hager	Commissioner – Legal & Legislative Services
Onorio Colucci	Chief Administrative Officer

**Notifications:**

<b>Name</b>	<b>Address</b>	<b>Email</b>

**Appendices:**

- 1 Appendix #1 - OLG MCA Amendment 2022
- 2 Appendix #2 - OLG MCA 2013

**AMENDMENT TO MUNICIPALITY CONTRIBUTION AGREEMENT**

**THIS AMENDMENT TO MUNICIPALITY CONTRIBUTION AGREEMENT** (this “**Amendment**”) made as of the ■ day of ■, 2022 (the “**Effective Date**”),

BETWEEN:

**ONTARIO LOTTERY AND GAMING CORPORATION**

(hereinafter referred to as “**OLG**”)

- and -

**THE CORPORATION OF THE CITY OF WINDSOR,**

with its administrative office located at 350 City Hall Square West, Windsor, ON N9A 6S1

(hereinafter referred to as the “**Municipality**”).

WHEREAS OLG and the Municipality (the “**Parties**” and each a “**Party**”) are parties to that certain Municipality Contribution Agreement dated as of October 2, 2013 (the “**Contribution Agreement**”);

AND WHEREAS capitalized terms that are used but not defined in this Amendment, including in the recitals hereto, have the respective meanings specified in the Contribution Agreement;

AND WHEREAS pursuant to the Contribution Agreement, the Municipality is entitled to receive from OLG in respect of each Operating Year an Annual Contribution, which is defined and calculated by reference to a percentage of Electronic Games Revenue and Live Table Games Revenue, subject to the terms and conditions of the Contribution Agreement;

AND WHEREAS OLG is willing to conduct and manage Sports and Other Betting (as defined below) at the Location, if OLG’s service provider wishes to offer Sports and Other Betting at the Location;

AND WHEREAS the Parties are entering into this Amendment in accordance with Section 19 of the Contribution Agreement for the purpose of amending the manner in which the Annual Contribution will be calculated if and when Sports and Other Betting is operated at the Location;

NOW THEREFORE THIS AMENDMENT WITNESSES THAT in consideration of the respective covenants and agreements of the Parties herein contained and for other good and valuable consideration (the receipt and sufficiency of which are acknowledged by each Party), the Parties agree as follows:

1. **Amendment to Section 1 (*Definitions*)**

From and after the Effective Date, Section 1 of the Contribution Agreement is hereby amended by inserting the following definitions in such Section in alphabetical order:

“**Sports and Other Betting**” means, (a) with respect to sports betting, the making of a bet or placing of a wager on any actual sport event or any other athletic contest, race or fight, and (b) with respect to other betting, the making of a bet or placing of a wager on (i) video games that are played competitively, (ii) any non-sporting event (for greater certainty, other than Electronic Games and Live Table Games) where real-world factual occurrences are the contingency on which an outcome is determined (“Novelty Events”), and (iii) any pay-to-play sport betting product that allows participants to assemble a virtual team composed of real players in a given sport and compete against other virtual teams based on the performance of those players in real matches. The making of a bet or placing of a wager on horse racing or on a computer-generated presentation of a random number draw that provides sport-like visual presentation for entertainment purposes only, so that the outcome of the “event” is determined by a random number generator rather actual sports, players or Novelty Events, does not constitute Sports and Other Betting;”

“**Sportsbook Revenue**” means, for any period, the sum of net revenue generated from Sports and Other Betting at the Location, if any, calculated in accordance with International Financial reporting Standards or such other Canadian generally accepted accounting principles as OLG adopts from time to time in its sole discretion. For greater certainty, the Sportsbook Revenue will only include the net revenue generated from Sports and Other Betting at the Location and will not include any revenue whatsoever from other products or services provided by OLG at the Location;”

2. **Amendments to Section 3 (*Payments*)**

From and after the Effective Date, Section 3(a) of the Contribution Agreement is amended by deleting the provisions thereof in their entirety and replacing them with the following:

**“3 Payments**

(a) During the Term and subject to the terms and conditions of this Agreement, the Municipality shall be entitled to receive from OLG in respect of each Operating Year the amount (the “**Annual Contribution**”) equal to the sum of (A) + (B) + (C), where:

(A) is the aggregate (without duplication) of:

(i) 5.25% of the Electronic Games Revenue, if any, generated in such Operating Year that is less than or equal to \$65 million; plus

(ii) 3.00% of the Electronic Games Revenue, if any, generated in such Operating Year, that is more than \$65 million and less than or equal to \$200 million; plus

(iii) 2.50% of Electronic Games Revenue, if any, generated in such Operating Year, that is more than \$200 million and less than or equal to \$500 million; plus

(iv) 0.50% of Electronic Games Revenue, if any, generated in such Operating Year, that is more than \$500 million;

(B) is 4.00% of Live Table Games Revenue, if any, generated during such Operating Year; and

(C) is 4.00% of Sportsbook Revenue, if any, generated during such Operating Year.”

3. **Amendment to Exhibit A (*Calculation of Annual Contribution*)**

From and after the Effective Date, Exhibit A of the Agreement is amended by deleting the provisions thereof in their entirety and replacing them with Exhibit A attached to this Amendment.

4. **Effect of Amendment on Contribution Agreement**

Except as modified by this Amendment, the Contribution Agreement remains unchanged and in full force and effect.

5. **Electronic Execution**

Delivery of an executed signature page to this Amendment by either Party by electronic transmission will be as effective as delivery of a manually executed copy of this Amendment by such Party.

[The next page is the signature page.]

IN WITNESS WHEREOF the Parties have executed this Amendment as of the Effective Date.

**ONTARIO LOTTERY AND GAMING CORPORATION**

**THE CORPORATION OF THE CITY OF WINDSOR**

by \_\_\_\_\_

Name:

Title:

Date:

("I have the authority to bind OLG.")

\_\_\_\_\_  
Name:

Title:

Date:

\_\_\_\_\_  
Name:

Title:

Date:

("I/We have the authority to bind the Municipality.")

**EXHIBIT A**

**Calculation of Annual Contribution**

For example and by way of illustration only: if the Electronic Games Revenue, the Live Table Games Revenue and the Sportsbook Revenue for an Operating Year is \$650 million, \$100 million and \$10 million respectively and as further described in Table A below, then the applicable Annual Contribution for such Operating Year would be \$20,112,500.

**TABLE A**

	Electronic Games Revenue (in millions)	Live Table Games Revenue (in millions)	Sportsbook Revenue (in millions)	Annual Contribution Quarterly Payment (in millions)
Operating Year Quarter No. 1 (March 1 – June 30)	\$100	\$25	\$2.5	$[(0.0525 \times \$65) + (0.03 \times \$35)] + [0.04 \times \$25] + [0.04 \times \$2.5] = \$5.5625$
Operating Year Quarter No. 2 (July 1 – September 30)	\$175	\$22	\$2.2	$[(0.03 \times \$100) + (0.025 \times \$75)] + [0.04 \times \$22] + [0.04 \times \$2.2] = \$5.843$
Operating Year Quarter No. 3 (October 1 – December 31)	\$170	\$23	\$2.3	$[0.025 \times \$170] + [0.04 \times \$23] + [0.04 \times \$2.3] = \$5.262$
Operating Year Quarter No. 4 (January 1 – March 31)	\$205	\$30	\$3.0	$[(0.025 \times \$55) + (0.005 \times \$150)] + [0.04 \times \$30] + [0.04 \times \$3.0] = \$3.445$
<b>Total</b>	<b>\$650</b>	<b>\$100</b>	<b>\$10</b>	<b>\$20.1125</b>

**THE CORPORATION OF THE CITY OF WINDSOR**  
**Office of the City Treasurer - Finance**



**MISSION STATEMENT:**

*"The City of Windsor, with the involvement of its citizens, will deliver effective and responsive municipal services, and will mobilize innovative community partnerships"*

<b>LiveLink REPORT #: 16737</b>	<b>Report Date: July 25, 2013</b>
<b>Author's Name: Joe Mancina</b>	<b>Date to Council: September 23, 2013</b>
<b>Author's Phone: 519-255-6100 ext. 6505</b>	<b>Classification #:</b>
<b>Author's E-mail: jmancina@city.windsor.on.ca</b>	

**To: Mayor and Members of City Council**

**Subject: OLG Municipality Contribution Agreement**

**1. RECOMMENDATION: City Wide: X Ward(s): \_\_\_\_\_**

That City Council **AUTHORIZE** the CAO and City Clerk to sign the Municipality Contribution Agreement (copy attached as Appendix A) with the Ontario Lottery and Gaming Corporation as relates to funding contributions to the City of Windsor relative to the gaming site located at 377 Riverside Drive East, Windsor, Ontario, N9A 7H7 (Caesars Windsor) satisfactory in legal form to the City Solicitor and in Financial Content to the City's Chief Financial Officer and City Treasurer.

**AND FURTHER** that the CFO and City Treasurer be directed to transfer any amounts received in excess of the 2013 budgeted revenues from the OLG payments to the City's Reserve for Assessment Appeals and that any expected increase in revenues from the 2014 OLG payments be considered as part of the 2014 budget.

**AND FURTHER** that City Council authorize administration to pay over to the DWBIA an amount of \$240,000 relative to the 2013 OLG contribution amount as a final payment under this program with no further funding to be paid to the DWBIA relative to the Casino/OLG in future years.

**EXECUTIVE SUMMARY:**

N/A



## **2. BACKGROUND:**

The City of Windsor and the Ontario Lottery and Gaming Corporation (OLG) entered into a reciprocal agreement dated May 17, 1995 that effectively set out fixed annual contributions between the OLG and the City of Windsor as host municipality relative to the Caesars Windsor (formerly the Windsor Casino Ltd). The most recent fixed annual amounts paid under this agreement to the City of Windsor included an amount of \$1.8 million relative to policing by Windsor Police Service and an amount of \$3.0 million to the City of Windsor as host municipality.

## **3. DISCUSSION:**

Recently the OLG was asked by the Premier to take a fresh look at its funding formula for host municipalities. On May 17, 2013, the government, followed by OLG, announced that there would be a new Municipal Contribution Agreement (MCA). The principles of fairness and equal treatment guided the OLG's review of the formula and determination of the new formula. The new payments under the MCA provide the City of Windsor with more money than the fixed payments that the City has received in the past. This new funding formula came into force on April 1, 2013.

In reviewing the proposed agreement provided by the OLG a number of questions did arise for which administration sought responses. These questions and the resulting responses provided by the OLG are provided in the attached Appendix B for City Council's consideration. Of particular note, the following issues are highlighted for Council's knowledge:

- (a) OLG may terminate the agreement upon 30 days notice (s.2(c)). In such a case, OLG has some payment obligations for the termination (basically one year's worth of payments), but then there is no further obligation.
- (b) The agreement specifically addresses how OLG will be repaid if the City receives an overpayment (s.4(c)). However, the agreement does not address how the City will be compensated if it is underpaid. OLG's response was essentially that they think that is unlikely to occur, and therefore we are in the position of having to trust that OLG will pay the underpayment.
- (c) The agreement deals with a Community Recognition Program (CRP), the details for which are not finalized and its nature and complexity are not known. Further, the agreement requires the City to cooperate with messaging and communication, and to comply with OLG initiatives and requests (s.5(c)). OLG advised that CRP guidelines will be developed in fall of 2013, but that it is expected that OLG and the City will jointly pay for such CRP events and communications. Based upon preliminary information, some matters may be nominal or at no cost (such as press releases or ribbon cutting), but others may be more costly (such as public events or advertising).
- (d) The agreement includes an exclusion of liability clause (s.9). In general, a limitation of liability clause is standard in contribution agreements, but the language of this specific clause is very broad and could be interpreted as to exclude any liability of OLG altogether, including for breach of the agreement. This means that if OLG does not pay the funds pursuant to the agreement, they may argue that the City has no recourse per this clause.

#### **4. RISK ANALYSIS:**

Failure to execute this agreement could result in delays in receiving payments from the OLG. The OLG has requested that the agreement be signed by September 30<sup>th</sup>, 2013.

#### **5. FINANCIAL MATTERS:**

The new MCA provides for payments to host municipalities based on a weighted formula which replaces the fixed contributions which were received by the City of Windsor in the past. The payments under the new MCA are calculated as follows:

##### *Payments*

*(a) During the Term and subject to the terms and conditions of this agreement the Municipality shall be entitled to receive from OLG in respect of each Operating Year the amount (the "Annual Contribution") equal to the sum of A+B, where:*

*A is the aggregate (without duplication) of:*

- (i) 5.25% of the Electronic Games Revenue, if any, generated in such Operating Year that is less than or equal to \$65 million; plus*
- (ii) 3.00% of the Electronic Games Revenue, if any, generated in such Operating Year, that is more than \$65 million and less than or equal to \$200 million; plus*
- (iii) 2.50% of the Electronic Games Revenue, if any, generated in such Operating Year, that is more than \$200 million and less than or equal to \$500 million; plus*
- (iv) 0.50% of the Electronic Games Revenue, if any, generated in such Operating Year, that is more than \$500 million; and*

*B is 4.00% of Live Table Games Revenue, if any, generated during such Operating Year.*

The agreement further clarifies that *"For greater certainty, the Annual Contribution for the first Operating Year shall be calculated based on the Electronic Games Revenue and Live Table Revenue generated as of the Effective Date."*

The following table identifies estimated amounts which are expected to be received by the City of Windsor in 2013/2014 based on current business levels. As this new formula is based on Electronic Games Revenue and Live Games Revenue levels, and no longer calls for a fixed amount to be paid each quarter, it will be subject to some variability. Please note that the amounts provided in the table below are estimates of quarterly payments based on information provided by the OLG.

<b>Caesars Windsor</b>							
<b>Estimated Municipal Contribution 2013/2014</b>							
		<b>2013</b>			<b>2014</b>		
	<b>Quarter</b>	<b>Amt per Quarter</b>	<b>Total</b>	<b>Quarter</b>	<b>Amt per Quarter</b>	<b>Total</b>	
Estimated New Municipal Contribution	2 Quarter	\$2,962,927		1 Quarter	\$1,768,000		
	3 Quarter	\$2,357,000		2 Quarter	\$2,962,927		
	4 Quarter	\$1,982,000		3 Quarter	\$2,357,000		
				4 Quarter	\$1,982,000		
<b>Total</b>			<b>\$7,301,927</b>			<b>\$9,069,927</b>	
Less: Previous Budgeted Contribution Amounts							
Police	3	\$450,000	\$1,350,000	4	\$450,000	\$1,800,000	
Reciprocal	3	\$750,000	\$2,250,000	4	\$750,000	\$3,000,000	
DWBIA	3	\$60,000	\$180,000				
<b>Total Estimated Incremental Amt to Budget</b>			<b>\$3,521,927</b>			<b>\$4,269,927</b>	

It should also be noted that under this new funding arrangement the OLG will no longer provide a contribution to the Downtown Windsor Business Improvement Area (DWBIA). In the past the OLG has paid an amount of \$240,000 annually as relates to the DWBIA. It is proposed that the City would pay over to the DWBIA the expected funds for 2013 totalling \$240,000 as a final payment under this arrangement with no further funding to be provided in subsequent years by the City to the DWBIA.

The annual contribution to Windsor Police Service of \$1.8 million relative to casino policing is expected to continue in future years with the City continuing to fund WPS at the current level going forward. The impact of any increase or decrease in the annual municipal contribution from OLG will need to be considered during the City’s annual budget deliberations.

As City Council will note, it is estimated that increased revenues from the new MCA are expected to be in the range of \$3.5 million for 2013 and \$4.3 million in 2014. Administration recommends that the additional amount of \$3.5 million for 2013 be transferred to the City’s Reserve for Assessment Appeals to help alleviate the budgetary pressures associated with assessment tax appeal write offs that may arise. Additionally, it is recommended that the additional revenues for 2014 be considered during the 2014 budget development process.

As mentioned above, there may be costs to the City under the Community Recognition Program, but the nature and details of same are not known at this time. No budget has been allocated to this program.

**6. CONSULTATIONS:**

Jay Smith, CFO Caesars Windsor

**7. CONCLUSION:**

The new Municipality Contribution Agreement from OLG provides additional payments to the City of Windsor, which has until now received fixed fees from OLG. This revised formula for calculating payments to host municipalities in a fair and equitable manner provides added financial relief to municipalities. The additional payments made to the City of Windsor for 2013 estimated in the range of \$3.5 million are recommended to be transferred to the City’s Reserve for Assessment Appeals to alleviate budget pressures associated with assessment tax appeal write offs.

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**Joe Mancina**  
**Deputy Treasurer Financial Accounting**

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**Onorio Colucci**  
**Chief Financial Officer/City Treasurer and**  
**Corporate Leader Finance and Technology**

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**George Wilkki**  
**City Solicitor**

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**Helga Reidel**  
**Chief Administrative Officer**

**APPENDICES:**  
**Appendix A-Municipality Contribution Agreement**  
**Appendix B- Questions posed and Responses received from OLG**

**DEPARTMENTS/OTHERS CONSULTED:**  
**Name:**  
**Phone #: 519                    ext.**

**NOTIFICATION :**

Name	Address	Email Address	Telephone	FAX

**MUNICIPALITY CONTRIBUTION AGREEMENT**

**THIS AGREEMENT** is made as of the \_\_\_\_\_ day of \_\_\_\_\_, 2013.

**B E T W E E N:**

**ONTARIO LOTTERY AND GAMING CORPORATION**, a statutory corporation established under the *Ontario Lottery and Gaming Corporation Act, 1999* (Ontario) with its head office located at 70 Foster Drive, Suite 800, Sault Ste. Marie, ON P6A 6V2 and its corporate office located at 4120 Yonge Street, Suite 420, Toronto, ON M2P 2B8, facsimile number 416-224-7003

(hereinafter referred to as “**OLG**”)

OF THE FIRST PART

- and -

**THE CORPORATION OF THE CITY OF WINDSOR**, with its administrative office located at 350 City Hall Square West, 2<sup>nd</sup> Floor, Windsor, ON N9A 6S1, facsimile number 519-255-7796

(hereinafter referred to as the “**Municipality**”)

OF THE SECOND PART

**WHEREAS** OLG has the authority to conduct and manage lottery schemes within the meaning of subsection 207(4) of the *Criminal Code* (Canada) and subject to the *Gaming Control Act, 1992* (Ontario), including Electronic Games and Live Table Games;

**AND WHEREAS** OLG conducts and manages a gaming site at 377 Riverside Drive East, Windsor, ON N9A 7H7 (the “**Location**”);

**AND WHEREAS** the parties acknowledged it would be in the public interest for the host Municipality of the Location to have access to funds which may be used, at the discretion of the or and Council, for municipal purposes such as services relating to registering property, transit services and passenger transportation services;

**NOW THEREFORE** in consideration of the respective covenants and agreements, representations, warranties and indemnities herein contained and other good and valuable consideration (the receipt and sufficiency of which are acknowledged by each party hereto) the parties agree as follows:

FINAL MCA

June 2013

## 1. Definitions

As used herein, including the foregoing recitals, the following terms shall have the respective meanings indicated below:

- (a) **“Annual Contribution”** has the meaning set forth in Section 3(a);
- (b) **“Annual Contribution Quarterly Payment”** has the meaning set forth in Section 4(a);
- (c) **“Casino Games”** means Electronic Games, Live Table Games and such other casino games and promotional schemes that are, in each case, conducted and managed by OLG from time to time during the Term at the Location;
- (d) **“Effective Date”** means April 1, 2013 or such later date as OLG may specify;
- (e) **“Effective Date of Termination”** has the meaning set forth in Section 2;
- (f) **“Electronic Games”** means all electronic gaming devices, including but not limited to reel-type and video-type slot machines, electronic table games and dealer assisted electronic games, in each case, whether or not a live dealer is present to enable or control game play;
- (g) **“Electronic Games Revenue”** means, for any period, the sum of net revenue generated from Electronic Games at the Location, calculated in accordance with International Financial Reporting Standards or such other Canadian generally accepted accounting principles as OLG adopts from time to time in its sole discretion. For greater certainty, the Electronic Games Revenue will only include net revenue generated from the Electronic Games at the Location and will not include any revenue whatsoever from other products or services provided by OLG at the Location in the Municipality;
- (h) **“Live Table Games”** means games operated by a live dealer at a single gaming table, but excluding Electronic Games;
- (i) **“Live Table Games Revenue”** means, for any period, the sum of net revenue generated from Live Table Games at the Location, if any, calculated in accordance with International Financial Reporting Standards or such other Canadian generally accepted accounting principles as OLG adopts from time to time in its sole discretion. For greater certainty, the Live Table Games Revenue will only include net revenue generated from the Live Table Games at the Location and will not include any revenue whatsoever from other products or services provided by OLG at the Location in the Municipality;
- (j) **“Location”** has the meaning set forth in the recitals to this Agreement;
- (k) **“Operating Year”** means each period from April 1<sup>st</sup> to March 31<sup>st</sup> inclusive, during the Term, to the end of the Term, except that the first Operating Year shall be the

FINAL MCA

June 2013

period beginning on the Effective Date and ending on the following March 31<sup>st</sup> and if this Agreement shall be terminated effective on a date other than March 31<sup>st</sup> in any year, then the period from April 1<sup>st</sup> of the calendar year in which such termination occurs (or April 1<sup>st</sup> of the immediately preceding calendar year if the date of termination occurs in January, February or March) to such effective date of termination shall be treated as an Operating Year;

- (l) “**Overpayment**” has the meaning set forth in Section 4(c); and
- (m) “**Term**” means the period of time referred to and described in Section 2 hereof.

## 2. **Term and Termination**

The term of this Agreement (the “**Term**”) will become effective on the Effective Date and will terminate at the earliest of:

- (a) the date on which all Casino Games are no longer conducted and managed by OLG in the Municipality at the Location;
- (b) the date on which any license, permit, approval, consent and/or other permission that may be required for the continued use and operation of the Casino Games at the Location in the Municipality is no longer available, becomes invalid or ceases to have effect;
- (c) the effective date of written notice of termination provided by OLG to the Municipality, which effective date must be specified by OLG in such notice; provided, however, that such effective date shall be at least 30 days following the date of such notice. OLG will endeavour to provide more than 30 days’ notice, and, where not practicable to do so, OLG shall:
  - (i) explain, in said notice, why it is not practicable to do so, subject to any confidentiality concerns, as well as setting out in such notice the length of the time period equal to the difference between: (A) 365 days; and (B) the number of days’ notice actually given by OLG. For greater certainty, such time period shall not exceed 335 days; and
  - (ii) pay to the Municipality, in accordance with the timelines in Section 4, amounts which aggregate OLG’s estimation of the Annual Contribution Quarterly Payment that OLG would have paid in respect of the time period referred to in subsection 2(c)(i) above had this Agreement not been terminated in accordance with this Section 2(c); and
- (d) the date mutually agreed to in writing between OLG and the Municipality (the “**Effective Date of Termination**”).

### 3. Payments

- (a) During the Term and subject to the terms and conditions of this Agreement, the Municipality shall be entitled to receive from OLG in respect of each Operating Year the amount (the “**Annual Contribution**”) equal to the sum of **A + B**, where:
- A** is the aggregate (without duplication) of:
- (i) 5.25% of the Electronic Games Revenue, if any, generated in such Operating Year that is less than or equal to \$65 million; plus
  - (ii) 3.00% of the Electronic Games Revenue, if any, generated in such Operating Year, that is more than \$65 million and less than or equal to \$200 million; plus
  - (iii) 2.50% of Electronic Games Revenue, if any, generated in such Operating Year, that is more than \$200 million and less than or equal to \$500 million; plus
  - (iv) 0.50% of Electronic Games Revenue, if any, generated in such Operating Year, that is more than \$500 million; and
- B** is 4.00% of Live Table Games Revenue, if any, generated during such Operating Year.
- (b) Following the Effective Date, in the event any additional taxes, charges, conditions or requirements are imposed by the Municipality on OLG in respect of the continued operation of the Casino Games at the Location in the Municipality, the Municipality acknowledges and agrees that OLG shall be entitled to amend the calculation of the Annual Contribution in a way that may reduce the Municipality’s entitlement. For greater certainty, the Annual Contribution for the first Operating Year shall be calculated based on Electronic Games Revenue and Live Table Games Revenue generated as of the Effective Date.

### 4. Timing and Calculation of Payments

- (a) Subject to Section 4(b), within twenty-one (21) days of the end of each Operating Year quarter during the Term, OLG shall pay to the Municipality the portion of the Annual Contribution (the “**Annual Contribution Quarterly Payment**”) to which the Municipality is entitled for such Operating Year quarter. In calculating the portion of each Annual Contribution Quarterly Payment derived from Electronic Games, OLG will notionally aggregate all Electronic Games Revenue generated during such Operating Year in order to apply the correct percentage set out in Section 3(a). OLG will provide access to its most current audited consolidated financial statements once such are made public by the Ministry of Finance in public accounts.

For example and by way of illustration only, Exhibit A to this Agreement sets out a sample calculation of the Annual Contribution.



- (b) In the event the Effective Date of Termination of this Agreement occurs on or before the date that is twenty-one (21) days following the end of an Operating Year quarter, OLG shall, within fifteen (15) days of such Effective Date of Termination, pay to the Municipality the Annual Contribution Quarterly Payment to which it is entitled in respect of the period beginning on the first day of the Operating Year quarter in which such termination took place up to and including the Effective Date of Termination.
- (c) At any time and from time to time during an Operating Year and up to the date that is 60 days after the last day of such Operating Year, in the event OLG determines that there has been an overpayment (“**Overpayment**”) by OLG to the Municipality of any Annual Contribution Quarterly Payment in such Operating Year, the Municipality acknowledges and agrees that OLG may deduct and set off the full amount of such Overpayment from future Annual Contribution Quarterly Payment(s) or, if there are insufficient future Annual Contribution Quarterly Payments to fully set off such Overpayment, the Municipality will promptly reimburse OLG for the full amount of such Overpayment (or the remaining amount thereof not already deducted as set-off). OLG will use its commercially reasonable efforts to effect any deduction and set-off pursuant to this Section 4 in a manner that recognizes the Municipality’s desire to realize reasonable continuity in cash flow associated with the Annual Contribution.

**5. Community Recognition Program**

- (a) During the Term, the parties will collaborate in good faith to design and jointly implement the CRP for the promotion of the positive impact of the Annual Contribution on the Municipality and to promote and communicate to the public decisions made and initiatives taken by the Municipality regarding the deployment or other allocation of the Annual Contribution for municipal purposes.
- (b) It is expected that the CRP will include, at a minimum, one community event during each Operating Year during the Term, discussions and meetings on a regular basis between the appropriate representatives of each party relating to spending, allocation and deployment of the Annual Contribution, the allocation of responsibilities and obligations in respect of the development, operation and/or other activities and initiatives of the CRP, including but not limited to any program management functions to be performed by each party.
- (c) The Municipality will cooperate reasonably with OLG to facilitate messaging and communication of the CRP and its mandate. The Municipality will comply with all reasonable initiatives and requests proposed by OLG to the Municipality from time to time relating to the CRP and its initiatives, including but not limited to branding, marketing and public acknowledgements in respect of funding by OLG.
- (d) The Municipality will ensure that its marketing and advertising materials are not false, misleading or deceptive, do not portray OLG or customers of the Location or the general public in a disparaging manner, and that such marketing and advertising

FINAL MCA

June 2013

materials are in compliance with the marketing and branding guidelines which OLG communicates to the Municipality from time to time. In the event the Municipality does not comply with OLG's marketing and branding guidelines, OLG may thereafter require the Municipality to submit all proposed advertising and marketing materials in relation to the matters set out herein to OLG for its review and approval not less than 15 business days prior to the expected use or distribution of such materials.

**6. Entire Agreement**

This Agreement constitutes the entire agreement between the Municipality and OLG with respect to the matters herein and, without limiting the foregoing, supersedes the reciprocal agreement dated May 17, 1995 between the parties and all prior agreements and understandings, oral or written, between the parties hereto or their respective representatives with respect thereto.

**7. Further Assurances**

The parties agree to do, or cause to be done, all acts or things and execute all such further documents as may be necessary to implement and carry into effect this Agreement to its full extent.

**8. Normal Costs of Development**

The parties acknowledge and agree that nothing herein shall operate to fetter any legislative or quasi-judicial jurisdiction of the Municipality, and in particular, it is understood and agreed by the parties that this Agreement does not preclude the Municipality from imposing upon occupants, owners or developers of the property at which the Casino Games are located, normal development related costs (including but not limited to the costs of infrastructure improvements under local or regional jurisdiction) arising from the Casino Games in the same manner and to the same extent as may be imposed by the Municipality on other occupants, owners or developers of land within the Municipality, and further that this Agreement does not preclude the Municipality from imposing such taxes, fees, charges, conditions or other requirements as may be imposed in accordance with applicable law upon owners, occupants, developers, properties or businesses in the Municipality (including, without limitation, realty taxes, development charges, conditions of site plan approval and sewer and water charges).

**9. No Liability of OLG**

The Municipality acknowledges and agrees that none of OLG and any provincial agency, ministry or crown corporation, nor any of their respective officers, directors, employees, agents or representatives shall be liable to the Municipality for or in respect of any claims (including but not limited to claims based in contract, tort or negligence, active or passive), any cause of action, demands, losses, liabilities or damages whatsoever (including but not limited to consequential, exemplary, special, punitive and indirect damages) arising out of, in respect of, or relating indirectly or directly to this Agreement, the Casino Games, the operation, cessation of operation or malfunction of any systems or equipment, or any injury to or death of any person. Furthermore, the Municipality releases OLG from any and all losses in respect of the foregoing.

FINAL MCA

June 2013

#### **10. Notice**

Any notice or other communication permitted or required to be given by OLG to the Municipality shall be given by either posting the same by prepaid registered mail or by facsimile addressed to the Municipality at the address or facsimile number, as applicable, appearing in this Agreement or by personal delivery to the Municipality. Any notice or other communication permitted or required to be given by the Municipality to OLG shall be given by either posting the same by prepaid registered mail or by facsimile addressed to OLG at the following address or facsimile number, as applicable: 4120 Yonge Street, Suite 420, Toronto, ON M2P 2B8, facsimile number 416-224-7003. Any notice posted by pre-paid registered mail shall be deemed to have been received on the third business day following such mailing and any notice personally delivered or sent by facsimile shall be deemed to have been received at 5:00 p.m. on the day so delivered or sent by facsimile (if such day is a business day and if such notice is sent prior to 5:00 p.m. on that day, and if not, on the next following business day). During periods of a postal strike or of a general interruption of postal services, any notice shall be given by personal delivery or facsimile hereunder and shall be deemed to have been received on the second business day following posting of the same.

#### **11. Relationship of Parties**

OLG acknowledges the Municipality's role as a host municipality of the Casino Games at the Location. The Municipality acknowledges and agrees that the Municipality is not an employee, agent or representative, joint venturer, or partner of OLG, and the Municipality shall not represent itself to others as being authorized to assume, incur or create any obligation of any kind (express or implied) on behalf of (or in the name of) OLG or any other provincial agency, ministry or crown corporation, or purport to bind OLG or any other provincial agency, ministry or crown corporation in any respect. For greater certainty, the Municipality acknowledges that OLG has, and shall have, the sole right to determine, from time to time and at any time, the number and type of Electronic Games operated at the Location.

#### **12. Severability**

If any covenant or term herein or the application thereof to any person or entity, or in any circumstance, to any extent is held invalid or unenforceable, the remainder of this Agreement or the application of the term, covenant or condition to any person, event or circumstance, other than those as to which it is held invalid or unenforceable, will not be affected thereby and each term, covenant and condition shall be valid and enforceable to the fullest extent permitted by law, except that if on the reasonable construction of this Agreement, as a whole, the applicability of the other provisions presumes the validity and enforceability of the particular provision, the other provisions will be deemed also to be invalid or unenforceable.

#### **13. Governing Law**

This Agreement shall be interpreted and the rights of the parties shall be governed by and construed in accordance with the laws of the Province of Ontario.

FINAL MCA

June 2013

**14. Attornment**

Each party irrevocably and unconditionally attorns to the exclusive jurisdiction of the courts of the Province of Ontario.

**15. Recitals**

The recitals to this Agreement form part thereof, and this Agreement is to be construed accordingly.

**16. Time**

Time shall in all respects be of the essence in this Agreement.

**17. Counterparts**

This Agreement may be executed in counterparts, each of which shall constitute an original and all of which taken together shall constitute one and the same instrument.

**18. Disclosure**

The parties acknowledge that OLG is a Crown Agency and that it is subject to the *Freedom of Information and Protection of Privacy Act*, R.S.O. 1990, c.F.31, as amended, and that the Municipality is subject to the *Municipal Freedom of Information and Protection of Privacy Act*, R.S.O. 1990, c.M.56, as amended, and that, as a result, each party is required to observe certain legislative obligations with respect to the disclosure or non-disclosure of information, whether to government agencies or ministries, members of the public, or otherwise.

**19. Modifications**

Excluding an amendment permitted under Sections 3(b) and 4(c), no amendment to this Agreement will be valid or binding unless set forth in writing and duly executed by both of the parties hereto. No waiver of any breach of any provision of this Agreement will be effective or binding unless made in writing and signed by the party providing such waiver, and will be limited to the specific breach being waived.

**20. Assignment**

No transfer, sale or assignment by the Municipality of this Agreement or the Municipality's rights hereunder is valid without the prior written consent of OLG.

**21. Benefit of the Agreement**

This Agreement will enure to the benefit of and be binding upon the respective successors and permitted assigns of the parties hereto.

**22. Electronic Execution**

Delivery of an executed signature page to this Agreement by any party by electronic transmission will be as effective as delivery of a manually executed copy of this Agreement by such party.

FINAL MCA

June 2013

**[Remainder of Page Left Intentionally Blank]**

FINAL MCA

June 2013

**IN WITNESS WHEREOF** the parties hereto have executed this Agreement as of the date first written above.

**ONTARIO LOTTERY AND GAMING CORPORATION**

Per: \_\_\_\_\_  
Name: Rod Phillips  
Title: President and Chief Executive Officer

I have the authority to bind OLG

**THE CORPORATION OF THE CITY OF WINDSOR**

Per: \_\_\_\_\_

Name:  
Title:

c/s

Per: \_\_\_\_\_

Name:  
Title:

I/We have authority to bind the Municipality.

## EXHIBIT A

### Calculation of Annual Contribution

For example and by way of illustration only: if the Electronic Games Revenue and Live Table Games Revenue for an Operating Year is \$650 million and \$100 million respectively and as further described in Table A below, then the applicable Annual Contribution for such Operating Year would be \$19,712,500:

**TABLE A**

	Electronic Games Revenue (in millions)	Live Table Games Revenue (in millions)	Annual Contribution Quarterly Payment (in millions)
Operating Year Quarter No. 1 (March 1 – June 30)	\$100	\$25	$[0.0525 \times \$65] + (0.03 \times \$35)] + [0.04 \times \$25]$ = \$5.4625
Operating Year Quarter No. 2 (July 1 – September 30)	\$175	\$22	$[0.03 \times \$100] + (0.025 \times \$75)] + [0.04 \times \$22]$ = \$5.755
Operating Year Quarter No. 3 (October 1 – December 31)	\$170	\$23	$[0.025 \times \$170)] + [0.04 \times \$23] = \$5.17$
Operating Year Quarter No. 4 (January 1 – March 31)	\$205	\$30	$[0.025 \times \$55] + (0.005 \times \$150)] + [0.04 \times \$30]$ = \$3.325
<b>Total</b>	<b>\$650</b>	<b>\$100</b>	<b>\$19.7125</b>



Larry Flynn  
Senior Vice-President  
Gaming

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[www.OLG.ca](http://www.OLG.ca)

Via E-mail: [caodept@city.windsor.on.ca](mailto:caodept@city.windsor.on.ca)

September 9, 2013

Helga Reidel  
Chief Administrative Officer  
The City of Windsor  
350 City Hall Square West, Suite 201  
P.O. Box 1607  
Windsor, ON  
N9A 6S1

Dear Helga:

Thank you for your letter dated September 3, 2013. Please find below an item-by-item clarification to your questions of concern pursuant to the Municipality Contribution Agreement prior to execution. I understand that you spoke to Jake Pastore on September 4, 2013 to further discuss these questions.

**Based on the examples of services in the third recital, are there any areas under municipal jurisdiction where the utilization of funds would be prohibited by this agreement? Does the municipality have full discretion as to the use of these funds?**

No, there are no areas under municipal jurisdiction where the utilization of funds would be prohibited by this agreement. Funds paid by OLG to each host municipality pursuant to an MCA may be used at the discretion of the applicable Mayor and City Council, subject to the requirements of section 5 in respect of the Community Recognition Program. OLG believes that the Mayor and City Council of each host municipality will determine appropriate municipal uses for such funds.

**In the fourth recital, it indicates that "the parties agree as follows" yet there has been no negotiation with respect to this agreement. Is there an opportunity to amend the agreement prior to signing?**

OLG is pleased to have discussions with you regarding the format of the MCA. Please note, however, that OLG has or intends to enter into agreements in substantially the same form with all other host municipalities. There may be scope for minor technical amendments to reflect unique circumstances; however direction from government is for a



fair and equitable formula, which means there is no allowance for “custom made” agreements. The intent is to maintain a consistent form for reasons of equity across communities. The Municipality has no obligation to sign the new MCA.

**The definition of "location" is not defined. If additional locations are added will there be separate agreements for these?**

The term “Location” is defined in the second recital. There are currently no plans to add additional gaming facilities or gaming zones in Windsor. OLG’s policy and approach in respect of any additional gaming facility or gaming zone would be determined and communicated by OLG at the appropriate time.

**Is the definition of "Casino Games" meant to include sport wagering and, if not, what is the rationale for excluding it?**

In your question we assume you are referring to single event sports wagering. The definition of Casino Games does not include single event sports wagering because there is no Criminal Code amendments or other legislation allowing such wagering in Canada.

**Section 2(a) indicates that the agreement will terminate when all Casino Games are no longer conducted and managed by OLG in the municipality. What if OLG sells the Casino to a private operator? Are there successor rights to this agreement?**

Pursuant to the Criminal Code (Canada) and certain provincial legislation (and subject to certain exceptions for charitable gaming sites), OLG is currently the only entity with the statutory authority to conduct and manage lottery schemes (as defined in the Criminal Code), including the Casino Games, on behalf of and as agent for the Province of Ontario. Under this current regime, even where OLG has or will engage a third party service provider to operate the day-to-day operations of a gaming facility, OLG will continue to conduct and manage the Casino Games in such gaming facility. Without limiting the other termination provisions of the MCA, the MCA will terminate when all Casino Games are no longer conducted and managed by OLG in the Municipality.

**Is the agreement terminated if the OLG ceases to exist and a different provincial or regulatory body is put in place?**

The answer to this hypothetical question depends on variables that are not known at this time and over which OLG does not have control. Without limiting the other termination provisions of the MCA, the MCA will terminate when all Casino Games are no longer conducted and managed by OLG in the Municipality. The MCA contains a customary provision that contemplates the enurement of the MCA to a successor or permitted assign of each party. Whether or not an entity is, in fact, a successor or permitted assign of a party is a factual and legal question that depends on the specific circumstances. OLG is not a regulator.

**Does section 2(c) mean that the agreement can be terminated without recourse on 30 days’ notice?**

Yes. This clause is included in all of the Municipality Contribution Agreements. We would note however that section 2(c) also sets out the payment obligation of OLG in the event of such termination.

**What conditions or circumstances would have to exist for OLG to evoke such a notice?**

Other than the notice requirement specified in section 2(c) of the MCA, there are no conditions or circumstances applicable to OLG's right to terminate the MCA pursuant to section 2(c). This is a unilateral right of OLG that may be exercised in OLG's sole and absolute discretion.

**Section 3(a) under Payments, limits the annual contribution calculation formula to "Electronic Games" and "Live Table Games". As the types of gaming may change in the future how will this contribution agreement allow for such changes?**

The answer to this hypothetical question depends on variables that are not known at this time and over which OLG does not have control. At this particular time, OLG has no indication that the types of gaming may change. Please refer to the response to question 4 above.

**Please define what is meant in Section 3(b) by the words "additional taxes?"**

The phrase "additional taxes, charges, conditions or requirements..." is meant to be interpreted broadly and will include any and all additional taxes, charges, conditions and requirements of whatever kind or nature whatsoever that are imposed by the Municipality on OLG in respect of the continued operation of the Casino Games at the Location in the Municipality.

**Would this include the impacts of tax rate changes which may result in additional taxes?**

Section 8 addresses this issue, but OLG's overriding interest is that it be treated fairly.

**Why is there no minimum guaranteed contribution based on the current obligation under the existing agreement?**

No minimum guaranteed payment will be provided under the new MCA. Subject to the terms thereof, the MCA contemplates payments by OLG to the Municipality based on the applicable net gaming revenue realized from the applicable gaming site. Refer to the attached commission statement.

**Section 4(c) of the agreement specifically addresses matters of "Overpayment". How will matters of "Underpayment" to municipalities be addressed?**

Although this is not a situation that OLG expects will materialize, OLG would act fairly, with the most likely result being that such an "Underpayment" would be addressed, without interest, in an Annual Contribution Quarterly Payment within a reasonable period

after the "Underpayment" is discovered by OLG or otherwise brought to OLG's attention.

**Can the funds provided under this agreement be spent at the sole discretion of City Council and if so, what is the purpose of Section 5.**

Please refer to the response to question 1 above.

During the term of the MCA we would like to collaborate with you in good faith to design and jointly implement the Community Recognition Program. Section 5 of the MCA sets out the basic framework of such program, with the specifics to be designed and jointly implemented between us.

**If City Council does not have the discretion, what is the approval process for spending of the funds?**

Please refer to the response to question 1 above.

**Section 8 (Normal Development Cost) identifies the imposition of taxes, fees and charges, as acceptable costs to be applied to the Casino. How does this language reconcile with the "claw back" in Section 3(b), as there appears to be a contradiction between the two sections (8 and 3(b)).**

There is no contradiction between section 3(b) and section 8 of the MCA. Section 8 of the MCA acknowledges that the MCA does not operate to fetter any legislative or quasi-judicial jurisdiction of the Municipality, including in respect of the imposition of the costs contemplated by section 8. Section 3(b) entitles OLG to amend the calculation of the contribution payments contemplated by the MCA in a way that may reduce the Municipality's entitlement if any additional taxes, charges, conditions or requirements of whatever kind or nature whatsoever are imposed by the Municipality on OLG.

**Are there terms of reference on how the Community Recognition Program (CRP) will function?**

Please refer to the response to question 11 above.

OLG is in the process of developing guidelines for the CRP, and will be initiating meetings with all of our host municipalities in the fall of 2013.

**At whose cost will the requirements of this program be undertaken?**

OLG will allocate a budget every fiscal year to each host municipality to support the CRP; the host municipality and OLG will jointly pay for the CRP event/communication initiatives. Additional funds may be allocated to develop communications, as deemed necessary by OLG, as a base for future OLG communications content.

As examples, municipalities may participate in one of the following initiatives each year as part of the CRP (note that the CRP opportunities are not limited to the following list):

- Ribbon cutting
- Opening ceremony

- Public event
- Local advertisement
- Branded plaques/signage
- Joint press release
- Other community activities, as they arise

**Can OLG confirm that this agreement is the same agreement as other municipalities?**

Yes, the Municipality Contribution Agreement is the same for 22 host gaming municipalities across the province.

**The agreement is not assignable by the Municipality. Is the agreement assignable by the OLG?**

Yes.

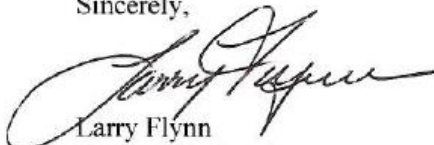
**Does the term "respective successors and permitted assigns" referenced in section 21 ensure that, if the Casinos are sold to private interests, that the financial payment to the municipality will continues to be paid by the private interest?**

The MCA is an agreement between OLG and the Municipality and the formula for calculating the contribution payments is based on the applicable net gaming revenue generated from the Location. The day-to-day operation of the gaming facility in the Municipality is already operated by a third party service provider to OLG.

I hope these responses are helpful. We look forward to receiving the City of Windsor signed MCA by September 30, 2013. If by chance the City has not accepted and approved the new MCA by that date please be advised that OLG will revert back to the agreement dated May 17, 1995 and make appropriate adjustments beginning with the next payment which is due to be paid on October 21, 2013.

As always, we appreciate the opportunity to continue to discuss these and other items that affect your municipality and continue to build on the excellent relationship we have built over the years. Should you have any further questions, please do not hesitate to contact Mr. Jake Pastore, Director of Municipal and Community Relations at 416-224-7047.

Sincerely,



Larry Flynn  
Senior VP, Gaming

cc. Rod Phillips, President & CEO  
Jake Pastore, Director Municipal and Community Relations



**Subject: Approval to create a By-Law required for Connecting Links Intake 7 Grant Agreement**

**Reference:**

Date to Council: November 28, 2022  
Author: Luigi Congi  
Asset Coordinator  
lcong@citywindsor.ca  
519-255-6100 ext.6136  
Asset Planning  
Asset Planning  
Report Date: November 8, 2022  
Clerk's File #: AB2022

**To:** Mayor and Members of City Council

**Recommendation:**

That By-Law number XX-2022, **BE CONSIDERED** and if advisable, **PASSED** by City Council authorizing the execution of Connecting Links Program Contribution grant agreements and any other agreements required by Her Majesty the Queen in Right of Ontario for funding by the Connecting Links Program, and further,

That three readings of the respective by-law **BE CONSIDERED** at the November 28, 2022 meeting of Council.

**Executive Summary:**

N/A

**Background:**

The Connecting Links Program is administered by the Province of Ontario's Ministry of Transportation to provide funding dedicated for road and bridge projects on designated Connecting Links classified highways or part of highways. Funding helps municipalities fund the design, construction, renewal, rehabilitation and replacement of Connecting Link infrastructure.

On November 19th, 2021 the City of Windsor submitted an application to receive funding from the Province through the program's Intake 7 phase in the amount of \$2,033,976 to support the rehabilitation, reconstruction and signalized system upgrades on Huron Church Road between Tecumseh Road and Dorchester Road and Pool Avenue to Industrial Drive. On April 20<sup>th</sup>, 2022, the City received notification that the application to the Connecting Links Program Intake 7 had been successfully awarded

funding. The notification advised that Ministry staff would follow up with the City to provide the contribution agreement. On June 21<sup>st</sup>, 2022, Administration advised the Ministry of Transportation that the 1<sup>st</sup> Milestone, as indicated by the City's application, had been achieved ahead of the June 30<sup>th</sup>, 2022 deadline and that a Transfer Payment Agreement (TPA) was not received. The Ministry's representative responded advising no further updates were available at this time.

On October 5<sup>th</sup>, 2022 the TPA was received and signed by the CAO and City Clerk as authorized by CR486/2021 and returned to the Ministry on October 27, 2022. Shortly after submission, the Ministry advised that the Mayor's signature is required on the TPA as a condition of receiving the funding.

### **Discussion:**

To accommodate the Ministry's request, a by-law is required to provide confirmation of authority for Administration and the Mayor, to sign and bind the Corporation. Given the expedited timelines to execute the agreement, the by-law is also before City Council at the same time this report is being considered, for Council's approval. In anticipation of the province continuing to require Transfer Payment Agreements or similar agreements to be signed as part of any future intake phases of the Connecting Links Program, the by-law is intended to address those future needs as well.

### **Risk Analysis:**

If this by-law is not passed the City risks not receiving funding of \$2,033,976 for the awarded Connecting Links Program Intake 7 grant.

### **Climate Change Risks**

#### **Climate Change Mitigation:**

There is no climate change mitigation risk associated with this grant opportunity.

#### **Climate Change Adaptation:**

There is no climate change adaptation risk associated with this grant opportunity.

### **Financial Matters:**

As stated, the City's ability to execute the agreements for this grant is required in order to obtain the funding. Without these funds the City will not be able to proceed with the project awarded under Connecting Links Program Intake 7.

**Consultations:**

Aaron Farough – Legal Counsel

**Conclusion:**

This report and related by-law are provided on relatively short notice as it is driven by the timelines and requirements of the grant provider, which are outside of the control of the City. As these funds are necessary to move forward with the project, approval of the report and passage of the by-laws is strongly recommended.

**Approvals:**

<b>Name</b>	<b>Title</b>
Natasha Gabbana	Senior Manager, Asset Planning
Shelby Askin-Hager	Commissioner, Legal & Legislative Services
Joe Mancina	Commissioner, Corp. Services/CFO
Onorio Colucci	Chief Administrative Officer

**Notifications:**

<b>Name</b>	<b>Address</b>	<b>Email</b>

**Appendices:**

- 1 Appendix A - A By-Law To Authorize The Execution Of Agreements Related To The Connecting Links Fund Program (draft)

## BY-LAW NUMBER ###-YYYY

A BY-LAW TO AUTHORIZE THE EXECUTION OF AGREEMENTS RELATED TO THE CONNECTING LINKS FUND PROGRAM - BETWEEN THE CORPORATION OF THE CITY OF WINDSOR AND HER MAJESTY THE QUEEN IN RIGHT OF ONTARIO, REPRESENTED BY THE MINISTER OF TRANSPORTATION

Passed the xxxxx day of MONTH, YYYY.

**WHEREAS** the Province of Ontario has agreed to identify projects, municipal and provincial, and be responsible for the transfer of funds to eligible municipalities pursuant to transfer payment agreements.

**AND WHEREAS** The Corporation of the City of Windsor is eligible for such Connecting Links program funds;

**AND WHEREAS** it is a requirement of the Province of Ontario that an Agreement be entered into between The Corporation of the City of Windsor and the Province of Ontario for such Connecting Links program funds;

**THEREFORE** the Council of the Corporation of the City of Windsor enacts as follows:

1. That the Mayor, the Chief Administrative Officer and City Clerk of The Corporation of the City of Windsor be and they are hereby authorized to execute any agreements, including Transfer Payment Agreements, and any amendments thereto, required by Her Majesty the Queen in right of Ontario, represented by the Minister of Transportation related to funding to be provided by the Province of Ontario in connection with the Connecting Links Fund program.
2. This by-law shall come into force and take effect on the day of the final passing thereof.

DREW DILKENS, MAYOR

CITY CLERK

First Reading -  
Second Reading -  
Third Reading -





**Subject: Request for Proposal (RFP) 131-22 – Design and Build Services for YQG Baggage Handling System Replacement – WARD 9**

**Reference:**

Date to Council: November 28, 2022

Author: Josie Liburdi

Project Coordinator

519-255-6100 ext. 6145

jliburdi@citywindsor.ca

Engineering

Report Date: November 9, 2022

Clerk's File #: APM/14493

To: Mayor and Members of City Council

**Recommendation:**

- I. THAT City Council **AWARD** RFP NO. 131-22 Design/Build Services, for the new Baggage Handling System Replacement at the Windsor International Airport, to Goetz H-Vac Industries Ltd. dba. G&S Airport Conveyor, at an upset limit of \$364,600 (plus HST); and,
- II. THAT the Chief Administrative Officer and City Clerk **BE AUTHORIZED** to execute an agreement with Goetz H-Vac Industries Ltd. dba. G&S Airport Conveyor, for the new Baggage Handling System Replacement at the Windsor International Airport, at an upset limit of \$364,600 (plus HST), satisfactory in form to the Commissioner, Legal & Legislative Services, in financial content to the Commissioner, Corporate Services/Chief Financial Officer, and in technical content to the Commissioner, Infrastructure Services.

**Executive Summary:**

N/A

**Background:**

The existing baggage handling system at the Windsor International Airport is approximately 60 years old and is approaching the end of its useful life. Maintenance on the unit is difficult, as it is hard to find parts due to the age. Replacement of the Baggage Handling System was identified as a 10-year priority capital project in the 2021 Capital Budget Plan (B6/2021, ECP-010-09).

Design-Build RFP 131-22 for the design, supply and installation of the new baggage handling system was issued on Friday September 9, 2022 and closed on Wednesday October 5, 2022.

**Discussion:**

The procurement for RFP 131-22 was carried out in accordance with Purchasing By-Law 93-2012.

Two (2) proposal were received, one (1) of which was disqualified. The remaining submission was reviewed by an Evaluation Committee consisting of YQG and City Administration, and met the required criteria. The evaluation criteria included proponent experience, project approach, proponent qualifications, and proponent staffing.

Goetz H-Vac Industries Ltd. dba. G&S Airport Conveyor was the successful proponent.

**Risk Analysis:**

No significant or critical risks are identified resulting from the execution of the recommendations contained in this report.

There is an associated risk to the City in undertaking any construction work. Through the procurement process and as part of the contracts with the successful bidders, there are sufficient insurances in place to cover the Corporation for the potential damage and claims that might arise from their work. As with any procurement, failure to follow the process prescribed in the Purchasing By-law could lead to liability for the Municipality. These risks are managed by ensuring the Purchasing By-law is followed and that the prescribed insurances are in place to cover the Corporation.

Any delay in the approval could result in delays of fabrication of the new baggage handling system, as it is a 16 to 18 week lead-time.

The risk level associated with the items identified above are low.

**Climate Change Risks**

**Climate Change Mitigation:**

The replacement of the baggage handling system will have minimal impact, if any, on the Corporate greenhouse gas inventory as it's replacing an existing system.

**Climate Change Adaptation:**

N/A

**Financial Matters:**

Replacement of the Baggage Handling System was identified as a 10-year priority capital project in the 2021 Capital Budget Plan (B6/2021, ECP-010-09).

Funding for the baggage handling system to an upset limit of \$364,600 (excluding tax) is through the Airport Electrical / Fleet / Facilities Project ID#7141055. The Airport Coordinating Committee has approved of this expenditure and there are sufficient funds available in the project budget to carry out this work.

**Consultations:**

Steve Tuffin, YQG  
Linda Mancina, Financial Planning  
Karina Richters, Environmental Sustainability & Climate Change  
Joshua Meloche, Legal

**Conclusion:**

Administration recommends that RFP 131-22 for the design, supply and installation of the new baggage handling system at the Windsor International Airport, be awarded to the successful proponent Goetz H-Vac Industries Ltd. dba. G&S Airport Conveyor, as detailed herein.

**Planning Act Matters:**

N/A

**Approvals:**

<b>Name</b>	<b>Title</b>
Colleen Middaugh	Manager, Corporate Projects
Alex Vucinic	Purchasing Manager
France Isabelle-Tunks	Executive Director Engineering/Deputy City Engineer
Chris Nepszy	Commissioner, Infrastructure Services
Shelby Askin Hager	Commissioner, Legal & Legislative Services
Janice Guthrie	On behalf of Commissioner, Corporate Services CFO/City Treasurer
Onorio Colucci	Chief Administrative Officer

**Notifications:**

<b>Name</b>	<b>Address</b>	<b>Email</b>
Steve Tuffin		stuffin@yqg.ca
Luke Van Der Mark		<a href="mailto:lvandermark@yqg.ca">lvandermark@yqg.ca</a>

**Appendices:**



**Committee Matters: SCM 287/2022**

**Subject: Zoning Bylaw Amendment Site specific regulations for Multiple Dwelling – Farhi Holding Corporation -Z 017-22 [ZNG6760] 0 Riverside Dr W, S/W corner of Riverside Dr W & Janette Ave- Ward 3**

Moved by: Councillor Holt  
Seconded by: Councillor Sleiman

Decision Number: **DHSC 430**

THAT Zoning By-law 8600 **BE AMENDED** by changing the zoning of Lot 1, Block A, Plan 76 & Part of Lot 77 Concession 1 & Part of Closed Alley, Parts 1, 2 and 3 12R-9686 in the City of Windsor, known municipally as 0 Riverside Drive (Roll # 040-110-01200) by adding a site specific exception to Section 20(1) as follows:

**Southwest corner of Riverside Drive West and Janette Avenue**

For the lands comprising of Lot 1, Block A, Plan 76 & Part of Lot 77 Concession 1 & Part of Closed Alley in the City of Windsor, a Multiple Dwelling shall be an additional permitted use and shall be subject to the applicable provisions in Section 16.1.5, except for the following site specific regulations:

Building Height: Maximum - 85.5 metres

Amenity Area: Minimum - 1.59 m<sup>2</sup> per unit

[ZDM 3; ZNG/6760]; and further,

THAT the developer/proponent **BE REQUESTED** to meet with area residents informally to discuss their concerns prior to this application moving forward to City Council.

Carried.

Councillor Gill voting nay.

Report Number: S 114/2022  
Clerk's File: Z/14427

**Clerk's Note:**

1. The recommendation of the Standing Committee and Administration are **not** the same.
2. Please refer to Item 7.2. from the Development & Heritage Standing Committee Meeting held on October 3, 2022.
3. To view the stream of this Standing Committee meeting, please refer to:  
<https://www.citywindsor.ca/cityhall/committeesofcouncil/Standing-Committees/Development-and-Heritage-Standing-Committee/Documents/Public%20Agenda%20-%20October%203,%202022%20with%20item%20numbers%20and%20page%20numbers.pdf>

**Subject: Zoning Bylaw Amendment – Farhi Holding Corporation – for a property located at the Southwest corner of Riverside Dr W & Janette Ave - Z 017-22 [ZNG6760] - Ward 3**

**Reference:**

Date to Council: October 3, 2022  
Author: Jim Abbs, MCIP, RPP  
Senior Planner  
255-6543 x6317  
jabbs@citywindsor.ca

Planning & Building Services  
Report Date: September 13, 2022  
Clerk's File #: Z/14427

**To:** Mayor and Members of City Council

**Recommendation:**

**THAT** Zoning By-law 8600 **BE AMENDED** by changing the zoning of Lot 1, Block A, Plan 76 & Part of Lot 77 Concession 1 & Part of Closed Alley, Parts 1, 2 and 3 12R-9686 in the City of Windsor, known municipally as 0 Riverside Drive (Roll # 040-110-01200) by adding a site specific exception to Section 20(1) as follows:

**Southwest corner of Riverside Drive West and Janette Avenue**

For the lands comprising of Lot 1, Block A, Plan 76 & Part of Lot 77 Concession 1 & Part of Closed Alley in the City of Windsor, a Multiple Dwelling shall be an additional permitted use and shall be subject to the applicable provisions in Section 16.1.5, except for the following site specific regulations:

Building Height:       Maximum - 85.5 metres

Amenity Area:         Minimum - 1.59 m<sup>2</sup> per unit

[ZDM 3; ZNG/6760]

**Executive Summary:**

N/A

**Background:**

**Application Information:**

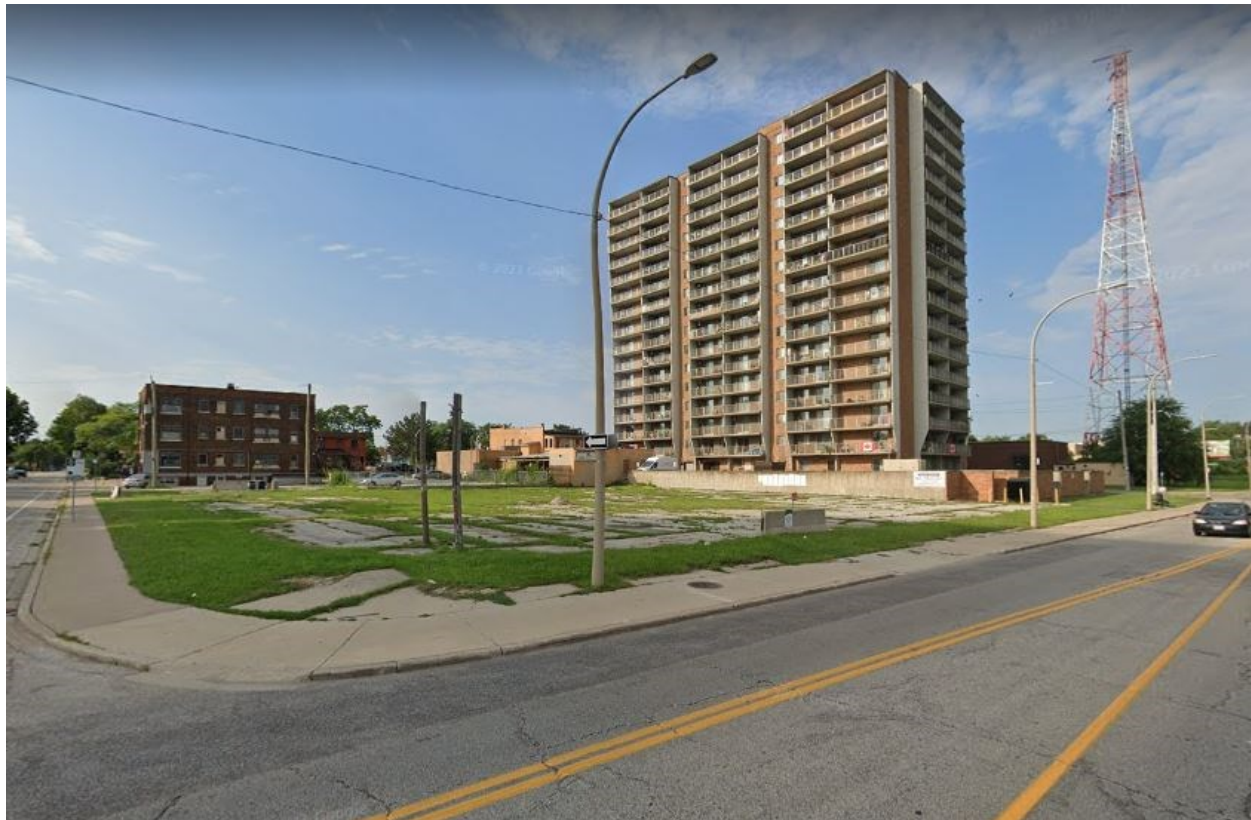
Location: 0 Riverside Dr W at Janette Ave. Ward: 3

Planning District: 01 – City Centre ZDM: 3

Owner: Richmond Block London Corporation (Shmuel Farhi)

Agent: Dillon Consulting Limited (Zoe Sotirakos)

The site is currently vacant, except for cement blockades in front of existing curb cuts to limit vehicular access. There are some remnants of surface paving across the site.



Subject Site, looking southwest from Riverside Drive



Subject Site, looking southeast from Riverside Drive



KEY MAP - Z-017/22, ZNG-6760



● SUBJECT LANDS

APPLICANT: FARHI HOLDINGS CORPORATION

ADDRESS: 0 RIVERSIDE DRIVE WEST



**Proposal:**

The applicant is requesting to change the permitted uses and regulations of the CD3.1 zone that applies to the property at southwest corner of Riverside Drive West and Janette Avenue (0 Riverside Drive W) to facilitate the development of a total of 166 dwelling units. The proposal includes the provision of 187 parking spaces in an underground parking garage. Vehicular access will be from Janette Avenue.

The proposed development requires 1 parking space for each additional dwelling unit beyond six (6) dwelling units, therefore the total number of spaces required is 160. The proposed development therefore includes more parking than is required.

The proposed buildings would be a total of 85.5 m in height. (projected to be 28-storey). The proposed height of 85.5 metres for the residential development offers a higher density built form to accommodate growth in a strategic and desirable area of the City of Windsor. The development will be subject to Site Plan Control.



This proposed development is contemplated to be part of a larger, two-phase development project. The site subject of this application, has been identified as being the first of the project. The next phase is anticipated to include a second residential tower at the southeast corner of the Riverside Drive West and Janette Avenue (directly opposite the Phase one tower). The phase two tower would also be subject of a zoning amendment. Preliminary discussions have also been held regarding the use of Janette Avenue as part of Phase 2 project. Hereto, any proposed change to the Janette Avenue right-of-way would be subject of a separate report in the future.

**Site Information:**

Official Plan	Zoning	Current Use	Previous Use
Mixed Use (Very High) (Schedule "E" - City Centre)	Commercial District CD3.1	Vacant Parking Lot	Parking Lot
Lot Depth	Lot width	Area	Shape
+/- 48 m	+/- 45 m	2,244m <sup>2</sup>	rectangular
All measurements are for the entire parcel and are approximate.			

**Neighbourhood Characteristics:**

**Surrounding Land Uses:**

**North** -Riverside Drive West, Caron Ave Pumping Station, Caron Ave Pumping Station Park, Steamboat Wharf (park), access to the Riverfront Trail network, and the Detroit River.

**South** - Janette Avenue, office uses, personal service uses, retail uses, low-rise residential, and parking lots.

**East** - Waterpark Place Condominiums, a Spa, Art Gallery of Windsor, Vision Corridor (park), Adventure Bay Family Water Park, LCBO, restaurants, retail establishments, hotels, and the Windsor International Transit Centre.

**West** - Dieppe Tower (high-rise residential), CBC Windsor building and tower, a low-rise residential building, and a parking lot



## NEIGHBOURHOOD MAP - Z-017/22, ZNG-6760



SUBJECT LANDS

APPLICANT: FARHI HOLDINGS CORPORATION

ADDRESS: 0 RIVERSIDE DRIVE WEST

### Discussion:

### Planning Analysis:

### Provincial Policy Statement (PPS) 2020:

The Provincial Policy Statement, (PPS) 2020 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 zoning bylaw amendment would result in a development on a former Industrial site that was previously vacant and underutilized This is consistent with the Provincial Policy Statement in that the development promotes the efficient use of existing land, promotes

cost-effective development patterns and standards to minimize land consumption and servicing costs. Related to this direction, the PPS states:

- “1.1.1(b) accommodating an appropriate range and mix of residential (including second units, affordable housing and housing for older persons), employment (including industrial 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 cost-effective development patterns and standards to minimize land consumption and servicing costs;”

The requested Multiple Dwelling development promotes cost-effective development by redeveloping an under-utilized vacant site. Allowing the proposed zoning bylaw amendment in this location contributes to minimizing land consumption and servicing costs by using a site that already has available infrastructure in the immediate area.

The PPS also states:

- “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 20 years.”

The PPS requires that land be available to diversify developments to meet the future needs of the community. The zoning by-law amendment is consistent with that requirement by accommodating new residential construction on lands designated for that purpose.

The PPS also states:

- “1.4.1 To provide for an appropriate range and mix of housing types 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 10 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 intensification and redevelopment, and land in draft approved and registered plans.”

The requested zoning bylaw amendment is consistent with the PPS in that the lands have already been the subject of intensification efforts though the previous Official Plan Amendment and Zoning Bylaw amendment and the further intensification of the use of the site will provide additional “appropriate range and mix of housing types and densities”.

“1.4.3 Planning authorities shall provide for an appropriate range and mix of housing types and densities to meet projected requirements of current and future residents of the regional market area by:

- a. permitting and facilitating:
  1. all forms of housing required to meet the social, health and well-being requirements of current and future residents, including special needs requirements; and
  2. all forms of residential intensification, including second units, and redevelopment in accordance with policy 1.1.3.3;
- b. 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;
- c. promoting densities for new housing which efficiently use land, resources, infrastructure and public service facilities, and support the use of active transportation and transit in areas where it exists or is to be developed;”

Approving the zoning by-law amendment would support residential development using the infrastructure that is already in place, instead of requiring more expenditure on new infrastructure in a greenfield setting. In terms of supporting active transportation and transit, the site of the proposed zoning amendment is directly served by Transit Windsor on Riverside and is within a 350m of the downtown bus terminal.

The proposed development is consistent with the PPS in that it promotes compact and transit supportive forms of development. As well, this development will help to support the provision of a range of housing types in this area.

The development site is within the City Centre area and is close various commercial recreational, institutional amenities.

The site is also very near to transit corridors, which provides a range of travel options for the residents. The density of the development may help support the transit options that currently exist in this area.

**Official Plan:**

The City of Windsor Official Plan currently designates the site Mixed Use (City Centre). The use of the site for multiple unit dwellings on the site is permitted within the Mixed Use (City Centre) designation. The proposed development is consistent with the following goals and objectives of the City of Windsor Official Plan.

Goal 6.1.1 is to achieve safe, caring and diverse neighbourhoods. Goal 6.1.2 seeks environmentally sustainable urban development. Goal 6.1.3 promotes housing suited to the needs of Windsor’s residents. Goal 6.1.10 is to achieve pedestrian oriented clusters of residential, commercial, employment and institutional uses.

Objective 6.11.3.1 (d) indicates that development in areas identified VH should be greater than 14 storeys in height. The proposed zoning amendment would facilitate a development that conforms to this objective.

Objective 6.11.4.1 supports Residential uses, other than Low Profile Housing in the Mixed Use “very high” (VH) – City Centre designation, therefore the zoning bylaw amendment to permit a Multiple Dwelling conforms to the Official Plan.

The proposed development will help to support a diverse neighbourhood that represents a sustainable community and will provide housing that is in demand. The proposed development will help to encourage a pedestrian orientated cluster of residential, commercial and employment uses. The proposed residential development represents a complementary and compact form of housing and intensification that is near sources of transportation.

### **Zoning By-Law:**

The subject site is currently zoned Commercial District 3.1 (CD3.1) in the City of Windsor Zoning By-law 8600. The current zoning does not permit a multiple dwelling, as such the proposed development requires a Major Zoning By-law Amendment for a site specific CD3.1 zone to allow the addition of permitted use to include “multiple dwelling”. As well the applicant is requesting that specific regulations be applied to the site.

### **Applicant’s Request:**

To facilitate the proposed development the following site-specific regulations were requested by the applicant.

- Maximum Height of 85.5 metres;
- Minimum Amenity Area of 1.59 m<sup>2</sup> per unit;
- Minimum Tower Separation Distance of 14 metres;
- Minimum Parking Rate of 1.31 spaces per unit; and
- Minimum Lot frontage of 44 metres.

The following section outlines how these regulations have been resolved.

### **Proposed Use:**

Currently, the CD3.1 zone category does not permit a Multiple Dwelling building, however, the CD3.1 zone category does permit a Combined Use Building which would contain at least one residential unit and at least one commercial unit. Since the proposed building may not contain at least one commercial unit the applicant proposes that the Multiple Dwelling use be added as an additional permitted use. As outlined in the Official Plan section of this report, the use of the site for multiple unit dwellings on the site is permitted within the Mixed Use (City Centre) designation and would be appropriate in this location.

**Specific Regulations:**

**Building Height**

The site is designated Mixed Use - VH (Very High) in the Official Plan. Section 6.11.3.1 (d) states that development in this area should be higher than 14 storeys. The proposed 85.5 m height would provide for a building greater than 14 storeys in height (28 storeys proposed). The height would conform to objective 6.11.4.1 of the Official Plan, and would be consistent with building heights expected in the Central Business District.

**Amenity Area**

While the development will provide some amenity area for the future residents of the building, those residents will also have access to exceptional public space and facilities adjacent the subject site such as the series of riverfront parks. These parks are comprised of outdoor space that residents can use along the Detroit River waterfront and are connected to the larger park system in the City via the Riverfront Trail network. Future residents will be able to use the Riverfront Trail to access other nearby parks and green spaces for amenity purposes. To the east of the Subject Site is the Vision Corridor Park which will also provide an outdoor amenity area in close proximity for future residents to use. The proximity of the Subject Site to existing parkland and trail networks as well as the Windsor Art Gallery and Windsor Water World will supplement the amenity area available for each resident in the proposed Multiple Dwelling development.

**Minimum Tower Separation Distance**

There is no “Minimum Tower Separation Distance” requirement in the Bylaw 8600, therefore no change to the regulation is required.

**Required Parking**

As the proposed development includes 166 residential units, the residential component of the development requires 160 parking spaces. (Table 24.20.1.1 – Required Parking Spaces Central Business District) Given that 187 spaces are proposed to be located in a parking garage beneath the proposed building, this parking garage would be sufficient in providing the required on-site parking as per the requirement in Zoning By-law 8600. No change to the zoning bylaw is required to facilitate this phase of the development.

**Minimum Lot Width**

There is no minimum lot width requirement in the CD3.1 Zone category, therefore no change to the regulation is required.

**Risk Analysis:**

N/A

## **Climate Change Risks**

### **Climate Change Mitigation:**

The additional increase in the density of development on the site with access to existing bus routes and being close to commercial and community facilities will encourage the use of transit, walking and cycling as modes of transportation, thereby helping to minimize the City's carbon footprint.

### **Climate Change Adaptation:**

The development proposal incorporates landscaping and building design elements to improve energy efficiency and increase resiliency of the development and surrounding area.

### **Financial Matters:**

N/A

### **Consultations:**

Comments received from municipal departments and external agencies are attached as Appendix "A" to this report. The site will be subject to site plan control. The applicant has submitted a Functional Servicing Study, as well as a Storm Water Management Plan that will be further vetted as part of the Site Plan Control Process.

### **Public Notice:**

The statutory notice required under the Planning Act was provided in the Windsor Star. In addition, all properties within 120m (400 feet) of the subject parcel received courtesy notice by mail by the City Clerk prior to the Development & Heritage Standing Committee Meeting (DHSC) meeting.

### **Conclusion:**

This site is located to take advantage of close by community facilities such as the existing parkland and trail networks as well as the Windsor Art Gallery and Windsor Water World, as well as nearby commercial enterprises. This project represents a well positioned compact form of high density development. The proposed use of this site as a development containing a Multiple Dwelling structure containing 166 units represents an efficient development that makes use of existing city services and infrastructure. The proposed development represents an appropriate residential use, adds to the range and mix of uses and is not know to cause any environmental or public health and safety concerns. This development is consistent with the Provincial Policy Statement.

The proposed Multiple Dwelling represents a housing type and density that meets the requirements of current and future residents. It is anticipated to provide a positive contribution to the social, health and well-being of current and future residents.



Furthermore, it represents a form of residential intensification, is set in a location with access to infrastructure, public service facilities, and is close to commercial land uses.

The proposed zoning by-law amendment is consistent the PPS, 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.

*Michael Cooke, Manager, Planning Policy/Deputy City Planner*

*Thom Hunt, City Planner*

I am not a registered Planner and have reviewed as a Corporate Team Leader

*JP OC*

**Approvals:**

<b>Name</b>	<b>Title</b>
Michael Cooke	Manager of Planning Policy/Deputy City Planner
Thom Hunt	City Planner / Executive Director, Planning & Development Services
Wira Vendrasco	Deputy City Solicitor, Legal Services & Real Estate
Jelena Payne	Commissioner, Economic Development and Innovation
Onorio Colucci	Chief Administrative Officer

**Notifications:**

<b>Name</b>	<b>Address</b>	<b>Email</b>
Dillon Consulting Limited (Zoe Sotirakos)	51 Breithaupt Street, Suite 200, Kitchener, ON, N8W 5K8	zsotirakos@dillon.ca
Farhi Holdings Corporation (Shmuel Farhi)	620 Richmond Street, Suite 201, London ON N6A 5J9	farhi@fhc.ca
Ward 3 Councillor Bortolin		

**Appendices:**

- 1 Appendix A - Comments

## COMMENTS

### **Jennifer Nantais – Environmental & Sustainability Coordinator**

The Environmental Sustainability & Climate Change would like to request an energy strategy. Terms of reference and comments attached.

In response to the application for a zoning amendment there are no objections. Please also 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 (approved July 17 2017) 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 and doors.

#### EV Charging

Due to increased production and escalating demands, consideration for EV charging infrastructure and opportunities to increase resiliency such as providing strategic back-up power capacity is suggested.

The large scale paving of natural space will increase the urban heat island in the area. It is recommended that the developer consider shade trees, white colour roofs or green roofs to mitigate this impact. For more suggestions please consult the following resources: LEED, Built Green Canada, and EnerGuide.

To promote the use of active transportation, bike racks should be considered.

#### 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.

In addition, we encourage the developer to consider community gardening space for residents. Local, sustainable food production is very popular in Windsor.

#### Wildlife

In order to reduce the risk of bird/window collisions, consideration of preventative window treatments is recommended. See the [FLAP Canada](#) resource page for details.

### **Jason Scott – Transit Windsor**

Transit Windsor has no objections to this development. The closest existing transit route to this property is with the Dominion 5 and Central 3 West. The Central 3 West will be eliminated in September of 2022. The closest existing bus stop to this property is located on Riverside at Caron Southeast Corner almost directly adjacent to this property providing excellent transit service to this development. The Windsor International Transit Terminal located on Church, Pitt, and Chatham is approximately 350 metres from this property falling within our 400 metre walking distance guideline to a bus stop. The Terminal currently has 9 existing routes. Both the existing bus stop on Riverside at

Caron and number of routes at the Terminal will be maintained with our Council approved Transit Master Plan.

### **Barb Rusan – Building Department**

The Building Code Act, Section 8.(1) requires that a building permit be issued by the Chief Building Official for construction or demolition of a building.

The building permit review process occurs after a development application receives approval and once a building permit application has been submitted to the Building Department and deemed a complete application.

Due to the limited Ontario Building Code related information received, review of the proposed project for compliance to the Ontario Building Code has not yet been conducted.

It is strongly recommended that the owner and/or applicant contact the Building Department to determine building permit needs for the proposed project prior to building permit submission.

The City of Windsor Building Department can be reach by phoning 519-255-6267 or, through email at [buildingdept@citywindsor.ca](mailto:buildingdept@citywindsor.ca)

In addition to the above, a Record of Site Condition, registered on file with the Ministry, is a pre-requisite to Building Permit issuance for the proposed change to a more sensitive use.

### **Stefan Fediuk – Landscape Architect**

Pursuant to the application for a zoning amendment (**Z-017/22**) to permit site specific regulations on the subject, that increase building height, reduce the required amenity area, reduce minimum building separation, parking requirements, and lot frontage, please note no objections from a landscape architectural perspective. Please also note the following comments:

#### Zoning Provisions for Parking Setback:

As Riverside Drive is designated as a Scenic Drive and a Civic Way (O.P. Schedule F; 8.11.2.12), It is important that the landscape area along Riverside be increased to accommodate trees and shrubs to buffer the view of the structure and parking lot from the drive and the regionally significant parkland immediately north of the subject site.

It is strongly recommended that a site-specific zoning provision be included in conjunction with the amendment, specifying a minimum 3.0m for teh building and 6.0 m landscape setback for parking areas from Riverside Dr West. (see Urban Design comments below for rationale)

#### Urban Design:

A 6m setback to the surface parking area on the southeast corner of Janette Avenue and Riverside Drive would provide the necessary buffer between the Scenic Drive to be compliant with the various policies found in the Official Plan. Section 8 Urban design of the Official Plan including subsections; 8.2 The Image of Windsor, 8.3 Design for People, 8.9 Views and Vistas, 8.11 Streetscape (specifically 8.11.2.12 Civic Ways and 8.11.2.19 and 8.11.2.20 screening and scale of surface parking areas).

In order to accommodate the above referenced setback, it is recommended that the applicant consider a parking structure setback from Riverside Drive with a cross walk between upper floors and decks of the parking structure to reduce the requirement of closing part of Janette Avenue. The linear character of the streets in the downtown of Windsor are strongly linked to heritage of the city's development dating back to the time of the first European settlements by the French

farmers of South Detroit. Closures former ribbon streets from Riverside drive should only be considered if absolutely necessary for safety concerns.

Tree Preservation:

**N/A**

Parkland Dedication:

All requirements will be determined at the time a Site Plan application is received.

**Shannon Mills – Engineering & ROW**

The subject lands are located at 0 Riverside Drive west at Janette Avenue. The applicant is proposing to construct a 28-storey, 166 dwelling unit residential development with 258 parking spaces. The lands are currently designated Commercial by the City of Windsor Official Plan and zoned Commercial District 3.1 (CD3.1) by Zoning By-Law 8600. The applicant is requesting an amendment to Zoning By-Law 8600 with site-specific provisions to allow for multiple dwelling (only residential) as a permitted use. Additionally, site-specific zoning provisions for maximum height, minimum amenity area, tower separation distance, a reduced parking rate and minimum lot frontage are requested.

SEWERS – This site may be serviced by a 450x600mm diameter combined sewer on Riverside Drive West and Janette Avenue. The applicant is proposing to close a portion of Janette Avenue and re-route the existing sewer, a sewer servicing study is required to demonstrate that there is adequate capacity in the municipal network. It must be demonstrated that no negative impacts will be realized by existing areas adjacent to the proposed development. This study must be completed in accordance with the City of Windsor Development Manual and the Windsor/Essex Region Stormwater Management Standards Manual. Approved site servicing drawing(s), lot grading plan(s), and a stormwater management plan are required. A servicing agreement is required to construct the proposed new municipal sewers and cul-de-sac on Janette Ave north of Pitt St. W.

RIGHT-OF-WAY – The Official Plan classifies Riverside Drive East as a Scenic Parkway. An Environmental Assessment for the Riverside Drive Vista Improvement Project does not identify any conveyances required along the frontage of this property. Schedule X of the Official Plan classifies Janette Avenue as a Local Road, requiring a right-of-way width of 20.0m. The current right-of-way width is sufficient. If Janette Avenue is not closed, 4.6x4.6 meter corner cut-offs will be required at intersection of Riverside Drive West & Janette Avenue.

More details are required on the proposed road closure; existing services in the Right-of-Way require consultation. The closure area should be for the extent of the subject property frontage only as there are two alleys south of the subject lands that must remain open to provide parking access to adjacent properties on Janette Avenue. A cul-de-sac will be required south of the road closure area to provide turn around access and driveway approaches for the alleys and subject land. Construction of the cul-de-sac shall be included as a part of the servicing agreement.

Driveways are to be constructed as per AS-221 or AS-222, complete with straight flares and no raised curbs within the right-of-way. Redundant curb cuts and sidewalks shall be removed and restored in accordance with City Standards to the satisfaction of the City Engineer. A Street Opening permit will be required for any work in the right-of-way.

In summary we have no objection to the proposed rezoning, subject to the following requirements (requirements will be enforced at the time of Site Plan Control):

Site Plan Control Agreement - The applicant enters into an agreement with the City of Windsor for all requirements under the General Provisions of the Site Plan Control Agreement for the Engineering Department.

Servicing Study – The owner agrees, at its own expense, to retain a Consulting Engineer to provide a detailed servicing study report on the impact of the increased flow to the existing municipal sewer system, satisfactory in content to the City Engineer and prior to the issuance of a construction permit. The study shall review the proposed impact and recommend mitigating measures and implementation of those measures.

Servicing Agreement – The owner shall enter into a servicing agreement with the Corporation, to supply, construct and install storm and sanitary sewer at its own expense, in accordance with the manner, location and design to be approved by the City Commissioner of Infrastructure Services. Prior to the issuance of a construction permit, the owner shall ensure that:

1. The servicing agreement between the owner and the Corporation for servicing of the surrounding lands, has been signed by all parties, and registered on the lands, and
2. All necessary bonding and insurance has been approved by the Manager of Risk Management

### **Tracy Tang – Heritage Planning**

Supporting information required:

- Final Stage 1 & 2 Archaeological Assessment; and
- Entered Into Register Letter from the Ontario Ministry of Heritage, Sport, Tourism and Culture Industries.

### **Built Heritage**

The subject lands are located adjacent to properties listed on the Windsor Municipal Heritage Register, including the following:

- 147 Janette Ave - Wilshire Apartments - c1926 - Three storey brick - Core
- 552-54 Pitt St W - Billings Apartments / Commercial - c1910s - Three-storey brick with shaped concrete blocks on side, commercial first floor - Core
- 570 Pitt St W - House / Commercial - c1914 - One-and-one-half storey, added front - Core
- 594 Pitt St W – House - c1914 - One-and-one-half storey brick - Core

The conceptual plans appear to be designed in podium style with the taller massing proposed away from these lower density heritage resources.

The proposed street closure of Janette will eradicate the continuity of the historical street patterns of ribbon farms that are characteristic of Windsor's historical land development. The street closure is not recommended and should be redesigned to allow for continuity of the north-south street.

### **Archaeology**

The subject property is located within an area of high archaeological potential. A report titled "**Stage 1-2 Archaeological Assessment of Riverside Drive West & Janette Avenue in part of Lot 77 & 78, Concession 1 Petite Cote, Township of Sandwich, Now City of Windsor, Essex County, Ontario**" was received in the rezoning materials package. However, we require the final Stage 1 & 2 Archaeological Assessment report along with the Entered Into Register Letter from the Ontario Ministry of Heritage, Sport, Tourism and Culture Industries for review. Please provide these two materials in future re-submission packages.

### **Sherif Barsom – Parks D&D**

Parks Development has no comments for the above mentioned Liaison.

### **Shannon Deehan – Transportation Planning**

- Riverside Dr W is classified as a Scenic Parkway with a required right-of-way width of 24 meters per the Official Plan. The existing right-of-way width is insufficient, however, a conveyance is not requested as part of the Riverside Drive Vista Improvement Project EA.
- Janette Ave is classified as a Class I Collector with a required right-of-way width of 21.3 meters per Schedule X of the Official Plan. The existing right-of-way is sufficient, therefore, no conveyance is required.
- A TIS has been received for the application and still needs to be reviewed. Comments will be provided once reviewed.
- All parking must comply with Zoning By-Law 8600.
- All accesses shall conform to the TAC Geometric Design Guide for Canadian Roads and the City of Windsor Standard Engineering Drawings.
  - o Driveway must comply with AS-203 and AS-204, straight flares only.
  - o The applicant will be responsible for removing any redundant curb cuts and accesses along the Riverside Dr W and Janette Ave frontage.
- All exterior paths of travel must meet the requirements of the Accessibility for Ontarians with Disabilities Act (AODA).
- A corner cut-off of 4.6 meters is required at the corner of Janette Ave and Riverside Dr W.
- More information is required on the proposed road closure.
  - o Janette Ave must remain open up to the southern property line of the subject property so that the properties to the south still have access.
  - o At the point where the road will be closed, there must be a turning blub at the property line of the development for people to turn around that are not entering the development.
- Appropriate signage must be identified and will be required based on the road closure for this development. Traffic Operations to be consulted on placement of the signage within the right-of-way at Site Plan Control, and signage will be placed and maintained at the applicant's expense.

### **Enwin**

**HYDRO ENGINEERING:** No Objection, however, ENWIN has existing overhead 16,000-volt primary hydro distribution pole line in the alley along the south side of the property. Proposed building(s) must have adequate clearance requirements from this line.

We recommend referring to the Occupational Health & Safety Act for minimum safe limits of approach during construction and the Ontario Building Code for adequate clearance requirements for New Buildings.

**WATER ENGINEERING:** Water Engineering has no objections to the rezoning. The closing of Janette from Riverside to Pitt will require the abandonment of a 300mm watermain and should be

replaced by the developer by installing a 300mm watermain on Bruce Avenue from Riverside to Pitt to compensate.

**Subject:** FW: Clerk's file# Z/14427  
**Date:** Thursday, September 29, 2022 2:02:34 PM

**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.

Clerk's file# Z/14427

OPPOSED re-zoning: Z017-22 [ZNG6760] - Ward 3

Current tenant of: ##-515 Riverside Dr. W, Windsor, ON N9A7C3. (to be a future owner of this condo; this residence is to be my forever home)

Dear Mayor & Members of City Council,

The subject site is currently zoned for commercial use and should remain, current longtime residents of surrounding buildings have waited, hoped, anticipated for the vacant lots to be developed into something commercially resourceful – grocery, bakery, retail, restaurant, hardware, general supply, boutique, a variety of shops to benefit current residents & visitors enjoy their time downtown. Current residents have to travel far to obtain necessities for living day to day. We don't have a shortage of people in this neighbourhood, and then we have the influx of people from the Aquatic Centre, Art Gallery, College, River Front trail, people walk or electric scooter down Riverside Dr, & summer cruise ships that dock nearby. People & vehicular traffic is already congested & parking is limited.

The vacant lots have never even had an attempted commercial area developed, and this Provincial Policy Statement can give an excuse to not use the zoning properly so it can be changed not to benefit this already overpopulated area, but to cram in more people without proper amenities for Multiple Dwellings. Without consideration to all of the long-time residents located all around this 28-story building. This proposal removes 6 matured trees and doesn't add any greener spaces, takes away a main connector road, takes away the views of current residents, the natural light to all of the surrounding buildings and the proposal says it's mitigating climate change! It adds 160-187 parking spaces, and 166 units. This proposed amendment benefits the Developer's interests only, it doesn't help Windsorites become greener, or provide anything beneficial besides more people.

28 storeys is much too high - closing Janette will not help the neighbourhood - not having amenities for their to be residents will cause lots more problems in the neighbourhood.

Please add me to the list of written requests to be notified re: the re-zoning. Thank you.

Kindest regards,

Ashley Hotte



Sept 26, 2022

My name is Barbara D'Alimonte. I am a owner and resident of Waterpark Condos, 515 Riverside Dr. I'm commenting on the Amendment to zoning By-Law 8600 file no. ZNG/6760 Z-217122 for amendment to zoning of lots between Jamette and Caron, on the west side of Waterpark Condos. I'm opposed to Amending the zoning of the two said lots west of Waterpark Condos. I bought my condo at Waterpark in 2009 for the specific reason of having the view. I also knew there wouldn't be any building high enough to block my view. Also, the value of the Condos on the west side of Waterpark would loose significant value on their Condo.

Barbara D'Alimonte

**Subject:** FW: Vote for opposing re-zoning - Z 017-22 [ZNG6760] - Ward 3  
**Date:** Thursday, September 29, 2022 12:26:01 PM

---

**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.

Dear City Council of Windsor

I'm writing this email to oppose the re-zoning proposal below:

Clerk's file#: Z/14427  
OPPOSED re-zoning: Z017-22 [ZNG6760] - Ward 3

Current owner of: #-515 Riverside Dr. W, Windsor, ON N9A7C3.

Reason:

I purchased my condominium knowing vacant lots were zoned for no higher than 5 stories buildings.

Opposing re-zoning because it will completely obstruct views, and have negative impact on natural light, privacy, and diminish the peaceful enjoyment of my condo.

Regards,  
Cheng Jing  
Owner of #-515 Riverside Dr. W, Windsor, ON N9A7C3

September 28th, 2022

October 3, 2022  
Development & Heritage Standing Committee  
Item 7.2 – Written Submission

**From:** CP Proximity-Ontario <[CP\\_Proximity-Ontario@cpr.ca](mailto:CP_Proximity-Ontario@cpr.ca)>  
**Sent:** September 29, 2022 4:36 PM  
**To:** clerks <[clerks@citywindsor.ca](mailto:clerks@citywindsor.ca)>  
**Subject:** Comments on ZNG/6760 & Z-017/22 (Riverside Drive W (at Janette Ave))

Good Afternoon,

**RE: Comments on ZNG/6760 & Z-017/22 (Riverside Drive W (at Janette Ave), within 1000m of CP Rail Yard**

Thank you for the recent notice respecting the captioned development proposal in the vicinity of Canadian Pacific Railway Company. The safety and welfare of residents can be adversely affected by rail operations and CP is not in favour of residential uses that are not compatible with rail operations. CP rail yards and freight trains operate 24/7 with schedules and volumes subject to change. CP's approach to development in the vicinity of rail operations is encapsulated by the recommended guidelines developed through collaboration between the Railway Association of Canada and the Federation of Canadian Municipalities. The 2013 Proximity Guidelines can be found at the following website address: <http://www.proximityissues.ca/>.

CP recommends that the below condition be inserted in all property and tenancy agreements and offers of purchase and sale for all dwelling units in the proposed building(s):

“Canadian Pacific Railway and/or its assigns or successors in interest has or have a railway right-of-way and/or yard located adjacent to the subject land hereof with operations conducted 24 hours a day, 7 days a week, including the shunting of trains and the idling of locomotives. There may be alterations to, or expansions of, the railway facilities and/or operations in the future, which alterations or expansions may affect the living environment of the residents in the vicinity. Notwithstanding the inclusion of any noise and/or vibration attenuating measures in the design of the development and individual dwellings, Canadian Pacific Railway will not be responsible for complaints or claims arising from the use of its facilities and/or its operations on, over, or under the aforesaid right-of-way and/or yard.”

Should the captioned development proposal receive approval, CP respectfully requests that the recommended guidelines be followed.

Thank you,  
CP Proximity Ontario



**CP Proximity Ontario**  
[CP\\_Proximity-Ontario@cpr.ca](mailto:CP_Proximity-Ontario@cpr.ca)  
7550 Ogden Dale Road SE, Building 1  
Calgary AB T2C 4X9

**From:** Daryl McDonald  
**Sent:** September 28, 2022 1:45 PM  
**To:** clerks <[clerks@citywindsor.ca](mailto:clerks@citywindsor.ca)>  
**Subject:** Flie number ZNG/6760 Z-017/22

**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 am a neighbour of the proposed development, I very much object to the closure of Jannette Ave. I frequently use Jannette when leaving the building and Bruce to return. In my opinion the footprint could be adjusted so as not to infringe on any City streets, while we are still in the planning stages.

Daryl McDonald

**October 3, 2022**  
**Development & Heritage Standing Committee**  
**Item 7.2**  
**Written Submission**

**From:**  
**Sent:** September 13, 2022 11:15 AM  
**To:** clerks <[clerks@citywindsor.ca](mailto:clerks@citywindsor.ca)>  
**Cc:**  
**Subject:** RE: ZNG/6760 Z-017/22 Riverside Drive W Re-Zoning

City Clerk's Office  
Windsor, Ontario

**RE: File Number ZNG/6760 Z-017/22**  
**Applicant: Farhi Holdings Corporation**  
**Location: Riverside Drive W (at Janette Ave)**

Dear Development & Heritage Standing Committee

We live on Janette Avenue at Chatham W just two short blocks from Riverside Drive and the proposed apartment building and parking lot. There are three key points we would like to convey to the committee:

- 1). We enthusiastically support the construction of the proposed apartment building on Riverside Drive provided it is architecturally and aesthetically pleasing.
- 2). We oppose the construction of a parking garage on Riverside Drive. The downtown waterfront is our great asset and we find it difficult to believe that a parking garage will enhance the aesthetics of our neighborhood and our river front. Underground parking below the proposed apartment building is preferred.
- 3). If a parking garage gets approved over neighborhood objections, it should only be conditioned on adherence to strict architectural and aesthetic standards. Some garages can be quite attractive while others resemble empty concrete warehouses.

Thank you for considering our views.

Jerry Simonelli + Robin Wilds  
Windsor, Ontario

**From:** [karin leung](#)

**Subject:** Re: Notice of Standing Committee Meeting - Zoning Bylaw Amendment - Farhi Holding Corporation - for a property located at the Southwest corner of Riverside Dr W & Janette Ave - Z 017-22 [ZNG6760] - Ward 3

**Date:** Thursday, September 29, 2022 9:47:34 AM

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**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.

Good morning:

Thank you for your email. Kindly acknowledge the following 3 questions to be included in the Agenda of tem 7.2 of the October 3, 2022 Development & Heritage Standing Committee meeting:

1. Can you tell us what will the approximate distance between the balconies and windows of the units at Dieppe Towers and the new proposed building? - Will it be possible for the new neighbors to see into the homes of others and vice versa?
2. How much higher is the proposed 28 storey building compared to Dieppe Towers and Waterpark place condominiums?
3. How many units of the new building will be designated geared to income, supportive housing?

I am interested to receive a copy of Monday's Meeting Agenda & a written answers for above mentioned 3 questions to be followed would be much appreciated.

Thank you very much for your kindly assistance.

Karin Leung

**October 3, 2022**  
**Development & Heritage Standing Committee**  
**Item 7.2 – Written Submission**

Dear Ms. Stuart:

Thank you very much for your email regarding Item 7.2 of Notice of Standing Committee Meeting - Zoning Bylaw Amendment - Farhi Holding Corporation - for a property located at the Southwest corner of Riverside Dr W & Janette Ave - Z 017-22 [ZNG6760] - Ward 3.

According to the Council Report: S 114/2022, it detailed the Planning Analysis of (PPS) 2020 and comments from Professionals of Specific Organizations.

I am inspired by the hard work of City Windsor Members. I am confident that City will provide a safe and sound community for everyone to enjoy their living in Windsor.

I am satisfied with the above report and kindly REMOVE myself as a delegate to speak in person during the meeting.

Kindly acknowledge my message and thank you very much for your assistance.

Karin Leung

P.S. My written request for a notification of ByLaw Amendments update will forward to Council Services.

**Subject:** FW: File number ZNG/6760 Z-017/22  
**Date:** Wednesday, September 28, 2022 4:07:36 PM

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-----Original Message-----

Sent: September 28, 2022 3:50 PM

To: clerks <clerks@citywindsor.ca>

Subject: File number ZNG/6760 Z-017/22

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.

Hi,

I am deeply concerned with the proposed closure to Janette Avenue for it to be utilized for vehicular access for the new project. Janette Avenue is used by residents of 515 Riverside to access their Basement and visitors parking, in addition to other residents of the area.

Also the height of the building is concerning as it will tower over all the surrounding buildings.

Thanks,  
Omar



**Subject:** FW: Proposed Amendment to Zoning By-Law 8600 - Farhi Holdings Corporation  
**Date:** Thursday, September 29, 2022 12:25:46 PM

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**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.

Please be advised, as a condo owner at 515 Riverside Dr. West, I have grave concerns about the proposed amendment to zoning by-law 8600 by Farhi Holdings. I purchased this condo knowing the property on the southwest corner of Riverside Dr. and Janette Ave. was zoned commercial. The proposed tower requesting heights of 28 storeys will entirely *obliterate my current view* of the Detroit River. This will *negatively impact the beautiful site lines* I enjoy on the western horizon, along with the *afternoon sunshine*. It will also *reduce the market value*.

The Phase Two Tower will further plunge the value of my principle residence, destroying any quality of life at this location. It is my understanding, the site on the southeast corner of Riverside Dr. and Janette Ave. is zoned for a maximum height of 5 storeys. Two years ago, when I purchased this property, I was confident I was making a prudent and safe investment.

I further oppose closing a portion of Janette Ave. to facilitate vehicular traffic into the parking garage. The traffic and congestion a development of this magnitude will negatively affect this neighbourhood.

I am opposed to the consideration of amendment to zoning by-law 8600.

Respectfully,

Kirstyn Fox

**Subject:** FW: Farhi development Riverside & Janette  
**Date:** Wednesday, September 28, 2022 3:46:45 PM

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-----Original Message-----

From: Lucie Martin  
Sent: September 28, 2022 1:41 PM  
To: clerks <clerks@citywindsor.ca>  
Subject: Farhi development Riverside & Janette

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

I'm a concerned citizen who purchased a condo at Waterpark place specifically to live in the core, on Riverside Drive with a western view of the waterfront and the Ambassador bridge.

I understand that the plan is for a 28 story luxury rental property which I assume is hoping to attract people from outside Windsor-Essex.

I have the following concerns;

- 1) the property plan is not far enough back and will completely block my view - if not in phase I, phase II for sure which result in my moving out of the downtown core.
- 2) we need access to Janette being that Riverside closes occasionally for various walks, runs, open streets and Bruce is a one-way towards Riverside - so we would have no access in or out

I am currently out of the Country and would like to be advised of the decisions made at the October 3rd meeting.

Thank you  
Lucie Martin

Sent from my iPhone

**October 3, 2022**  
**Development & Heritage Standing Committee**  
**Item 7.2**  
**Written Submission**

**Subject:** FW: Proposed apartment building at Riverside and Janette  
**Date:** Thursday, September 29, 2022 12:25:53 PM

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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.

To: Development & Heritage Standing Committee

I would like to voice my concerns in regards to the proposed apartment building at Riverside and Janette. I currently reside across the street at Waterpark Place Condominiums and have for the last 25 years. While I understand that progress is inevitable I would hope that this committee has taken into consideration the disruption of life this will have on the many residents in the area. The loss of view, the loss of privacy, the traffic congestion and increased noise levels are just some of the factors that we will be forced to deal with on a daily basis. Not to mention the drop in property value. And as I understand it this is just phase one with a potential second high rise going up right next to Waterpark Place.

As a long term resident and taxpayer and a strong supporter of a revitalized downtown I believe that the concerns of the residents of this area should be taken into consideration before any movement on this proposal.

Also as our lives will be severely disrupted with construction noise, dirt and traffic I feel we should be seriously compensated for this inconvenience.

As I stated before progress is inevitable but not on the backs of hard working, tax paying citizens who are only looking for a decent quality of life.

Respectfully

Peter D. Mycak

Sent from my iPad

Subject: FW: FARHI HOLDINGS CORPORATION  
Date: Thursday, September 29, 2022 12:26:09 PM

**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.

Gentlemen

- I, Spiro Govas and Theodoros Govas owners of the 14 unit apartment building 147 Janette since 1972 are against closing Janette ave..

The access by car and walking to the riverfront is essential to our tenants and the entire neighborhood. The value of our property and the properties of entire neighborhood will be dropped substantially

- We are against waving the required setbacks from the street and neighbouring properties
- we are against taking over and closing the street for private **aggressive** economic benefit.
- The building appears to be very tall next to the existing buildings
- The density appears to be another issue.
- The carron apartment building to be the size it is utilized the portion of the city block from riverside to Pitt street ,this developer wants a substationally taller building with half of the land.

I wish to suggest to the decision makers that we ,the residents of the city, want to encourage development but properly done.

The people shall enjoy the area and not be blocked out of the riverfront by foot and vehicles.

The main connections of Tecumseh west and Riverside are Janette southbound and Bruce northbound .

The west side of downtown, the city centre will be blocked, imagine the traffic during festivals on the riverfront.

My brother and I have been in the area for 50 years. We have seen similar proposals to close Jannette in the past. I'm sure the planning is having files on them. The city officials have always protected the character of the neighbourhood. I'm asking you this time to do the same .

I'm not against multi level housing, I'm against this request.

**I m available to be there on October 3 at 4:30 pm**  
**please call me for any additional informations you may need,**

**please register me as a delegation**

**Yours truly**

**Spiros Govas**

--

Spiro Govas



**Subject: Zoning Bylaw Amendment Z 023-22 [ZNG-6789] VGA Investment Inc, South Side Wyandotte St E, East of Florence Ave- 0 Wyandotte St E to permit a Multiple Dwelling Development - Ward 7**

Moved by: Councillor Holt

Seconded by: Councillor Morrison

Decision Number: **DHSC 439**

I. THAT an amendment to City of Windsor Zoning By-law 8600 **BE APPROVED** for the lands at Lots 32 to 34, Registered Plan 1142, PIN 01596-0081 (known municipally as 0 Wyandotte Street East) by changing the zone category from Development Reserve District (DRD) 1.1 to Residential District (RD) 2.5 with the following site specific regulations:

Front Yard Depth- Minimum 4.0 m

II. THAT a Hold provision **BE APPLIED** to the lands at Lots 32 to 34, Registered Plan 1142, PIN 01596-0081 (known municipally as 0 Wyandotte Street East) to be removed when the following conditions are met:

- a) An application for the removal of hold is received;
- b) Access to the future Florence Avenue right of way is available to the site.

Carried.

Report Number: S 126/2022

Clerk's File: Z/14431

**Clerk's Note:**

1. The recommendation of the Standing Committee and Administration are the same.
2. Please refer to Item 7.1 from the Development & Heritage Standing Committee Meeting held on November 1, 2022.
3. To view the stream of this Standing Committee meeting, please refer to:  
<http://csg001-harmony.sliq.net/00310/Harmony/en/PowerBrowser/PowerBrowserV2/20221107/-1/9365>



**Subject: Zoning Bylaw Amendment Z 023-22 [ZNG-6789] VGA  
Investment Inc, South Side Wyandotte St E, East of Florence Ave - 0  
Wyandotte St E to permit a Multiple Dwelling Development - Ward 7**

**Reference:**

Date to Council: November 1, 2022  
Author: Jim Abbs, Senior Planner  
255-6543 x6317  
jabbs@citywindsor.ca

Planning & Building Services  
Report Date: October 13, 2022  
Clerk's File #: Z/14431

**To:** Mayor and Members of City Council

**Recommendation:**

**THAT** an amendment to City of Windsor Zoning By-law 8600 **BE APPROVED** for the lands at Lots 32 to 34, Registered Plan 1142, PIN 01596-0081 (known municipally as 0 Wyandotte Street East) by changing the zone category from Development Reserve District (DRD) 1.1 to Residential District (RD) 2.5 with the following site specific regulations:

Front Yard Depth- Minimum            4.0 m

**THAT** a Hold provision **BE APPLIED** to the lands at Lots 32 to 34, Registered Plan 1142, PIN 01596-0081 (known municipally as 0 Wyandotte Street East) to be removed when the following conditions are met:

- a) An application for the removal of hold is received;
- b) access to the future Florence Avenue right of way is available to the site.

**Executive Summary:**

N/A

**Background:**

Application Information:

Location:    0 Wyandotte St East            Ward: 7



Planning District: 03 –

East Riverside

ZDM: 14

Owner: VGA Investment Inc. (Shan Xue)

Agent: Dillon Consulting Limited (Amy Farkas)



### KEY MAP - Z-023/22, ZNG-6789



● SUBJECT LANDS

APPLICANT: VGA INVESTMENT INC

ADDRESS: 0 WYANDOTTE STREET EAST

## Proposal:

The applicant intends to develop the site as a four (4) storey multiple dwelling residential building that fronts onto Wyandotte Street East. The applicant proposes fifteen (15) dwelling units with the total ground floor area of the building being 422 m<sup>2</sup> (4,542 m<sup>2</sup>). The primary access to the site will be through a driveway entrance from Florence Avenue at the rear of the site. This driveway entrance will access the parking area located in the rear of the site. The parking lot will contain twenty-one (21) total parking spaces including one accessible space. The main pedestrian access will face Wyandotte Street East and will provide a connection to the existing sidewalks and the proposed internal sidewalk. This proposed internal sidewalk at the rear of the building will provide access for residents to the parking area in the rear and to Florence Avenue. The proposed development includes a 4 m front yard setback.



### Concept Plan

To accomplish this, a site specific Zoning By-law Amendment will be required. The site is currently zoned Development Reserve District (DRD) 1.1. The DRD1.1 zone only permits existing uses and does not permit new development. The applicant is requesting the reduction front yard depth requirement. This will be discussed further in the Zoning section of this report.

The site will be subject to Site Plan Control.

## Site Information:

Official Plan	Zoning	Current Use	Previous Use
Residential	Development Reserve District (DRD) 1.1	Agriculture/Vacant	Agriculture/Vacant
Lot Depth	Lot Frontage	Area	Shape
+/- 45 m	+/- 35 m	+/-1603 m <sup>2</sup>	Rectangular
All measurements are for the entire parcel and are approximate.			

## Neighbourhood Characteristics:

The proposed development fronts Wyandotte Street East, immediately east of future Florence Avenue. The surrounding land uses are as follows:

### Surrounding Land Uses:

This area exhibits a wide range of existing and proposed residential uses.

**North** of the Subject Property Wyandotte Street East a 2 lane, 1 in each direction, class 2 arterial road with low profile Single Unit dwelling buildings on the north side of the street.

**South** of the Subject Property is vacant land,

**East** of the Subject Property is a proposed townhome development (ZNG6657) and Low profile single detached dwellings fronting Elinor Street.

**West** of the Subject Property is vacant land with an approved Draft Plan of Subdivision. There is a redevelopment proposal for these lands for a Multiple Dwelling Development (ZNG6789).

Wyandotte Street East is classified as a Class II Arterial road. The site is serviced by the Transit Windsor Lauzon 10 bus route. The closest existing bus stop to this property is located directly across the Wyandotte at Florence.

The proposed Multiple Dwelling is located within an area that contains other Multiple Dwelling buildings of similar height and form and is compatible within its context.



## NEIGHBOURHOOD MAP - Z-023/22, ZNG-6789



SUBJECT LANDS

APPLICANT: VGA INVESTMENT INC  
 ADDRESS: 0 WYANDOTTE STREET EAST

**Discussion:**

**Planning Analysis:**

## Provincial Policy Statement (PPS) 2020:

The Provincial Policy Statement, (PPS) 2020 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 use proposed is already permitted by the zoning by-law. This zoning bylaw amendment would result in an infill development (a development on underutilized or vacant land within the context of an existing urban or built up area) consistent with the Provincial Policy Statement in that the development promotes the efficient use of existing land, promotes cost-effective development patterns and standards to minimize land consumption and servicing costs. Related to this direction, the PPS states:

“1.1.1(b) accommodating an appropriate range and mix of residential (including second units, affordable housing and housing for older persons), employment (including industrial 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 cost-effective development patterns and standards to minimize land consumption and servicing costs;”

The proposed development assist in providing an appropriate range of and mix of residential units on a site that already has available infrastructure in the immediate area.

The PPS also states:

“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 20 years.”

The PPS requires that land be available to diversify developments to meet the future needs of the community. The zoning by-law amendment is consistent with that requirement by accommodating new residential construction on lands designated for that purpose.

The PPS also states:

“1.4.1 To provide for an appropriate range and mix of housing types 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 10 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 intensification and redevelopment, and land in draft approved and registered plans.”

The requested zoning bylaw amendment is consistent with the PPS by developing a planned medium-density development on a site that was previously under utilized. The proposed form of development is a more efficient use of land and resources than the previous (vacant) use. As well, this development will help to provide additional residential inventory within the City of Windsor.

The PPS also states:

“1.4.3 Planning authorities shall provide for an appropriate range and mix of housing types and densities to meet projected requirements of current and future residents of the regional market area by:

a. permitting and facilitating:

1. all forms of housing required to meet the social, health and well-being requirements of current and future residents, including special needs requirements; and
2. all forms of residential intensification, including second units, and redevelopment in accordance with policy 1.1.3.3;

b. 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;

c. promoting densities for new housing which efficiently use land, resources, infrastructure and public service facilities, and support the use of active transportation and transit in areas where it exists or is to be developed;”

Approving the zoning by-law amendment would support residential development using the infrastructure that is already in place, instead of requiring more expenditure on new infrastructure in a greenfield setting. In terms of supporting active transportation and transit, the site of the proposed zoning amendment is served by Transit Windsor.

The proposed development is consistent with the PPS in that it promotes compact and transit supportive forms of development. As well, this development will help to support the provision of a range of housing types in this area.

The site is also in close proximity to transit corridors, which provides a range of travel options for the residents. The density of the development may help support the transit options that currently exist in this area.

**Official Plan:**

The City of Windsor Official Plan currently designates the site Residential. The proposed residential use conforms to the Residential designation. The proposed development is consistent with the following goals and objectives of the City of Windsor Official Plan.

Goal 6.1.1 is to achieve safe, caring and diverse neighbourhoods. Goal 6.1.2 seeks environmentally sustainable urban development. Goal 6.1.3 promotes housing suited to

the needs of Windsor's residents. Goal 6.1.10 is to achieve pedestrian oriented clusters of residential, commercial, employment and institutional uses.

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 development will help to support a diverse neighbourhood that represents a sustainable community and will provide housing that is in demand. The proposed development will help to encourage a pedestrian orientated cluster of residential, commercial and employment uses. The proposed residential development represents a complementary and compact form of housing and intensification that is near sources of transportation.

Public transit is available via the Transit Windsor Lauzon 10 bus route.

Full municipal services are available.

### **Zoning By-Law:**

The site is currently zoned Development Reserve District (DRD) 1.1. The DRD1.1 zone only permits existing uses and does not permit new development. The applicant is proposing that the zone category be changed to the RD 2.5 category, which would permit the proposed use. The applicant also is requesting that the regulations for the site be changed to permit a front yard depth of 4m, rather than the 6m required by the RD2.5 category. This change can be supported as the reduction in front yard depth will allow a building to address Wyandotte Street East. This proposed yard will be greater than the yard adjacent to Wyandotte that was approved by council for the development application to the east of the subject lands. (ZNG6657) As well, because the front lot line of this site is angled, the proposed reduction would only impact the most easterly corner of the site.

### **Issues to be Resolved:**

#### **Access to site:**

Vehicle access to the site is not permitted from Wyandotte Street East, therefore access to the site must be from the future Florence Avenue. Future Florence Avenue is still currently private property, therefore access to Florence Avenue for the development is not available.

It is anticipated that as a result of other development applications in the area that Florence Avenue will eventually connect to Wyandotte Street East and be available for use, but until that time a hold provision should be applied to the site to ensure that a building permit is not issued for the proposed development until the access to Florence Avenue is available and the hold provision is subsequently removed.

### **Risk Analysis:**

N/A

## **Climate Change Risks**

### **Climate Change Mitigation:**

Increasing the density of development on the site with access to existing bus routes and adjacent to commercial and community facilities will encourage the use of transit, walking and cycling as modes of transportation, thereby helping to minimize the City's carbon footprint.

### **Climate Change Adaptation:**

The site will be subject to site plan control and will be required to retain storm water on site that will only be released to the City's storm sewer system at predevelopment levels.

### **Financial Matters:**

n/a

### **Consultations:**

Comments received from municipal departments and external agencies are attached as Appendix "A" to this report.

### **Public Notice:**

The statutory notice required under the Planning Act was provided in the Windsor Star. In addition, all properties within 120m (400 feet) of the subject parcel received courtesy notice by mail prior to the Development & Heritage Standing Committee Meeting (DHSC) meeting.

### **Conclusion:**

#### **Planner's Opinion and Conclusions:**

The proposed use of this site as a development containing a Multiple Dwelling structure containing 15 units represents an efficient development that will have no adverse impact on the financial well-being of the City of Windsor. The proposed development represents an appropriate residential use, adds to the range and mix of uses and will not cause any environmental or public health and safety concerns. This development is consistent with the Provincial Policy Statement.

The proposed Multiple Dwelling represents a housing type and density that meets the requirements of current and future residents, that meets the social, health and well-being of current and future residents, represents a form of residential intensification, is set in a location with access to infrastructure, public service facilities, and is close to commercial land uses.

The proposed Multiple Dwelling is located within an area that contains other Multiple Dwelling building proposals of varied forms and is compatible within its context.



The proposed zoning by-law amendment is consistent the PPS, 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.

**Approvals:**

<b>Name</b>	<b>Title</b>
Michael Cooke	Manager of Planning Policy/Deputy City Planner
Thom Hunt	City Planner / Executive Director, Planning & Development Services
Wira Vendrasco	Deputy City Solicitor, Legal Services & Real Estate
Jelena Payne	Commissioner, Economic Development and Innovation
Onorio Colucci	Chief Administrative Officer

**Notifications:**

<b>Name</b>	<b>Address</b>	<b>Email</b>
VGA Investment Inc.	1354 Bruce Avenue Windsor, Ontario N8X 1X3	xuece824@gmail.com
Dillon Consulting Limited	3200 Deziel Drive, Suite 608 ON  N8W 5K8	afarkas@dillon.ca
Councillor Gill		

**Appendices:**

- 1 Appendix A - Z 023-22 Liaison Comments

## COMMENTS

### **Jennifer Nantais – Environmental & Sustainability Coordinator**

The Environmental Sustainability and Climate Change team would like to request an energy strategy be prepared.

In response to the application there are no objections. Please also 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 (approved July 17 2017) 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 and doors.

#### EV Charging

Due to increased production and escalating demands, consideration for EV charging infrastructure and opportunities to increase resiliency such as providing strategic back-up power capacity is suggested.

In addition, the large scale paving of natural space will increase the urban heat island in the area. It is recommended that the developer consider shade trees, white colour roofs or green roofs to mitigate this impact. For more suggestions please consult the following resources: LEED, Built Green Canada, and EnerGuide.

To promote the use of active transportation, bike racks should be considered.

#### 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. Please consider providing community garden space as there has been a growing demand for opportunities to grow sustainable food in the City.

#### Windows

The City of Windsor has recently been designated a Bird Friendly City. In order to make structures safer and prevent window collisions it is recommended that bird safe window treatments be considered. See FLAP Canada [recommendations](#).

### **Jason Scott – Transit Windsor**

Transit Windsor has no objections to this development. The closest existing transit route to this property is with the Lauzon 10. The closest existing bus stop to this property is located on Wyandotte at Florence Northwest Corner. This bus stop is approximately 110 metres from this property falling well within our 400 metre walking distance guideline to a bus stop. This will be further enhanced

with our Council approved Transit Master Plan as a new local route will be replacing the existing route providing 2 way conventional transit service versus the existing one way loop service.

### **Enwin**

**HYDRO ENGINEERING:** No Objection to Re-zoning, however, please note the following:

- Streetlights along the north limit of the property.

Proposed buildings and/or building additions must have adequate clearance requirements from all hydro distribution and services.

We recommend referring to the Occupational Health and Safety Act for minimum safe limits of approach during construction and the Ontario Building Code for adequate clearance requirements for New Buildings and/or Building Additions.

**WATER ENGINEERING:** Water Engineering has no objections.

### **Sherif Barsom – Parks D&D**

In light of having a tree inventory and preservation study performed by Dillon Consulting and has been directed to Stefan since 7<sup>th</sup> June, Parks Development has no comments for this development.

### **Mark Schaffhauser – Engineering & ROW**

The subject lands are located at 0 Wyandotte Street East, designated as Residential on the Land Use Schedule D of the Official Plan. The property is zoned Development Reserve District 1.1 (DRD1.1). The applicant is proposing to construct a 4 storey apartment building with fifteen dwellings units. Parking on-site is proposed for 21 vehicles, including 1 barrier free space. Access to the parking area will be from a new 2-way entrance along Florence Avenue. The applicant is requesting that Zoning By-law 8600 be amended changing the zoning to RD2.5 with a site specific exception for a reduction in minimum lot area and a reduction in the minimum front yard setback.

The subject lands are serviced by an 1800mm diameter reinforced concrete pipe storm sewer located on Wyandotte Street East. There is currently no sanitary sewer available to service the subject land, therefore, the applicant will not be able to proceed with the proposed development until the Florence Avenue road and sanitary sewer extensions are construction south of Wyandotte Street East. The applicant will be required to submit lot grading and site servicing drawings, as well as storm detention calculations restricting storm water runoff from this site to pre-development levels. If possible existing connections should be utilized. Any redundant connections shall be abandoned in accordance with the City of Windsor Engineering Best Practice B.P 1.3.3. The property lies within the ERCA fill line. ERCA approval and permits are required.

Wyandotte Street East is designated as a Class 2 Arterial road requiring a 30m right-of-way. The current right-of-way width is 24.5m, therefore, a conveyance of 2.75m is required. Florence Avenue is designated as a Class 2 Collector requiring a 22.0m right-of-way. The current right-of-way width is 3.1m, however, the conveyance will be taken against 0 Wyandotte Street East (Roll #060-450-06500). Furthermore, a 6.1m x 6.1m corner cut-off conveyance will be required at the southeast corner of the Florence Avenue and Wyandotte Street East intersection.

In summary we have no objection to the proposed rezoning, subject to the following requirements (Requirements can be enforced during Building and Right-of-Way permitting):

Site Plan Control Agreement – The applicant enter into an amended agreement with the City of Windsor for all requirements under the General Provisions of the Site Plan Control Agreement for the Engineering Department.

Corner Cut-Off – The owner(s) agrees, prior to the issuance of a construction permit, to gratuitously convey a 6.1 m x 6.1 m (20' x 20') corner cut-off at the intersection of Florence Avenue and Wyandotte Street East in accordance with City of Windsor Standard Drawing AS-230.

Land Conveyance – Prior to the issuance of a construction permit, the owner (s) shall agree to gratuitously convey to the Corporation, land sufficient to create a 30 metre wide right-of-way on Wyandotte Street East. This conveyance shall be 2.75 metres along the entire Wyandotte Street East frontage of the subject lands

Servicing Study – The owner agrees, at its own expense, to retain a Consulting Engineer to provide a detailed servicing study report on the impact of the increased flow to the existing municipal sewer systems, satisfactory in content to the City Engineer and prior to the issuance of a construction permit. The study shall review the proposed impact and recommend mitigating measures and implementation of those measures.

ERCA Requirements – The owner(s) further agrees to follow all drainage and flood proofing recommendations of the Essex Region Conservation Authority (ERCA) may have with respect to the subject land, based on final approval by the City Engineer. If applicable, the Owner will obtain all necessary permits from ERCA with respect to the drainage works on the subject lands.

### **Stefan Fediuk – Landscape Architect**

Pursuant to the application for a zoning amendment (**Z 023/22**) to permit rezoning the subject site to the RD2.5 zone category to permit the construction of a Multiple Dwelling Structure containing 15 units, with site specific provisions, please note no objections. Please also note the following comments:

#### Zoning Provisions for Parking Setback:

The proposed reduction in front yard depth would normally impact the available landscape area. The applicant has identified that the property is angled and the reduction is limited to the extreme eastern end of the build structure, resulting in a larger front yard depth at the western end of the building. Therefore, there is not objection and the increased landscape area at the western end of the site will help to provide area for the tree compensation to be implemented on the site.

#### Tree Preservation & Climate Change:

The Tree Inventory and Preservation Study provided by the applicant, has a sound evaluation of the site. The Landscape Architect concurs with the recommendations including, monitoring, and replacement rate of caliper-per-caliper of desirable trees at Diameter per Breast Height (DBH).

The proposed rate for replacement will provide adequate compensation for urban forest replacement, bird habitat and climate change adaptation. Detail recommendations will be made at the time of Site Plan Control.

#### Parkland Dedication:

Require a parkland dedication representing 5% of the subject lands, to the satisfaction of the Executive Director of Parks, as per By-law 12780 and the Planning Act. All requirements will be determined at the time a Site Plan application is received.

## ERCA

The following is provided as a result of our review of Zoning By-Law Amendment Z-023-22. The applicant wishes to rezone the subject site to the RD2.5 zone category to permit the construction of a Multiple Dwelling Structure containing 15 units, with the minimum lot area per dwelling unit reduced to 106.6 meter square from 166 meter square and the minimum/maximum front yard depth reduced from 6/7 meters to 4.5 meters.

### DELEGATED RESPONSIBILITY TO REPRESENT THE PROVINCIAL INTEREST IN NATURAL HAZARDS (PPS) AND REGULATORY RESPONSIBILITIES OF THE CONSERVATION AUTHORITIES ACT

The following comments reflect our role as representing the provincial interest in natural hazards as outlined by Section 3.1 of the Provincial Policy Statement of the *Planning Act* as well as our regulatory role as defined by Section 28 of the *Conservation Authorities Act*.

The above noted lands are subject to our Development, Interference with Wetlands and Alteration to Shorelines and Watercourses Regulation under the *Conservation Authorities Act* (Ontario Regulation No. 158/06). The parcel falls within the regulated area of the Lake St. Clair and Little River. The property owner will be required to obtain a Permit and/or Clearance from the Essex Region Conservation Authority prior to any future construction or site alteration or other activities affected by Section 28 of the *Conservation Authorities Act*.

### WATERSHED BASED RESOURCE MANAGEMENT AGENCY

The following comments are provided in an advisory capacity as a public commenting body on matters related to watershed management.

#### SECTION 1.6.6.7 PPS, 2020 - Stormwater Management

We are concerned with the potential impact of the quality and quantity of runoff in the downstream watercourse due to future development of this site. We recommend that the municipality ensure through the Site Plan Control process that the release rate for any future development is controlled to the capacity available in the existing storm sewers/drains. In addition, that stormwater quality and stormwater quantity are addressed up to and including the 1:100 year storm event and be in accordance with the guidance provided by the Stormwater Management Planning and Guidance Manual, prepared by the Ministry of the Environment (MOE, March 2003) and the Windsor-Essex Region Stormwater Management Standards Manual.

We request to be included in the circulation of the Site Plan Control application. We reserve to comment further on storm water management concerns until we have had an opportunity to review the specific details of the proposal through the site plan approval stage.

### PLANNING ADVISORY SERVICE TO PLANNING AUTHORITIES - NATURAL HERITAGE POLICIES OF THE PPS, 2020

The following comments are provided from our perspective as an advisory service provider to the Planning Authority on matters related to natural heritage and natural heritage systems as outlined in Section 2.1 of the Provincial Policy Statement of the *Planning Act*. The comments in this section do not necessarily represent the provincial position and are advisory in nature for the consideration of the Planning Authority.

Our information indicates that the subject property may support habitat of endangered species and threatened species. As per Section 2.1.7 of the PPS, 2020 – “*Development and site alteration shall not be permitted in habitat of endangered species and threatened species, except in accordance with provincial and federal requirements*”. All species listed as endangered or threatened (aquatic species, plants, mammals, birds, reptiles, amphibians, etc.) as well as their related habitats, are protected under the Ontario *Endangered Species Act*. Prior to initiating any

proposed works on this property, it is the proponent's responsibility to contact the Species at Risk Branch of the Ontario Ministry of Environment, Conservation & Parks (MECP) to ensure all issues related to the *Endangered Species Act* are addressed. All inquiries regarding the *Endangered Species Act* should be made with Permissions and Compliance Section of the MECP (e-mail address: [SAROntario@ontario.ca](mailto:SAROntario@ontario.ca)).

#### FINAL RECOMMENDATION

With the review of the background information provided and aerial photograph, ERCA advises that the property owner will be required to obtain a Permit and/or Clearance from the Essex Region Conservation Authority prior to any future construction, site alteration or other activities affected by Section 28 of the *Conservation Authorities Act*.

We request to be included in the circulation of the Site Plan Control application and we reserve to comment further on storm water management concerns until we have had an opportunity to review the specific details of the proposal through the site plan approval stage.

#### **Shannon Deehan – Transportation Planning**

- Wyandotte St E is classified as a Class II Arterial Road with a required right-of-way width of 30 meters according to Schedule X. The current right-of-way along the frontage of the subject property is insufficient, therefore, a conveyance of 2.75 meters is required.
- Florence Ave is classified as a Class II Collector Road according to the Official Plan. An Environmental Assessment will take place in the near future for this section of Florence Avenue and the Right-of-Way requirements will be determined at that time. Therefore, any necessary land must be conveyed to comply with this.
- If Florence Avenue is developed south of Wyandotte St E and it is a non-signalized intersection then a corner cut off of 4.6 meters is required. Depending on the outcome of the Traffic Impact Study of nearby developments the corner cut off may need to be enlarged to 6.1 meters if it becomes a signalized intersection.
- The driveway must align with the "Future Development" driveway shown in the plan in order to avoid potential issues with overlapping left-turns.
- All parking must comply with Zoning By-Law 8600.
- All accesses shall conform to the TAC Geometric Design Guide for Canadian Roads and the City of Windsor Standard Engineering Drawings.
  - o Driveway width must comply with AS-203 and AS-204 with straight flares.
- All exterior paths of travel must meet the requirements of the Accessibility for Ontarians with Disabilities Act (AODA).



**Committee Matters: SCM 305/2022**

**Subject: Zoning By-Law Amendment – Jian Lu – 3829-3831 Seminole Street - Z 020/22 [ZNG-6783] - Ward 5**

Moved by: Councillor Holt  
Seconded by: Councillor Morrison

Decision Number: **DHSC 440**

THAT Zoning By-law 8600 **BE AMENDED** by changing the zoning of Lots 164, 166 & Pt Lot 162, Registered Plan 768 (known municipally as 3829 and 3831 Seminole Street; Roll No. 010-280-00100-0000), from Commercial District 1.1 (CD1.1) to Residential District 3.1 (RD3.1) with a site specific exception to Section 20(1) as follows:

**4XX. SOUTHEAST CORNER OF SEMINOLE STREET AND WESTCOTT ROAD**

For the lands comprising of Lots 164, 166 & Pt Lot 162, Registered Plan 768, a *Multiple-Dwelling* shall be subject to the applicable provisions in Section 12.1.5, except for the following site specific regulation:

Parking Area Separation from a Street                      Minimum – 1.57 m

[ZDM11; ZNG/6783]

Carried.

Councillor Sleiman was absent from the meeting when the vote was taken on this matter.

Report Number: S 122/2022  
Clerk's File: Z/14457

**Clerk's Note:**

1. The recommendation of the Standing Committee and Administration are the same.

2. Please refer to Item 7.2 from the Development & Heritage Standing Committee Meeting held on November 1, 2022.
3. To view the stream of this Standing Committee meeting, please refer to:  
<http://csg001-harmony.sliq.net/00310/Harmony/en/PowerBrowser/PowerBrowserV2/20221107/-1/9365>



**Subject: Zoning By-Law Amendment – Jian Lu – 3829-3831 Seminole Street - Z 020/22 [ZNG-6783] - Ward 5**

**Reference:**

Date to Council: November 1, 2022  
Author: Pablo Golob, MCIP, RPP  
Planner II – Development Review  
pgolob@citywindsor.ca  
519-255-6543 x6918

Planning & Building Services  
Report Date: October 13, 2022  
Clerk's File #: Z/14457

**To:** Mayor and Members of City Council

**Recommendation:**

THAT Zoning By-law 8600 **BE AMENDED** by changing the zoning of Lots 164, 166 & Pt Lot 162, Registered Plan 768 (known municipally as 3829 and 3831 Seminole Street; Roll No. 010-280-00100-0000), from Commercial District 1.1 (CD1.1) to Residential District 3.1 (RD3.1) with a site specific exception to Section 20(1) as follows:

**4XX. SOUTHEAST CORNER OF SEMINOLE STREET AND WESTCOTT ROAD**

For the lands comprising of Lots 164, 166 & Pt Lot 162, Registered Plan 768, a *Multiple-Dwelling* shall be subject to the applicable provisions in Section 12.1.5, except for the following site specific regulation:

Parking Area Separation from a Street	Minimum – 1.57 m
---------------------------------------	------------------

[ZDM11; ZNG/6783]

**Executive Summary:**

N/A

**Background:**

**Application Information:**

**Location:** 3829-3831 Seminole Street  
Lots 164, 166 & Pt Lot 162, Plan 768  
South side of Seminole Street, between Westcott Road and Aubin Road  
Roll No.: 010-280-00100-0000

**Ward:** 5    **Planning District:** East Windsor    **Zoning District Map:** 11

**Applicant / Owner:** Jian Lu

**Agent:** Tracey Pillon-Abbs, Pillon Abbs Inc.

**Proposal:**

The Applicant is requesting an amendment to Zoning By-law 8600 to change the zoning from Commercial District 1.1 (CD1.1) to Residential District 3.1 (RD3.1) to permit the construction of a 3 storey, 12-unit residential development and on-site parking for 15 vehicles. The applicant is also requesting a site-specific exception to the provision for minimum parking area separation from a street (Section 25.5.20.1 of Zoning By-law 8600) to facilitate the proposed site and building design. Vehicular access to the development is proposed via Westcott Road and the abutting alley to the east of the property.

The subject site is designated Mixed Use Node in the City of Windsor Official Plan, zoned Commercial District 1.1 (CD1.1), has a total lot area of 1,058.6 m<sup>2</sup>, lot frontage of 32.5 m, lot depth of 32.6 m, and is currently occupied by a low-profile (1 storey) commercial and residential building (to be demolished). The parcel has frontage along Seminole Street and Westcott Road with existing access to both.

See Appendix A for Conceptual Site Plan

**Submissions:** Rezoning Application Form, Deed, Topographic Survey, Planning Rationale Report, Conceptual Site Plan, SWM Report

**Site Information:**

OFFICIAL PLAN	ZONING	CURRENT USE	PREVIOUS USE
Mixed Use Node	Commercial District 1.1 (CD1.1)	Commercial / Residential Building	N/A
LOT FRONTAGE	LOT DEPTH	LOT AREA	LOT SHAPE
32.5 m	32.6 m	1,058.6 sq. m	Rectangular
106.5 ft	107.0 ft	11,395 sq. ft.	

*All measurements are approximate and are for information purposes only.*

Figure 1: Key Map



KEY MAP - Z-020/22, ZNG-6783

● SUBJECT LANDS

APPLICANT: JIAN LU

ADDRESS: 3829-3831 SEMINOLE STREET



**Figure 2: Subject Parcel - Rezoning**

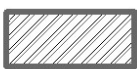


PART OF ZONING DISTRICT MAP 11

N.T.S.

# REZONING

APPLICANT: JIAN LU



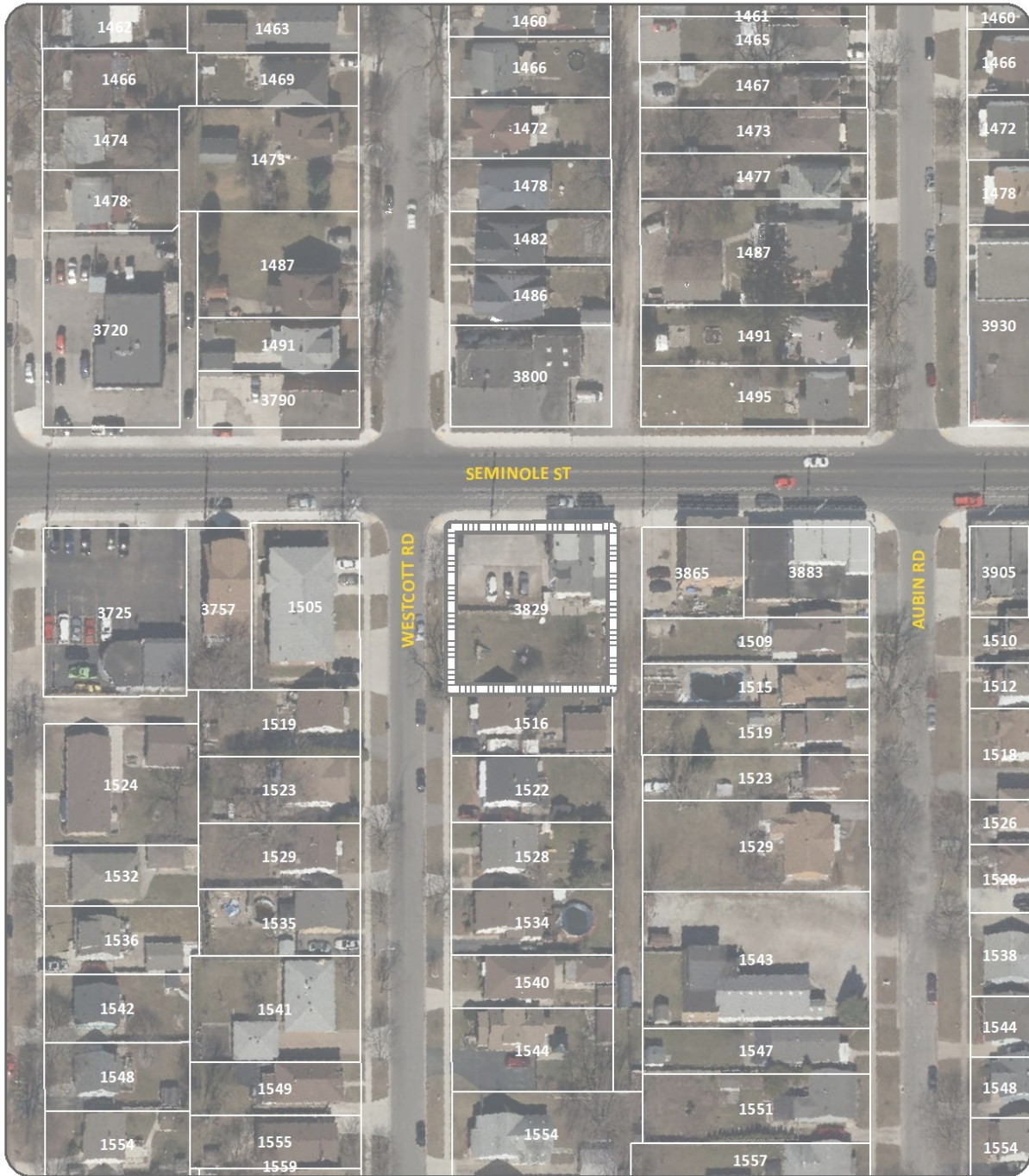
SUBJECT LANDS

PLANNING & BUILDING DEPARTMENT



DATE : JULY 2022  
FILE NO. : Z-020/22, ZNG-6783

Figure 3: Neighborhood Map



NEIGHBOURHOOD MAP - Z-020/22, ZNG-6783



SUBJECT LANDS

APPLICANT: JIAN LU

ADDRESS: 3829-3831 SEMINOLE STREET

## Neighbourhood Characteristics:

The subject lands are located in an established area comprised of an assortment of commercial and residential uses. To the north are various commercial uses along Seminole Street, with low and medium profile residential uses beyond. To the east the assortment of commercial uses continues along Seminole Street, in combination with an array of low and medium profile residential uses. To the south are low profile residential uses and institutional uses. To the west are additional low and medium profile residential uses coupled with a limited number of commercial uses along the Seminole Street corridor.

Seminole Street is classified as a Class I Collector Road with curbs and sidewalks on both sides. On-street parking is permitted (south side only) and bicycle lanes are available on both sides. Westcott Road is classified as a local road with curbs and sidewalks on both sides. On-street parking is permitted. Transit Windsor operates the Ottawa 4 bus route along Seminole Street, with stops adjacent to the subject site. The Transit Master Plan recommends maintaining these existing transit services.

Storm and sanitary sewers are located in the Seminole Street and Westcott Road right-of-ways. No municipal infrastructure or service deficiencies have been identified.

## Discussion:

### Provincial Policy Statement, 2020

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.

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, 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;”*

The proposed multi-unit residential development represents an efficient infill development and land use pattern that will have no adverse impact on the financial well-being of the City, land consumption, and servicing costs. The development proposal helps to provide a range of housing types in an area primarily dominated by single

detached dwellings, and optimizes investments in transit. The zoning amendment is consistent with Policy 1.1.1. of the PPS.

Policy 1.1.3.1 of the PPS states:

*“Settlement areas shall be the focus of growth and development.”*

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 subject lands are located within the settlement area. The proposed zoning amendment promotes a use that makes efficient utilization of land and existing infrastructure. Active transportation options and transit services are located adjacent the subject site. The zoning amendment is consistent with PPS Policies 1.1.3.1 and 1.1.3.2.

The proposed amendment to Zoning By-law 8600 is consistent with the PPS.

#### **Official Plan:**

Relevant excerpts from the Official Plan are attached as Appendix C. The subject lands are located within the East Windsor Planning District and are designated *Mixed Use Node* on Schedule D: Land Use of the City of Windsor Official Plan.

The proposed development conforms to the Mixed Use Node objectives in the Official Plan, particularly by proposing a compact and compatible residential use which promotes the use of alternative transportation modes, and ensures the long term viability of the Seminole Street Mixed Use Node (Objectives 6.9.1.1 through 6.9.1.7). The proposed 3-storey multiple dwelling development is classified as a Medium Profile development under Section 6.2.1.2 (b), a height and use permitted in the Mixed Use Node land use designation (Section 6.9.2.1).

Objective 6.3.2.4 of the Official Plan stipulates the locational criteria for residential intensification and directs such intensification to Mixed Use Nodes and areas in proximity to those Nodes. As noted above, the subject lands are located with the Mixed Use Node of the Seminole Street and George Avenue intersection, which provides for a range of neighbourhood commercial uses and transportation options. The subject lands also have direct access to a Class I Collector Road, public transportation services, and are compatible with the surrounding development pattern. Full municipal services are located adjacent the subject lands on the Seminole Street and Westcott Road right-of-ways. As such, the zoning amendment satisfies the location criteria policies for Mixed Use Nodes set out in Section 6.9.2.3 of the Official Plan.

The proposed development also conforms to the evaluation criteria policies in the Official Plan. The proposed development is capable of being provided with full municipal services and emergency services (Section 6.9.2.4 (c)), with adequate off street parking (Section 6.9.2.4 (d)), is designed to be pedestrian oriented (Section 6.9.2.4 (e)), and is compatible with the surrounding area in terms of scale, massing, height, siting, orientation, setbacks, and parking (Section 6.9.2.4 (f)). The proposed design of the subject development facilitates a gradual transition from the abutting Low Profile residential uses to the south, in accordance with the Official Plan Urban Design policies and recently adopted Design Guidelines (Section 6.9.2.5 (a)). The proposed design also achieves a compact urban form and pedestrian friendly environment within specified height limitations (Section 6.9.2.5 (b)). The proposed zoning amendment conforms to the policies in Section 6.9.2.5 of the Official Plan.

The proposed zoning amendment conforms to the Zoning Amendment Policies, Section 11.6.3.1 and 11.6.3.3, of the Official Plan.

The proposed change to Zoning By-law 8600 conforms to the general policy direction of the Official Plan.

### **Zoning By-Law:**

Relevant excerpts from Zoning By-law 8600 are attached as Appendix D.

The applicant is requesting a change from Commercial District 1.1 (CD1.1) to a Residential District 3.1 (RD3.1), a zoning district that permits a multiple dwelling. The Residential District 3.1 (RD3.1) zoning category is appropriate for the proposed development and is compatible with the existing uses in the neighbourhood. RD3.1 permits one multiple dwelling on a lot with a minimum width of 18.0 m and a minimum lot area of 540.0 m<sup>2</sup> (first 4 dwelling units, plus 67.0 m<sup>2</sup> for each additional unit – *corner* lot). A minimum front yard depth of 6.0 m, a minimum rear yard depth of 7.50 m, and a minimum side yard width of 3.0 m (6.0 m where a habitable room window faces a side lot line) is also required. The maximum building height is 14.0 m for a *corner* lot, with a maximum lot coverage of 35%.

The development proposal meets and/or exceeds all of the provision of the RD3.1 zoning category. 1.25 parking spaces per dwelling unit are required, for a total of 15 parking spaces. To facilitate the proposed site and building design, the applicant is requesting a site-specific exception to the provision for minimum parking area separation from a street (Section 25.5.20.1 of Zoning By-law 8600), from 3.0 m to 1.57 m. The applicant proposes to construct a new parking area in compliance with all other City of Windsor Engineering best practices

No additional zoning deficiencies have been identified.

### **Site Plan Control**

The proposed development will be subject to site plan control. The requirements and concerns of municipal departments, including the provision of landscaping elements and recently adopted Intensification Design Guidelines, will be considered during the site plan control process.



## **Risk Analysis:**

N/A

## **Climate Change Risks**

### **Climate Change Mitigation:**

The proposed development minimizes the impact on community greenhouse gas emissions as the utilization of currently available infrastructure, such as sewers, sidewalks, and public transit, is proposed.

### **Climate Change Adaptation:**

The development proposal incorporates landscaping and building design elements to improve energy efficiency and increase resiliency of the development and surrounding area.

## **Financial Matters:**

N/A

## **Consultations:**

Comments received from municipal departments and external agencies are attached as Appendix E. There are no objections to the proposed amendment. Any specific requirements of municipal departments will be handled during the subsequent Site Plan Control and Building Permit process.

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 120m of the subject parcel.

## **Planner's Opinion:**

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 policies of the Official Plan.

Based on the information in this report, it is my opinion that an amendment to Zoning By-law 8600 to change the zoning from Commercial District 1.1 (CD1.1) to Residential District 3.1 (RD3.1), with a site-specific exception to the provision for minimum parking area separation from a street (Section 25.5.20.1), is consistent with the PPS 2020, is in conformity with the City of Windsor Official Plan, and constitutes good planning.

## **Conclusion:**

Staff recommend that Zoning By-law 8600 be amended from Commercial District 1.1 (CD1.1) to Residential District 3.1 (RD3.1), with a site-specific exception to the provision for minimum parking area separation from a street (Section 25.5.20.1), to permit the construction of a new multiple dwelling building.

**Planning Act Matters:**

I concur with the above comments and opinion of the Registered Professional Planner.

*Neil Robertson, MCIP, RPP*

*Thom Hunt, MCIP, RPP*

*Manager of Urban Design*

*City Planner*

I am not a registered Planner and have reviewed as a Corporate Team Leader

*JP*

*OC*

**Approvals:**

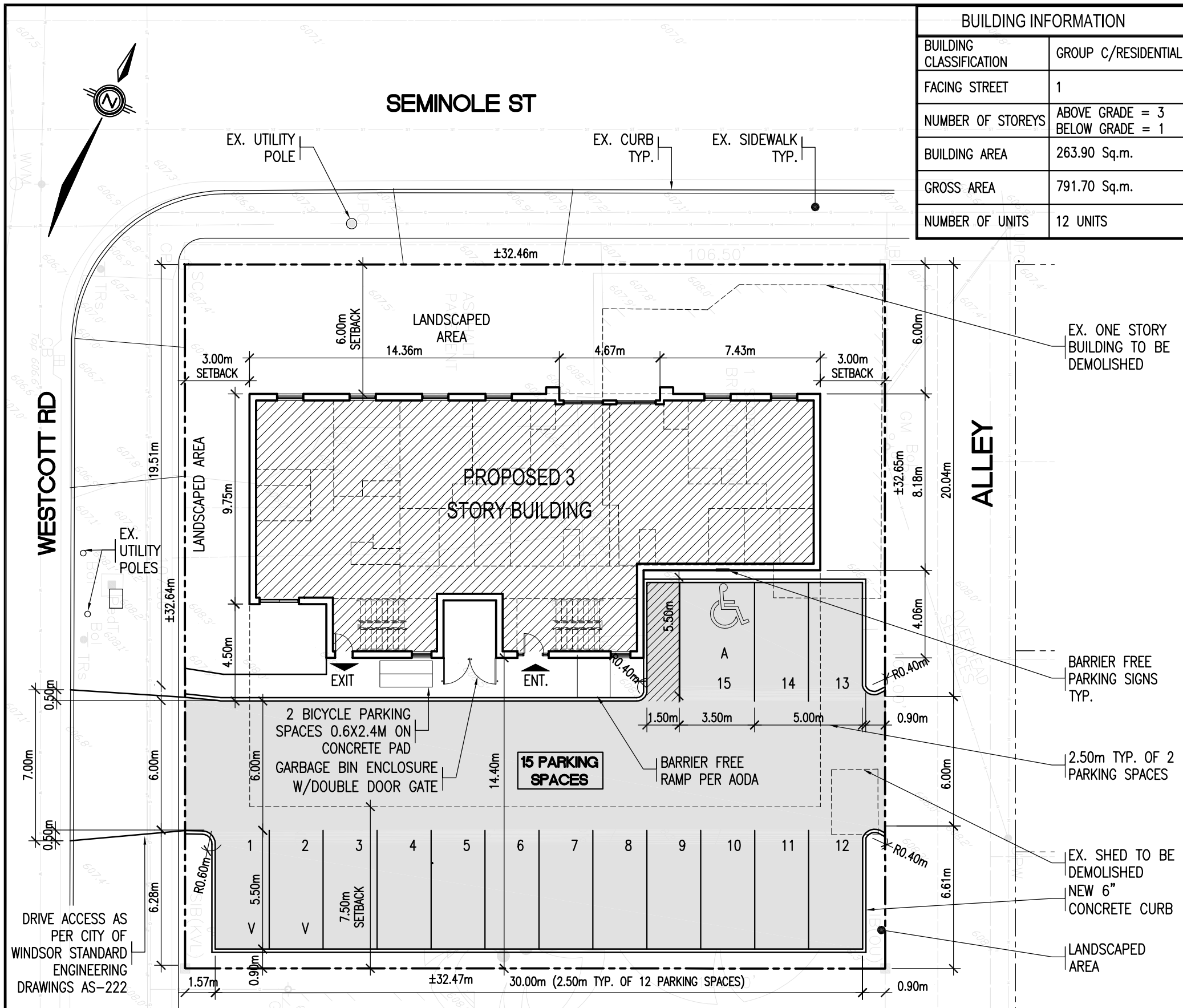
<b>Name</b>	<b>Title</b>
Neil Robertson	Manager of Urban Design / Deputy City Planner
Thom Hunt	City Planner / Executive Director, Planning & Development Services
Wira Vendrasco	Deputy City Solicitor, Legal Services & Real Estate
Jelena Payne	Commissioner, Economic Development & Innovation
Onorio Colucci	Chief Administration Officer

**Notifications:**

<b>Name</b>	<b>Address</b>	<b>Email</b>
Jian Lu	855 Lakeshore Drive Windsor, ON N9G 2R1	johnnylu111@yahoo.ca
Pillon Abbs Inc. ATTN: Tracey Pillon-Abbs	23669 Prince Albert Road Chatham, ON N7M 5J7	tpillonabbs@gmail.com
Councillor Sleiman (Ward 5)		
Property owners and tenants within 120 m of the subject parcel		

**Appendices:**

- 1 Z 020-22 [ZNG-6783] Report Appendix A - Conceptual Site Plan
- 2 Z 020-22 [ZNG-6783] Report Appendix B - Site Images
- 3 Z 020-22 [ZNG-6783] Report Appendix C - Extracts from Official Plan
- 4 Z 020-22 [ZNG-6783] Report Appendix D - Extracts from Zoning By-law 8600
- 5 Z 020-22 [ZNG-6783] Report Appendix E - Consultations
- 6 Z 020-22 [ZNG-6783] Report Appendix F - Draft Amending By-law



BUILDING INFORMATION	
BUILDING CLASSIFICATION	GROUP C/RESIDENTIAL
FACING STREET	1
NUMBER OF STOREYS	ABOVE GRADE = 3 BELOW GRADE = 1
BUILDING AREA	263.90 Sq.m.
GROSS AREA	791.70 Sq.m.
NUMBER OF UNITS	12 UNITS

SITE DATA TABLE			
REFERENCE NUMBER	DESCRIPTION	REQUIRED	PROPOSED
-	ZONING	--	RD 3.1
12.1.5.1.	LOT FRONTAGE	18.0m MIN.	±32.70m
12.1.5.2.(a.&b.)	LOT AREA	540m <sup>2</sup> +(7*67.0m) = 1009m <sup>2</sup> MIN.	±1062.7m <sup>2</sup>
12.1.5.3.	LOT COVERAGE	35% MAX.	±24.8%
12.1.5.4.	MAIN BUILDING HEIGHT	14.0m MAX.	12.4m
12.1.5.5.	FRONT YARD DEPTH	6.0m MIN.	6.00m
12.1.5.6.	REAR YARD DEPTH	7.5m MIN.	14.40m
12.1.5.7.	SIDE YARD WIDTH	3.0m MIN.	3.05m
12.1.5.8.	LANDSCAPE COVERAGE	35% MIN.	±35.6%

PARKING SPACES			
REFERENCE NUMBER	DESCRIPTION	REQUIRED	PROPOSED
24.20.5.1.	PARKING SPACES	12 * 1.25 = 15	15
24.20.10.1.	PARKING SPACE SIZE	LENGTH 5.5m WIDTH 2.5m	LENGTH 5.5m WIDTH 2.5m
24.24.1.	ACCESSIBLE PARKING SPACES	1	1
24.24.10.1.	ACCESSIBLE PARKING SIZE (TYPE A)	LENGTH 5.5m WIDTH 3.5m	LENGTH 5.5m WIDTH 3.5m
24.30.1.	BICYCLE PARKING SPACES	2	2
12.1.5.6.	BICYCLE PARKING SIZE	0.6mX2.5m	0.6mX2.5m
24.40.1.5.	LOADING SPACE NUMBER	0	0
24.22.1.1.	VISITOR PARKING SPACES	15X0.15= 2.25 PARKING SPACES	2

PARKING SEPARATION			
REFERENCE NUMBER	DESCRIPTION	REQUIRED	PROPOSED
25.5.20.2.	STREET	3.00m	1.57m M.V. REQUIRED
25.5.20.3.	INTERIOR LOT LINE OR ALLEY	0.90m	0.90m
25.5.20.5.	BUILDING WALL (MAIN ENTRANCE)	2.00m	2.00m
25.5.20.6.	BUILDING WALL (HABITABLE)	4.50m	4.72m

DATE: \_\_\_\_\_ NO. ISSUED FOR: \_\_\_\_\_

**PRELIMINARY**

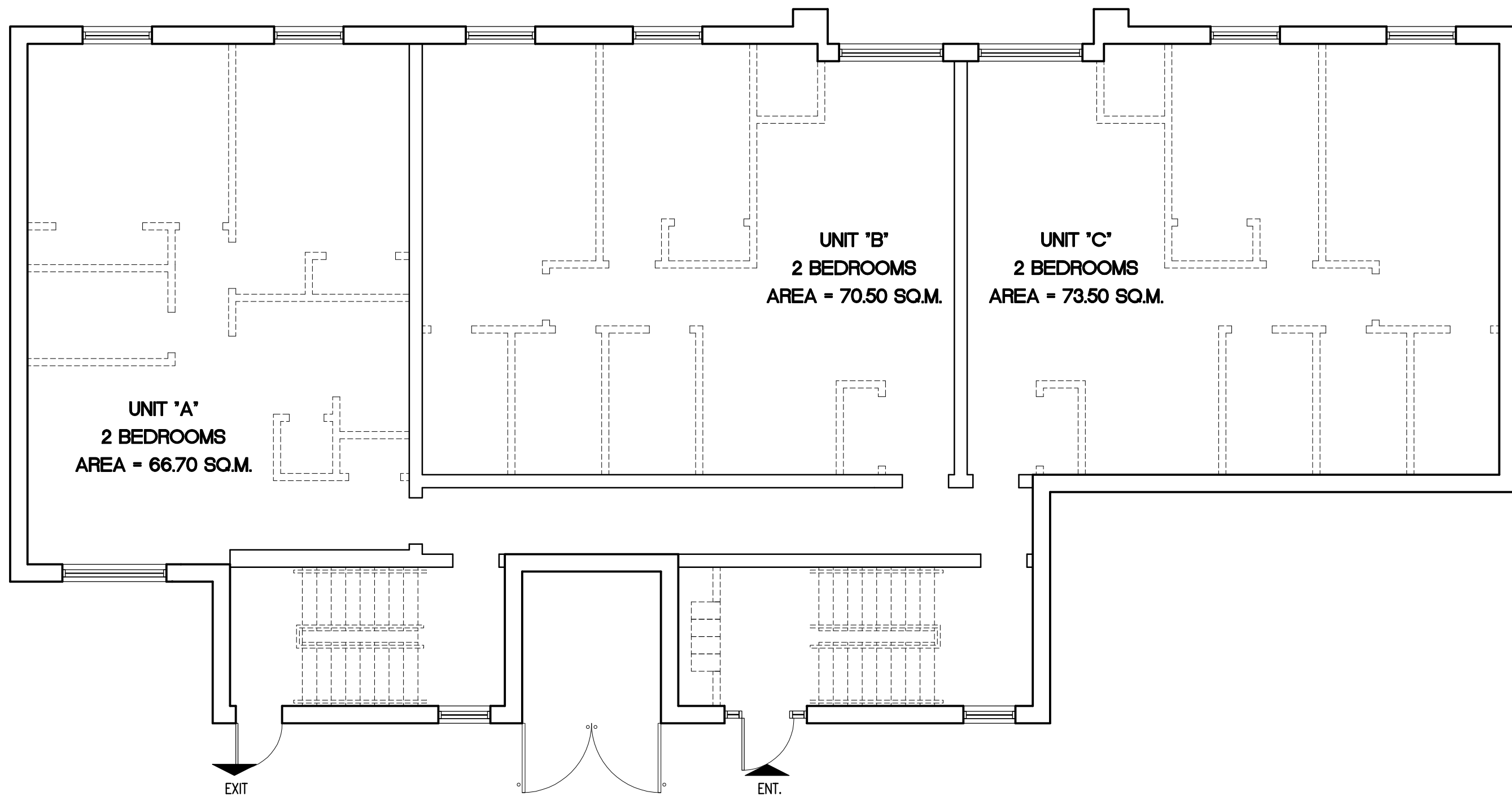
**PROJECT :**  
**3829 SEMINOLE STREET**  
**MULTIPLE DWELLING BUILDING**

**DWG. TITLE :**  
 SITE PLAN AND FIRE ACCESS  
 ROUTE AND SITE DATA TABLE

**DATE :** NOV 25, 2021  
**DR. BY :** SA  
**SCALE :** 1:200

**HADDAD, MORGAN AND ASSOCIATES LTD.**  
 CONSULTING ENGINEERS  
 WINDSOR ONTARIO

21-a199  
**SK-01**



DATE	NO.	ISSUED FOR

PRELIMINARY

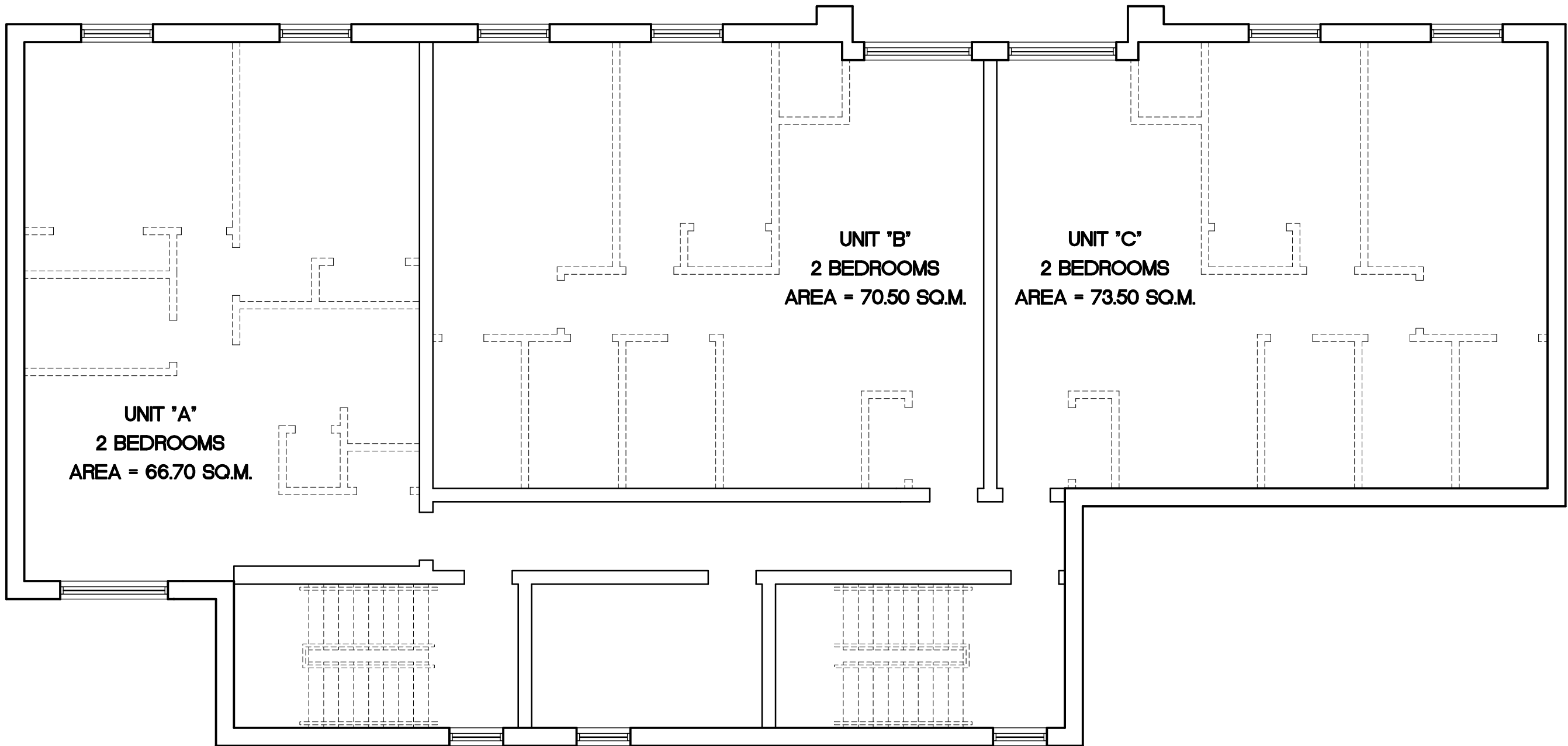
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**3829 SEMINOLE STREET**  
**MULTIPLE DWELLING BUILDING**

**DWG. TITLE :**  
 FIRST FLOOR PLAN

**DATE :** NOV 25, 2021  
**DR. BY :** SA  
**SCALE :** 1:75

**HADDAD, MORGAN AND ASSOCIATES LTD.**  
 CONSULTING ENGINEERS  
 WINDSOR ONTARIO

21-a199  
**SK-02**



**UNIT 'A'**  
**2 BEDROOMS**  
**AREA = 66.70 SQ.M.**

**UNIT 'B'**  
**2 BEDROOMS**  
**AREA = 70.50 SQ.M.**

**UNIT 'C'**  
**2 BEDROOMS**  
**AREA = 73.50 SQ.M.**

*PRELIMINARY*

DATE	NO.	ISSUED FOR

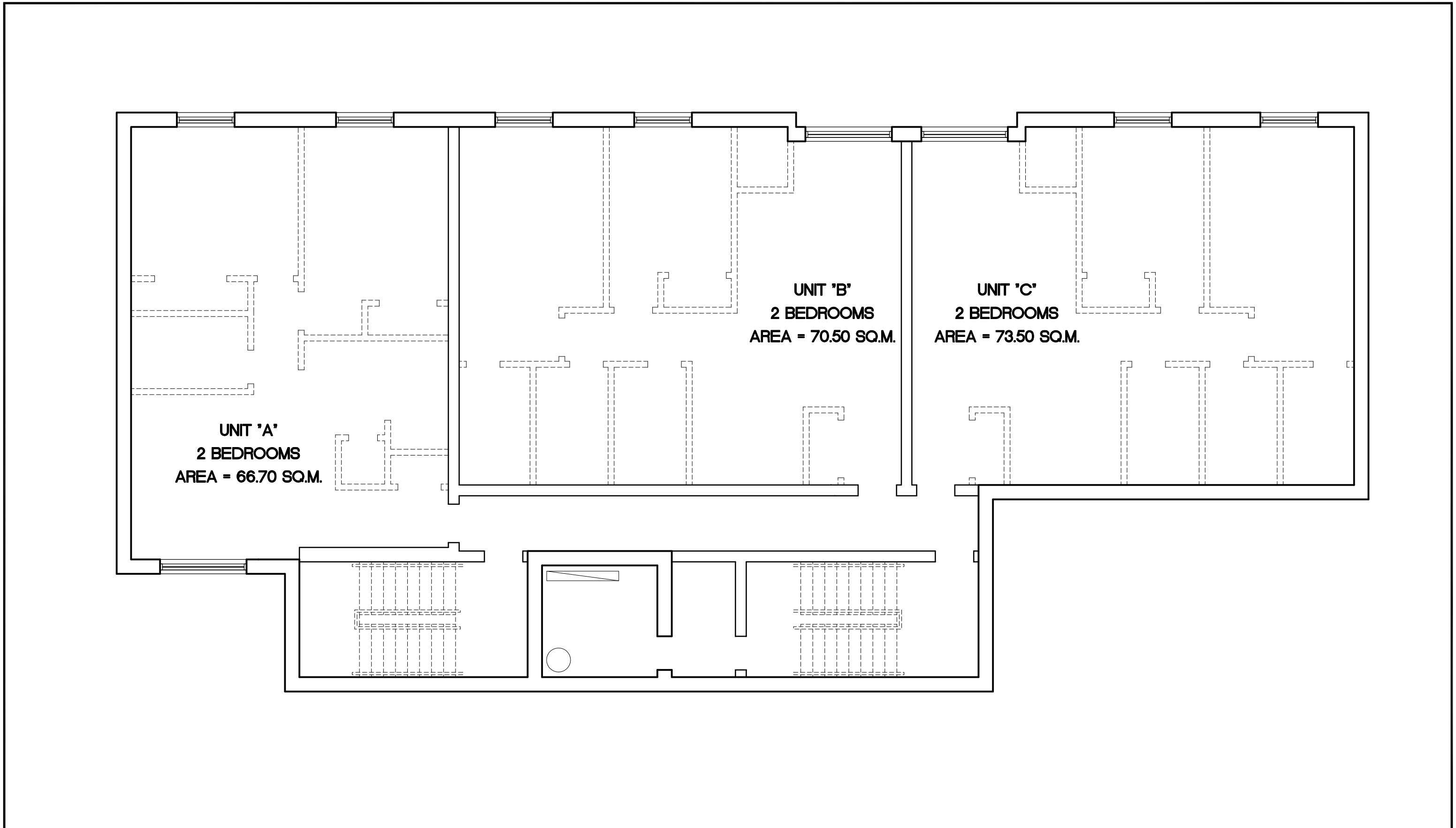
**PROJECT :**  
**3829 SEMINOLE STREET**  
**MULTIPLE DWELLING BUILDING**

**DWG. TITLE :**  
**SECOND AND THIRD**  
**FLOOR PLANS**

**DATE :** NOV 25, 2021  
**DR. BY :** SA  
**SCALE :** 1:75

**HADDAD, MORGAN AND**  
**ASSOCIATES LTD.**  
 CONSULTING ENGINEERS  
 WINDSOR ONTARIO

21-a199  
**SK-03**



**UNIT 'A'**  
 2 BEDROOMS  
 AREA = 66.70 SQ.M.

**UNIT 'B'**  
 2 BEDROOMS  
 AREA = 70.50 SQ.M.

**UNIT 'C'**  
 2 BEDROOMS  
 AREA = 73.50 SQ.M.

PRELIMINARY

DATE	NO.	ISSUED FOR

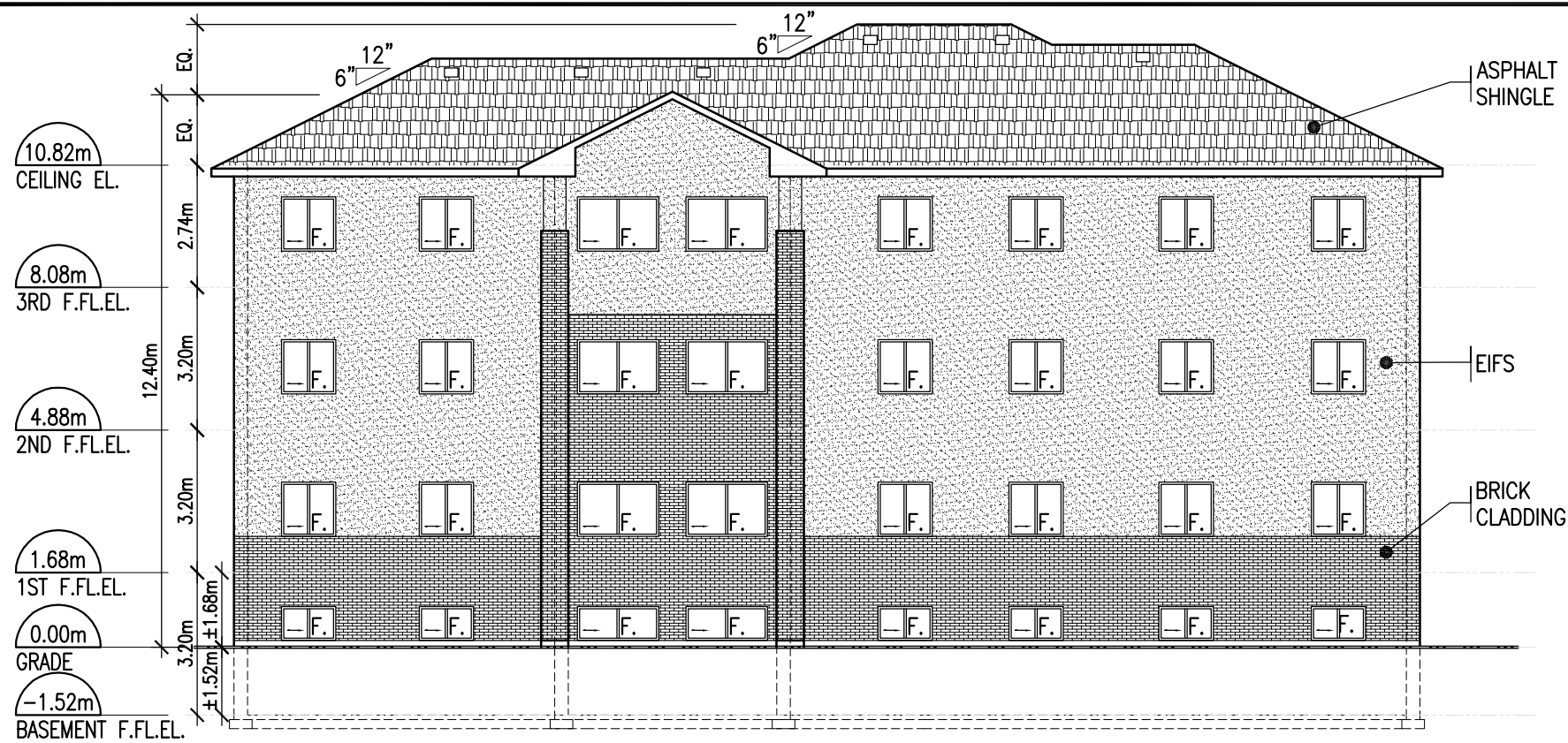
**PROJECT :**  
**3829 SEMINOLE STREET**  
**MULTIPLE DWELLING BUILDING**

**DWG. TITLE :**  
 BASEMENT FLOOR PLAN

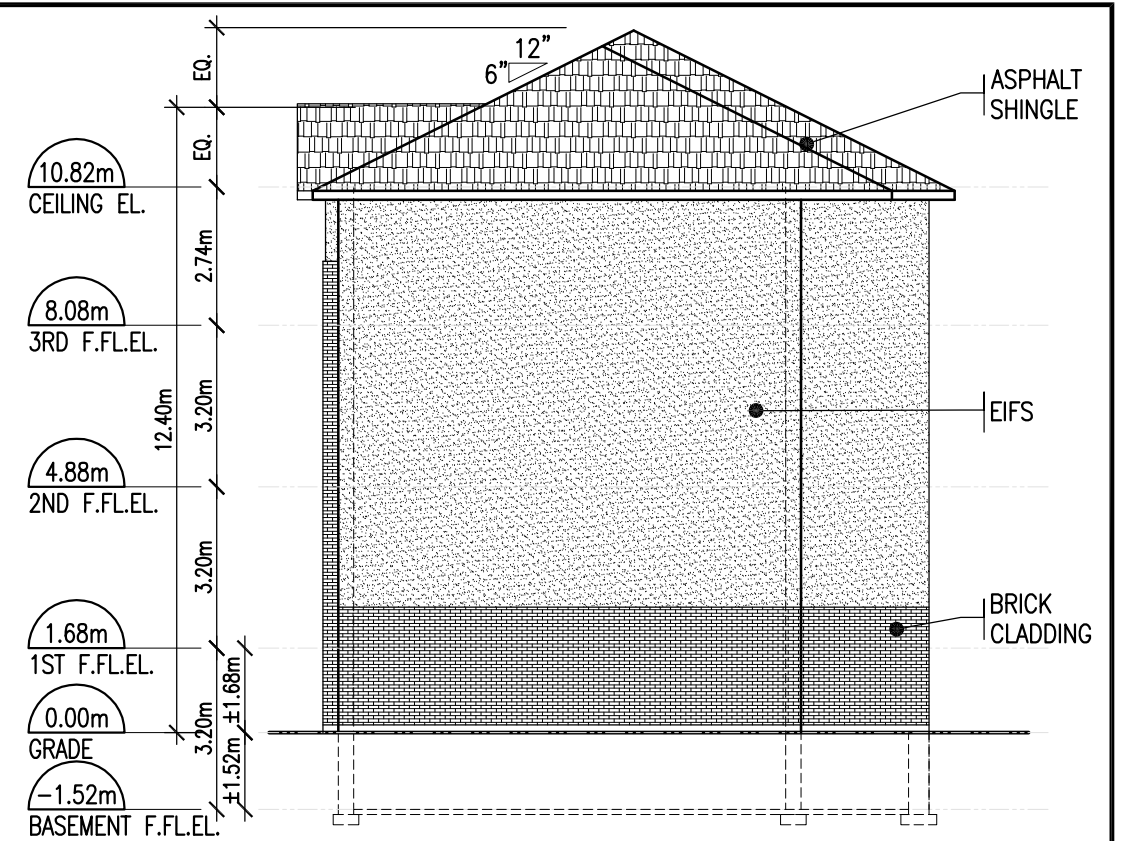
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**SCALE :** 1:75

**HADDAD, MORGAN AND ASSOCIATES LTD.**  
 CONSULTING ENGINEERS  
 WINDSOR ONTARIO

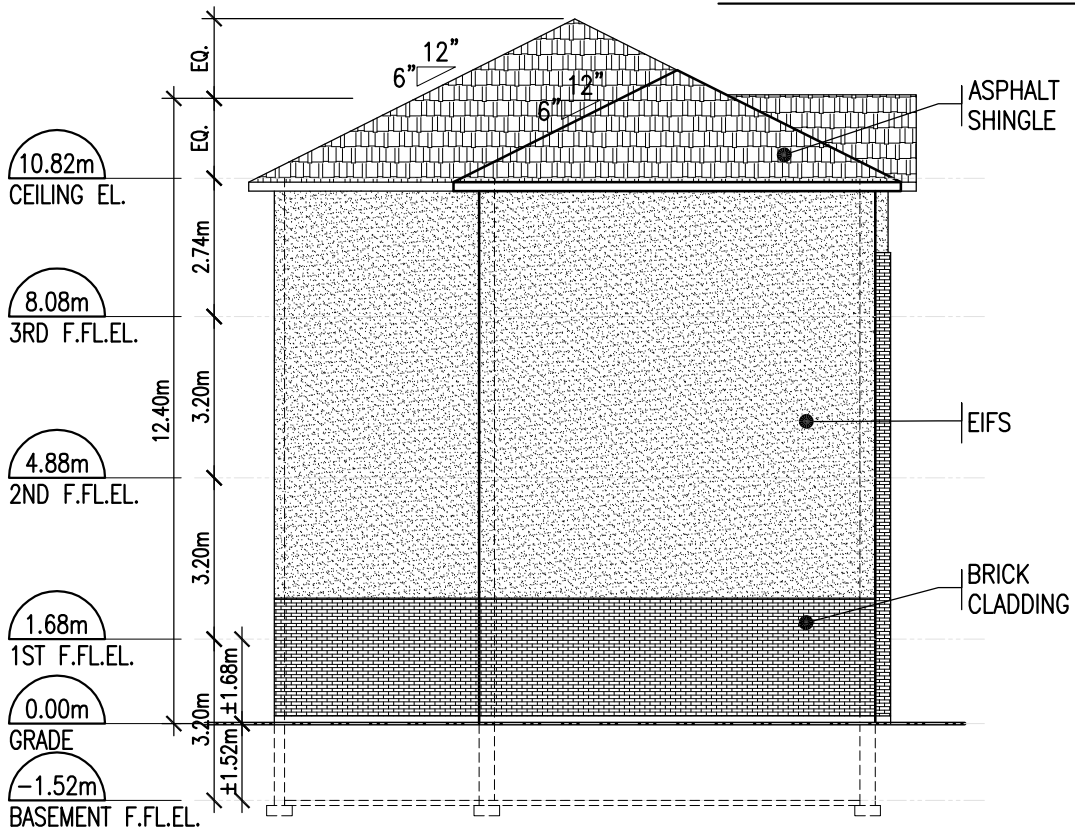
21-a199  
**SK-04**



**NORTH ELEVATION**



**WEST ELEVATION**



**EAST ELEVATION**



**SOUTH ELEVATION**

PRELIMINARY

DATE	NO.	ISSUED FOR

**PROJECT :**  
**3829 SEMINOLE STREET**  
**MULTIPLE DWELLING BUILDING**

**DWG. TITLE :**

ELEVATIONS

**DATE :** NOV 25, 2021

**DR. BY :** SA

**SCALE :** 1:150

**HADDAD, MORGAN AND ASSOCIATES LTD.**

CONSULTING ENGINEERS  
WINDSOR ONTARIO

21-a199

SK-05

### APPENDIX B - SITE IMAGES

Photographs taken by agent (Pillon Abbs Inc.) during a site visit on May 6, 2022.

#### IMAGE 1 & 2



Looking north from subject parcel



**IMAGE 3**



**Looking east on Seminole Street  
Subject parcel is located on the right side of Image 3**

**IMAGE 4**



**Looking south onto Westcott Road  
Subject parcel is located on the left side of Image 4**

**IMAGE 5 & 6**



**Looking west onto Seminole Street**

## APPENDIX C - Extracts from City of Windsor Official Plan

### VOLUME I – LAND USE

#### 6.1 Goals

<i>RESIDENTIAL INTENSIFICATION</i>	6.1.14	To direct residential intensification to those areas of the City where transportation, municipal services, community facilities, and goods and services are readily available.
--	--------	--

#### 6.2 General Policies

<i>TYPES OF DEVELOPMENT PROFILE</i>	6.2.1.2	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:
---	---------	--

(a) Low Profile developments are buildings or structures generally no 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

(c) High Profile developments are buildings or structures generally no greater than fourteen (14) storeys in height.

#### 6.3 Residential

<i>LOCATIONAL CRITERIA</i>	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 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.
--------------------------------	---------	---

#### 6.3 Mixed Use Nodes

The lands designated as “Mixed Use Nodes” on Schedule D: Land Use provide the main locations for compact clusters of commercial, office, institutional, open space and residential uses. These areas are generally located within 100 metres of intersections of arterial and collector roads however the size and scale of these Nodes range throughout the City and are defined by the proximity of the non-residential uses to the intersection. Mixed Use Nodes are intended to serve as the focal point for the surrounding

neighbourhoods, community or community. As such, they will be designed with a pedestrian orientation and foster a distinctive and attractive area identity.

The following objectives and policies establish the framework for development decisions in Mixed Use Nodes areas.

**6.9.1 Objectives**

<i>MULTI-FUNCTIONAL AREAS</i>	6.9.1.1	To encourage multi-functional areas which integrate compatible commercial, institutional, open space and residential uses.
<i>COMPACT FORM</i>	6.9.1.2	To encourage a compact form of mixed use development.
<i>SPECIAL IDENTITIES</i>	6.9.1.3	To provide opportunities to create and maintain special area identities and focal points within Windsor.
<i>STRATEGIC LOCATIONS</i>	6.9.1.4	To identify strategic locations which are highly visible and accessible for mixed use development..
<i>VIALEAREAS</i>	6.9.1.5	To ensure the long term viability of Mixed Use Nodes areas.
<i>PUBLIC SPACES</i>	6.9.1.6	To provide public places for strolling, recreation, conversation and entertainment.
<i>TRANSPORTATION MODES</i>	6.9.1.7	To increase the use of walking, cycling and public transportation within the designated Mixed Use Node area by fostering a strong livework-shopping-recreation relationship.

**6.9.2 Policies**

<i>PERMITTED USES</i>	6.9.2.1	Uses permitted in the Mixed Use Nodes land use designation include retail and service commercial establishments, offices, cultural, recreation and entertainment uses, and institutional, open space and residential uses of up to four stories in height.
<i>FORM OF MIXED USE AREAS</i>	6.9.2.2	Intentionally Deleted
<i>LOCATIONAL CRITERIA</i>	6.9.2.3	Mixed Use Nodes development shall be located where: <ul style="list-style-type: none"> <li>(a) there is access to a Controlled Access Highway, Class I or Class II Arterial Roads or Class I Collector Road;</li> <li>(b) full municipal physical services can be provided;</li> <li>(c) public transportation service can be provided; and</li> <li>(d) the surrounding development pattern is compatible with Mixed Use development</li> </ul>

*EVALUATION  
CRITERIA*

6.9.2.4

At the time of submission, the proponent shall demonstrate to the satisfaction of the Municipality that a proposed Mixed Use Node development 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) within a site of potential or known contamination;
  - (iii) where traffic generation and distribution is a provincial or municipal concern; and
  - (iv) adjacent to sensitive land uses and/or heritage resources.
- (b) in keeping with the goals, objectives and policies of any secondary plan or guideline plan affecting the surrounding area;
- (c) capable of being provided with full municipal physical services and emergency services;
- (d) provided with adequate off street parking;
- (e) pedestrian oriented;
- (f) compatible with the surrounding area in terms of scale, massing, height, siting, orientation, setbacks, parking and landscaped areas; and.
- (g) acceptable with the surrounding area in terms of scale, massing, height, siting, orientation, setbacks, parking and landscaped areas; and.

*DESIGN  
GUIDELINES*

6.9.2.5

The following guidelines shall be considered when evaluating the proposed design of a Mixed Use development:

- (a) the ability to achieve the associated policies as outlined in the Urban Design chapter of this Plan;
- (b) the mass, scale, orientation, form, and siting of the development achieves a compact urban form and a pedestrian friendly environment;
- (c) at least one building wall should be located on an exterior lot line and oriented to the street to afford direct sidewalk pedestrian access from the public right-of-way;

- (d) permanent loading, service and parking areas should be located so as not to significantly interrupt the pedestrian circulation or traffic flow on the public right-of-way or within a Mixed Use area;
- (e) mid-block vehicular access to properties is generally discouraged and is encouraged via a rear yard service road or alley;
- (f) parking areas shall be encouraged at the rear of buildings;
- (g) safe and convenient pedestrian access between buildings and public transportation stops, parking areas and other buildings and facilities should be provided;
- (h) the development is designed to foster distinctive and attractive area identity;
- (i) the public rights-of-way are designed to foster distinctive and attractive area identity and to provide for vehicle use, regular public transportation service as well as pedestrian and cycling travel; and
- (j) integration of the development with the surrounding uses to contribute to the unique character of the area.

**VOLUME I – TOOLS**

**11.6.3 Zoning By-law Amendment Policies**

*AMENDMENTS  
MUST CONFORM*

11.6.3.1 All amendments to the Zoning By-law(s) shall conform with this Plan. The Municipality will, on each occasion of approval of a change to the zoning by-law(s), specify that conformity with the Official Plan is maintained or that the change will be in conformity upon the coming into effect of an amendment to the Official Plan.

*EVALUATION  
CRITERIA*

11.6.3.3 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;
- (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 - Extracts from Zoning By-law 8600**

**SECTION 3 – DEFINITIONS**

**3.10 DEFINITIONS**

**DWELLING** means a *building* or *structure* that is occupied for the purpose of human habitation. A *correctional institution, hotel, motor home, recreational vehicle, tent, tent trailer, or travel trailer* is not a *dwelling*.

**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*.

**DWELLING UNIT** means a unit that consists of a self-contained set of rooms located in a *building* or *structure*, that is used or intended for use as residential premises, and that contains kitchen and bathroom facilities that are intended for the use of the unit only.

**SECTION 12 - RESIDENTIAL DISTRICTS 3. (RD3.)**

**12.1 RESIDENTIAL DISTRICT 3.1 (RD3.1)**

**12.1.1 PERMITTED USES**

- Double Duplex Dwelling*
- Duplex Dwelling*
- Lodging House*
- Multiple Dwelling*
- Religious Residence*
- Residential Care Facility*
- Semi-Detached Dwelling*
- Single Unit Dwelling (Existing)*
- Townhome Dwelling*
- Any use accessory to any of the preceding uses

**12.1.5 PROVISIONS**

- .1 Lot Frontage – minimum 18.0 m
- .2 Lot Area – minimum
  - For a *corner lot* having a minimum frontage of 30.0 m on each of the *exterior lot lines*:
    - a) For the first 5 *dwelling units* 540.0 m<sup>2</sup>
    - b) For each additional *dwelling unit* 67.0 m<sup>2</sup> per unit
  - For any other lot:
    - c) For the first 4 *dwelling units* 540.0 m<sup>2</sup>
    - d) For each additional *dwelling unit* 85.0 m<sup>2</sup> per unit



- |     |  |                          |
|-----|--|--------------------------|
| .3  | Lot Coverage – maximum   | 35.0%                    |
| .4  | Main Building Height – maximum   |                          |
|     | <i>Corner Lot</i>  | 14.0 m                   |
|     | <i>Interior Lot</i>  | 10.0 m                   |
| .5  | Front Yard Depth – minimum   | 6.0 m                    |
| .6  | Rear Yard Depth – minimum  | 7.50 m                   |
| .7  | Side Yard Width – minimum  |                          |
|     | a) Where a <i>habitable room window</i> of any<br><i>dwelling unit</i> faces a <i>side lot line</i>  | 6.0 m                    |
|     | b) Any other side yard   | 3.0 m                    |
| .8  | Landscaped Open Space Yard – minimum   | 35.0% of <i>lot area</i> |
| .50 | A <i>Lodging House</i> for the accommodation of 10 persons or less, and any use accessory thereto, shall comply with the <i>Single Unit Dwelling</i> provisions of Section 10.1.5 and further, the whole of the <i>building</i> shall be used for a <i>Lodging House</i> , including any <i>accessory use</i> .      |                          |
| .55 | A <i>Double Duplex Dwelling, Duplex Dwelling, Multiple Dwelling</i> having a maximum of 4 <i>dwelling units, Semi-Detached Dwelling</i> or <i>Townhome Dwelling</i> , or an addition to an <i>existing Single Unit Dwelling</i> , and any use accessory thereto, shall comply with the provisions of Section 11.2.5. |                          |

## APPENDIX E - Consultations

### **Enbridge – Windsor Mapping**

After reviewing the provided drawing at 3829 Seminole St 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 0.6m 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. 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

Please contact me if you have any further questions or concerns.

### **Canada Post**

This development, as described, falls within our centralized mail policy.

I will specify the condition which I request to be added for Canada Post Corporation's purposes.

a) Canada Post's multi-unit policy, which requires that the owner/developer provide the centralized mail facility (front loading lockbox assembly or rear-loading mailroom [mandatory for 100 units or more]), at their own expense, will be in effect for buildings and complexes with a common lobby, common indoor or sheltered space.

Should the description of the project change, I would appreciate an update in order to assess the impact of the change on mail service.

If you have any questions or concerns regarding these conditions, please contact me. I appreciate the opportunity to comment on this project.

### **Jennifer Nantais – Environmental & Sustainability Coordinator**

The Environmental Sustainability & Climate Change team requested an energy strategy during Pre-submission in April. We hope to be able to review and provide feedback.

**Transit Windsor**

Transit Windsor has no objections to this development. The closest existing transit route to this property is with the Ottawa 4. The closest existing bus stop is on Seminole at Westcott Southwest Corner directly across the street from this property. This provides direct transit service to this development and excellent service coverage. This will be maintained with our Council approved Transit Master Plan.

**Enwin**

HYDRO ENGINEERING: No Objection, provided adequate clearances are achieved and maintained.

ENWIN has existing overhead pole lines along the north limits with 27,600 volt primary, 347/600 and 120/240 volt secondary hydro distribution.

ENWIN has existing overhead pole lines along the east limits with 16,000 volt primary and 120/240 volt secondary hydro distribution.

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.

Also, we suggest referring to the Ontario Building Code for permanent required clearances for New Building Construction.

WATER ENGINEERING: Water Engineering has no objections. The existing 19mm water service will not be sufficient for this proposed development and will need to be upgraded to a proper size to accommodate the proposed building.

**Jackie Cabral – Site Plan Control**

The development proposal is subject to Site Plan Control pursuant to the Planning Act and City of Windsor By-law 1-2004. Where preceding development applications are required, inclusive of Official Plan and Zoning By-law Amendments, request for Site Plan Control Pre-Consultation may be made following completion of the requisite Development and Heritage Standing Committee meeting at <https://ca.cloudpermit.com/login>.

**Yemi Adeyeye – City Forester**

This submission has two (2) key issues

- There is no recognition of current green space use for South half of the lot
- There is no recognition of existing Trees on-site and their contribution to climate/canopy cover as 'natural feature' assets

In view of preserving Canopy Cover and protecting endangered species, we should request for a complete property inventory and assessment for trees, shrubs and plants and general habitat conditions. This inventory should:

- 1) Be undertaken by a Certified Arborist
- 2) Include species data, diameter measurements and a health/physical form assessment for each individual tree.
- 3) Assessment of habitat as related to possible endangered species, plant and animal, in this region

## 4) Presence of rare and endangered plant and animal species

For existing City Tree on-site – Protection during Construction (TPZ), requirements are

- Hi-Viz Fenced Protection zone required (12:1 based on DBH)
- 2019 inventory data : Norway Maple 40cm
- TPZ: minimum fenced 5 meters, if available, in all directions.
- Possible new soil & re-sodding of BLVD to north of tree towards corner

If tree removal is anticipated, planning for tree replacement is advised.

- Tree planting / Canopy compensation level be established based on existing DBH
- o 1 new balled and burlapped tree for every 5cm of existing on-site DBH
- Site plan to include on-site planting if possible of appropriate native tree species (City can provide list)
- In-lieu of on-site plantings – funds Transfer to Forestry required for compensation level.

**Sherif Barsom – Parks D&D**

Parks Development has no comments for this LIAISON: Z-020/22 [ZNG/6783].

**Barbara Rusan – Building Dept**

The Building Code Act, Section 8.(1) requires that a building permit be issued by the Chief Building Official for construction or demolition of a building.

The building permit review process occurs after a development application receives approval and once a building permit application has been submitted to the Building Department and deemed a complete application.

Due to the limited Ontario Building Code related information received, review of the proposed project for compliance to the Ontario Building Code has not yet been conducted.

It is strongly recommended that the owner and/or applicant contact the Building Department to determine building permit needs for the proposed project prior to building permit submission.

The City of Windsor Building Department can be reach by phoning 519-255-6267 or, through email at [buildingdept@citywindsor.ca](mailto:buildingdept@citywindsor.ca)

In addition to the above this development would require a Record of Site Condition (i.e. proposed change to a more sensitive land use – residential from previous commercial use).

**Tracy Tang – Heritage Planning**

No supporting information required.

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 Heritage, Sport, Tourism and Culture Industries 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 Heritage, Sport, Tourism and Culture Industries and the Registrar at the Ministry of Government and Consumer Services if needed, and notification and satisfactory confirmation be given by the Ministry of Heritage, Sport, Tourism and Culture Industries.

Contacts:

Windsor Planning & Building Department:

519-255-6543 x6179, ktang@citywindsor.ca, planningdept@citywindsor.ca

Windsor Manager of Culture and Events (A):

Michelle Staadegaard, (O) 519-253-2300x2726, (C) 519-816-0711,  
mstaadegaard@citywindsor.ca

Ontario Ministry of Heritage, Sport, Tourism and Culture Industries

Archaeology Programs Unit, 1-416-212-8886, Archaeology@ontario.ca

Windsor Police: 911

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

### **Shannon Deehan – Transportation Planning**

- Seminole St is classified as a Class I Collector Road according to the Official Plan with a required right-of-way width of 20.1 meters according to Schedule X. The current right-of-way along the frontage of the subject property is sufficient, therefore no conveyance is required.
- Westcott Rd is classified as a Local Road according to the Official Plan with a required right-of-way width of 20.1 meters. The current right-of-way along the frontage of the subject property is insufficient, therefore, a conveyance of 0.8 meters is required.
- A corner cut-off of 4.6 meters is required at the corner of Westcott Rd and Seminole Street per AS-230.
- All accesses shall conform to the TAC Geometric Design Guide for Canadian Roads and the City of Windsor Standard Engineering Drawings.
  - o Driveway width must comply with AS-204 with straight flares and no raised curbs in the right-of-way.
  - o The proposed development includes use of the alley located at the east side of the property. The applicant is required to pave the entire alley along their frontage or remove the proposed access.
  - o Redundant curb cuts fronting Seminole Street and Westcott Road shall be removed and restored in accordance with City Standards, to the satisfaction of the City Engineer.
- All exterior paths of travel must meet the requirements of the Accessibility for Ontarians with Disabilities Act (AODA).

### **Amy Olsen – Engineering & ROW**

The subject lands are located at 3829-3831 Seminole Street at Westcott Road. The applicant is proposing to construct a 3 storey multiple dwelling building with 12 residential (rental) dwelling units, as well as parking on-site for 15 vehicles. Vehicular access to the development is proposed via Westcott Road and the abutting alley. The lands are currently designated Mixed Use on Schedule D of the Official Plan and zoned Commercial District 1.1 (CD1.1) by Zoning By-Law 8600. The applicant is requesting an amendment to Zoning By-Law 8600 to permit a multiple dwelling and establish site-specific provisions to enable the proposed site and building design, including a reduction to the provision for minimum parking separation from a street.

SEWERS – This site may be serviced by a 300mm diameter PVC sanitary sewer and a 600mm

diameter RCP storm sewer on Westcott Road as well as a 1050mm diameter RCP storm sewer on Seminole Street. It must be demonstrated that the proposed development will have no negative impacts to the adjacent properties. Site servicing drawing(s), lot grading plan(s), and a stormwater management plan are required, conforming to City Standards and the Windsor/Essex Region Stormwater Management Standards Manual. Existing connections should be utilized, in order to minimize work within the right-of-way. Any redundant connections shall be abandoned in accordance with the City of Windsor Engineering Best Practice BP1.3.3.

RIGHT-OF-WAY – Schedule X of the Official Plan classifies Seminole Street as a Class I Collector requiring a right-of-way width of 20.1 meters. The current width is 20.1 meters; therefore, a land conveyance is not required. Westcott Road is classified as a Local Road, requiring a right-of-way width of 20.1 meters. The current right-of-way width is 18.5 meters; therefore, land conveyance in the amount of 0.8 meters is required. A corner cut-off of 4.6x4.6 meters is required at the south east corner of Seminole Street and Westcott Road. The proposed development includes use of the alley located at the east side of the property. The applicant is required to pave the entire alley along their frontage or remove the proposed access. Driveway accesses shall be constructed as per AS-204 with a minimum width of 3.5 meters per lane, complete with straight flares and no raised curbs within the right-of-way. Redundant curb cuts fronting Seminole Street and Westcott Road shall be removed and restored in accordance with City Standards, to the satisfaction of the City Engineer. The existing concrete steps and asphalt parking is currently encroaching into the Seminole Street right-of-way. Owner shall remove or enter into an Encroachment Agreement for items to remain in place. Any damage to the adjacent roads will require full lane restoration. Permits are required for any work in the right-of-way.

In summary we have no objection to the proposed rezoning, subject to the following requirements (requirements will be enforced at the time of Site Plan Control):

Site Plan Control Agreement - The applicant enters into an agreement with the City of Windsor for all requirements under the General Provisions of the Site Plan Control Agreement for the Engineering Department.

Alley Paving – The owner shall agree to drain and pave at his entire expense, the alley abutting the subject lands. The minimum acceptable cross-section will be 300 mm Granular “A” and 100 mm base and surface course asphalt in accordance with Standard City of Windsor Specifications, Selected Granular Base Course (S4) and Hot Mix, Hot Laid Asphaltic Concrete (S-10). The geometrics of the pavement shall comply with City of Windsor Standard Drawing AS-201. All work shall be to the satisfaction of the City Engineer.

Corner Cut-off – The owner agrees prior to the issuance of a construction permit, to gratuitously convey a 4.6m x 4.6m (15’x15’) corner cut-off at the south-east intersection of Seminole Street and Westcott Road in accordance with City of Windsor Standard Drawing AS-230.

Encroachment Agreement – The owner agrees to submit application for and execute an agreement with the Corporation for the existing encroachments into the right-of-way (i.e. concrete steps and asphalt parking) or remove to the satisfaction of the City Engineer.

Land Conveyance – Prior to the issuance of a construction permit, the owner (s) shall agree to gratuitously convey to the Corporation, land sufficient to create a 20.1 metre wide right-of-way on Westcott Road. This conveyance shall be approximately 0.8 metres along the entire Westcott Road frontage of the subject lands.

**Stefan Fediuk – Landscape Architect**

Pursuant to the application for a zoning amendment (Z 020/22) to permit a multiple dwelling on the subject with site specific provisions including reduced parking separation from the the street, please note no objections. Please also note the following comments:

**Zoning Provisions for Parking Setback:**

There are no objections to the proposed setback reduction as proposed. The developmet will be subject to Site Plan Control at which time detailed landscape comments and requirements will be made including; enhanced landscaping in the form of additional screening to the abutting residences as compensation for the reduced setback.

**Tree Preservation:**

N/A

**Climate Change:**

Additional tree cover will be requested at Site Plan Control to mitigate any additional heat island affect from the hard surface paving associated with the proposed development.

**Parkland Dedication:**

All requirements will be determined at the time of Site Plan application review

A BY-LAW TO FURTHER AMEND BY-LAW NUMBER 8600  
CITED AS THE "CITY OF WINDSOR ZONING BY-LAW"

Passed the            day of            , 2022.

**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 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 Number	2. Zoning District Map Part	3. Lands Affected	4. Official Plan Amendment Number	5. Zoning Symbol	6. New Zoning Symbol
1	9	Lots 164, 166 & Pt Lot 162; Registered Plan 768  (known municipally as 3829 and 3831 Seminole Sreet; Roll No. 010- 280-00100; south side of Seminole Street, east of Westcott Road)	--	CD1.1	RD3.1

2. By-law Number 8600 is further amended by amending subsection 1 of Section 20 to add the following paragraph:

**“XXX SOUTH EAST CORNER OF SEMINOLE STREET AND WESTCOTT ROAD**

1. For lands comprising Lots 164, 166 & Pt Lot 162, Registered Plan 768, for a *Multiple Dwelling* the following provisions shall apply:
  - a) Parking Area Separation from a Street            Minimum – 1.57 m

[ZDM 11; ZNG/6783]”;

2. The said by-law is further amended by changing the Zoning District Map identified in Column 2 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. Item Number	2. Zoning District Map Part	3. Lands Affected	4. Official Plan Amendment Number	5. Zoning Symbol
1	11	Lots 164, 166 & Pt Lot 162; Registered Plan 768  (known municipally as 3829 and 3831 Seminole Sreet; Roll No. 010- 280-00100; south side of Seminole Street, east of Westcott Road)	-	S.20(1)XXX



DREW DILKENS, MAYOR

CLERK

First Reading - , 2022  
Second Reading - , 2022  
Third Reading - , 2022

## SCHEDULE 2

1. By-law \_\_\_\_\_ has the following purpose and effect:

To amend the zoning of Lots 164, 166 & Pt Lot 162, Registered Plan 768, (known municipally as 3829 and 3831 Seminole Street; Roll No. 010-280-00100), by changing from Commercial District 1.1 (CD1.1) to a site-specific Residential District 3.1 (RD3.1) to permit a multiple dwelling with reduced parking area separation from a street.

2. Key map showing the location of the lands to which By-law \_\_\_\_\_ applies.

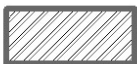


PART OF ZONING DISTRICT MAP 11

N.T.S.

## SCHEDULE 2

APPLICANT: JIAN LU



SUBJECT LANDS

PLANNING & BUILDING DEPARTMENT



DATE : JULY 2022  
FILE NO. : Z-020/22, ZNG-6783



**Committee Matters: SCM 306/2022**

**Subject: Zoning By-Law Amendment 5335 Wyandotte Street East Z 024-22 [ZNG-6794] - Ward 4**

Moved by: Councillor Gill  
Seconded by: Member Gyemi

Decision Number: **DHSC 441**

THAT Zoning By-law 8600 **BE AMENDED** for Registered Plan 709; Lots 1 to 4 inclusive and municipally known as 5335 Wyandotte Street East, by adding a site-specific exception to Section 20(1) as follows:

**431. SOUTHEAST CORNER OF WYANDOTTE STREET EAST AT FORD BOULEVARD**

For the lands comprising Plan 709; Lots 1 to 4, one new *dwelling unit* shall be subject to the following additional provisions:

- a) Unit Size – minimum *As Existing*
- b) Parking Requirement – minimum *As Existing*

[ZDM10; ZNG/6794]

Carried.

Report Number: S 123/2022  
Clerk's File: Z/14426

**Clerk's Note:**

1. The recommendation of the Standing Committee and Administration are the same.

2. Please refer to Item 7.3 from the Development & Heritage Standing Committee Meeting held on November 1, 2022.
3. To view the stream of this Standing Committee meeting, please refer to:  
<http://csg001-harmony.sliq.net/00310/Harmony/en/PowerBrowser/PowerBrowserV2/20221107/-1/9365>

**Subject: Zoning By-Law Amendment 5335 Wyandotte Street East Z 024-22 [ZNG-6794] - Ward 4**

**Reference:**

Date to Council: November 1, 2022  
Author: Jim Abbs, Senior Planner  
255-6543 x6317  
jabbs@citywindsor.ca

Samuel Switzer, Planning Assistant  
sswitzer@citywindsor.ca  
519-255-6543 x-6438

Planning & Building Services  
Report Date: October 13, 2022  
Clerk's File #: Z/14426

**To:** Mayor and Members of City Council

**Recommendation:**

THAT Zoning By-law 8600 **BE AMENDED** for Registered Plan 709; Lots 1 to 4 inclusive and municipally known as 5335 Wyandotte Street East, by adding a site-specific exception to Section 20(1) as follows:

**431. SOUTHEAST CORNER OF WYANDOTTE STREET EAST AT FORD BOULEVARD**

For the lands comprising Plan 709; Lots 1 to 4, one new *dwelling unit* shall be subject to the following additional provisions:

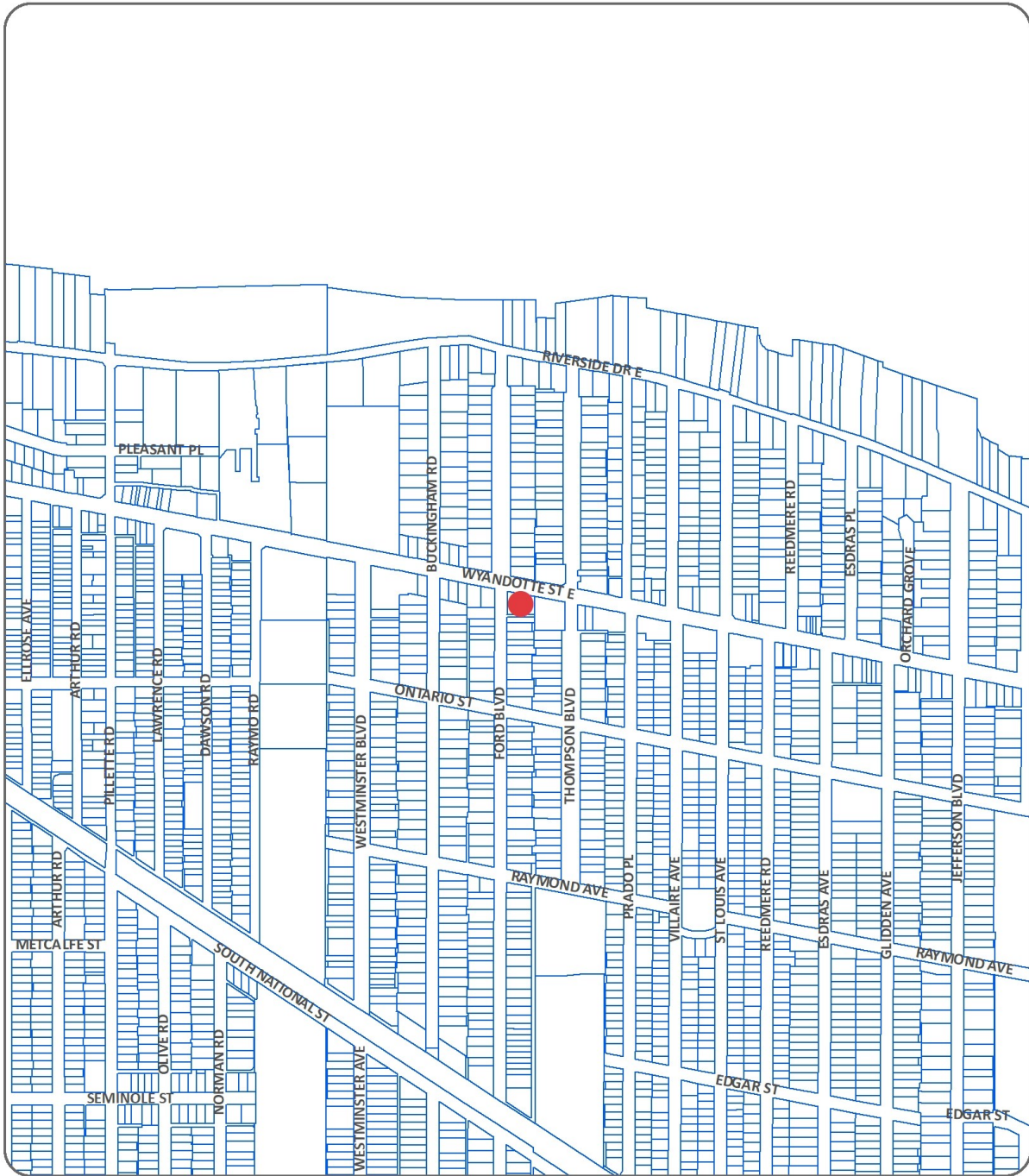
- a) Unit Size – minimum *As Existing*
- b) Parking Requirement – minimum *As Existing*

[ZDM10; ZNG/6794]

**Executive Summary:**

N/A

**Background:**  
1. KEY MAP



KEY MAP - Z-024/22, ZNG-6794



● SUBJECT LANDS

## 2. APPLICATION INFORMATION

Location: South side of Wyandotte Street East, East of Ford Boulevard municipally known as 5335 Wyandotte St E and described as Registered Plan 709; Lots 1 to 4.

Applicant: 2737512 Ontario Inc.

Proposal: The subject lands are situated southeast corner of Wyandotte St East at Ford Boulevard. The subject site is occupied by a multiple dwelling containing 23 residential units. The applicant is proposing to create a new dwelling unit utilizing space within the existing building. The required parking will be provided on site with 24 existing parking spaces. To be noted that the property owner stated that the subject building is a multiple dwelling.

The subject amendment to Zoning By-Law 8600 will alter the current 'Residential District 3.4' (RD3.4) to add site specific provisions to allow a new dwelling unit with a floor space under 40 m<sup>2</sup>, and reduced minimum parking requirements.

Submissions By Applicant: Pre-submission Application, Site plan, Proposed Floor Plans

## 3. SITE INFORMATION

OFFICIAL PLAN	ZONING	CURRENT USE	PREVIOUS USE
Residential	RD3.4	Multiple Dwelling	Multiple Dwelling
FRONTAGE	DEPTH	AREA	SHAPE
44.7 M	35 M (irregular)	0.15 HC	Rectangle
Note: All measurements are approximate.			

# 4. REZONING MAP



PART OF ZONING DISTRICT MAP 10

N.T.S.

## REZONING

Applicant: 2737512 Ontario Inc



SUBJECT LANDS

PLANNING & BUILDING DEPARTMENT



DATE : SEPTEMBER 2022  
FILE NO. : Z-024/22, ZNG/6794



# 5. NEIGHBOURHOOD CHARACTERISTICS NEIGHBOURHOOD MAP



NEIGHBOURHOOD MAP - Z-024/22, ZNG-6794



SUBJECT LANDS

SURROUNDING LAND USES – refer to Appendix A: Site Photos

North side of subject lands contains: Residential & Commercial uses

East side of the subject lands contains: Residential & Commercial uses

West side of the subject lands contains: Residential area

South side of the subject lands consists of: Residential area

Side photos (Google Street View, September 2017) were attached to this report as Appendix A: Site Photos to identify the surrounding land uses and the character of the subject neighbourhood.

#### MUNICIPAL INFRASTRUCTURE

Sanitary sewer/Storm sewer: A storm sewer and sanitary sewer made of reinforced concrete pipe is located North of this property along Wyandotte St E.

Water Fire Hydrants: A fire hydrant is approximately 2.06m to the West of the property.

Transit Windsor Bus: The closest existing bus stop, Wyandotte at Ford, is located on Wyandotte St E and is approximately 5.64m from the property. This bus stop is utilized by both Crosstown 2 – Eastbound, and Ottawa 4 - Eastbound.

#### **Discussion:**

##### **1. PLANNING ACT**

The comments, submissions or advice affecting planning matters provided by the council of a municipality, as well as the decision of the council of a municipality shall be consistent with the Provincial Policy Statement 2020 (PPS) and shall conform to the Official Plan (OP).

##### **2. PROVINCIAL POLICY STATEMENT (PPS) 2020**

The recommended amendment to Zoning By-law 8600 are consistent with the PPS. The recommended amendment to allow the conversion of existing space into one new dwelling unit is consistent with PPS policies described in this section.

Applicable PPS Sections can be found in detail in the Appendix B: Excerpts from PPS 2020.

PPS provides policy direction for appropriate development. This policy direction takes into consideration efficient use of land and resources, accommodating an appropriate mix of residential uses, supporting active transportation/transit while preparing for the impacts of climate change. The PPS recognizes that land use are to be managed to meet the full range of current and future needs, while protecting public safety and natural environment.

The proposed multiple dwelling use contributes to building of a strong healthy community as per policy 1.1.1. (a, b, c, d, e, f, and g) of PPS. The proposed amendment is consistent with the PPS as follows:

- The subject building is connected to municipal services.
- The proposed new dwelling represents an effective and appropriate re-use of the existing building.
- The subject site complements the surrounding neighbourhood of residential uses.
- The proposed new dwelling unit's accessibility will be established in compliance with Ontario Building Code (OBC).
- There are no impacts on the natural environment, public health and safety.

The subject lands are within the urban area of the settlement for the City of Windsor. The proposed amendment would permit a higher density of residential units, making a more efficient use of land within the existing built up area.

PPS defines Intensification as “means of development of a property at a higher density than currently exists through d) by conversion of the existing buildings. The proposed dwelling unit is contained within an existing building minimizing land consumption.

The PPS recommends accommodating affordable, market-based range, and a mix of residential types including multiple-unit housing, affordable housing such as the proposed multiple dwelling unit. The subject site is located near a transit route which provides an opportunity to promote transit ridership.

The applicable PPS sections promote the vitality of the existing settlements recognizing the importance of long-term prosperity of the community while making use of existing infrastructure.

In my opinion, the proposed development is an efficient use of an existing building and promotes a healthy, liveable and safe community. The recommended amendment to Zoning By-Law 8600 represents a sound planning decision that is consistent with the above sections of the PPS.

### **3. OFFICIAL PLAN (OP)**

#### **Applicable Official Plan Sections:**

Applicable OP Sections can be found in detail in the Appendix C: Excerpts from the Official Plan.

The Official Plan, Schedule D: Land Use designates the subject land as “Residential”. Available municipal records indicate that the subject building has been used as a multiple unit dwelling since 1967 according to municipal records.

The permitted uses in the Residential land use include low, medium and high profile dwelling units. The proposed development is a medium profile, mid scale form

complying with the Official Plan policies. The majority of houses fronting Wyandotte near the subject property contains dwellings with 1 to 2 units, as well as other multiple dwellings with 5 or more units, and other commercial uses. The proposed use integrates well with the surrounding residential and commercial areas. The height of the existing structure will be maintained. The proposed change, one new dwelling unit, will be within the existing footprint.

Section 6.3.1.3 Intensification Infill & Redevelopment promote selective residential redevelopment, infill and intensification initiatives similar to the subject proposal.

Section 6.3.1.4 Maintenance and Rehabilitation recommends that the existing housing stock is maintained and rehabilitated.

Section 3.3.3 Neighbourhood policies (policy 3.3.3) denotes that the residential areas are the most basic component on Windsor's urban structure, facilitating a range of "low-to-medium density residential" built forms.

The Residential policies (Sections 6.3.2.4 and 6.3.2.5) stipulate location and evaluation criteria for Residential development. The proposed development meets the locational criteria that includes access to a collector road, full services, adequate open spaces and community services, and public transportation service.

The land use policies associated with the Residential Land Use designation support a complementary range of housing forms and tenures in all neighbourhoods, promote compact neighbourhoods that encourage a balanced transportation system, promote selective residential redevelopment, infill and intensification initiatives. The proposed development is a compatible residential housing type that will contribute to the diversity of housing forms in the neighbourhood. The built form in terms of mass and height will not change.

The recommended Zoning By-law Amendment maintains conformity with the Official Plan.

#### **4. ZONING**

The Zoning Bylaw 8600 designates the zoning for the subject property as 'Residential District 3.4 (RD3.4).

Applicable Zoning By-law Sections can be found in detail in the Appendix D: Excerpts from the Zoning Bylaw 8600.

As per Section 12.4.1, Permitted Uses include multiple dwelling. The subject amendment to Zoning By-Law 8600 will add site specific provisions to permit a new dwelling unit under 40 m<sup>2</sup>, and reduce minimum parking requirements.

The recommended Zoning By-law amendment provides for an appropriate more intense use of an existing building.

## 5. SITE PLAN

N/A

## 6. ISSUES TO BE RESOLVED

N/A

## 7. ALTERNATIVES FOR CONSIDERATION

N/A

### **Risk Analysis:**

There are no known risks to the Corporation of the City of Windsor.

### **Climate Change Risks**

There are no climate change risks.

### **Climate Change Mitigation:**

Proposed development is within walking distance to transit bus stops promoting active transportation.

### **Climate Change Adaptation:**

Risk may be minimal and no further action is required.

### **Financial Matters:**

N/A

### **Consultations:**

#### 1. City's Departments and Agencies

Comments from the municipal departments and external agencies are attached as Appendix E: Consultations to this report. There are no objections to the proposed amendment.

Please refer to Appendix E: Consultations for additional comments.

#### 2. Public Notice

The official notice will be advertised in the Windsor Star newspaper as mandated by the Planning Act.

A courtesy notice will be mailed to all properties within 120 m (400 feet) of the subject site, prior to the Development Heritage & Economic Standing Committee (DHESC) meeting.

**Conclusion:**

The recommended site-specific amendment to Zoning By-law 8600 is consistent with the Provincial Policy Statement 2020 as it provides an efficient use of an existing building and promotes a healthy, liveable and safe community. The recommended Zoning By-law Amendment maintains conformity with the Official Plan as the proposed multiple dwelling is a compatible residential housing type that will contribute to the diversity of housing forms in the neighbourhood. The subject Zoning By-law Amendment constitutes good planning as it provides for an appropriate more intense use of an existing building.

**Planning Act Matters:**

I concur with the above comments and opinion of the Planner.

*Michael Cooke, MCIP RPP*

*Manager, Planning Policy*

*Thom Hunt, MCIP RPP*

*City Planner*

I am not a registered Planner and have reviewed as a Corporate Team Leader

*Jelena Payne, Commissioner of Economic Development & Innovation*

*Onorio Colucci, Chief Administrative Officer*

**Approvals:**

Name	Title
Michael Cooke, MCIP RPP	Manager of Planning Policy/Deputy City Planner
Thom Hunt, MCIP RPP	City Planner, Executive Director of Planning & Building
Wira Vendrasco	Deputy City Solicitor
Jelena Payne	Commissioner of Economic Development & Innovation
Onorio Colucci	Chief Administrative Officer

**Notifications:**

Name	Address	Email
Abutting property owners, tenants/occupants within 120m (400ft) radius of the subject land.		

Name	Address	Email
Registered Owner/Applicant:  2737512 Ontario Inc	9-6975 Meadowvale Town  Centre Circle, Unit 109	aheath@eviapropertiesgroup.com

**Appendices:**

- 1 APPENDIX A - SITE PHOTOS
- 2 APPENDIX B - EXCERPTS FROM THE PPS 2020
- 3 APPENDIX C - EXCERPTS FROM THE OP 2012
- 4 APPENDIX D - EXCERPTS FROM ZONING BY-LAW 8600
- 5 APPENDIX E - CONSULTATIONS
- 6 APPENDIX F - SITE LAYOUT
- 7 APPENDIX G - DRAFT BY-LAW AMENDMENT

**APPENDIX A - SITE IMAGES**

**IMAGE 1**



**Subject Parcel – 5335 Wyandotte Street East - Looking South  
Subject Property is directly in front**

**IMAGE 2**



**Looking East on 5335 Wyandotte Street East**

**IMAGE 3**



**Looking West from subject parcel**

**IMAGE 4**



**Looking North of subject parcel**



## **Appendix B**

### **Excerpts from the Provincial Policy Statement (PPS) 2020**

Settlement areas are urban areas and rural settlement areas, and include cities, towns, villages and hamlets. Ontario's settlement areas vary significantly in terms of size, density, population, economic activity, diversity and intensity of land uses, service levels, and types of infrastructure available.

The vitality and regeneration of settlement areas is critical to the long-term economic prosperity of our communities. Development pressures and land use change will vary across Ontario. It is in the interest of all communities to use land and resources wisely, to promote efficient development patterns, protect resources, promote green spaces, ensure effective use of infrastructure and public service facilities and minimize unnecessary public expenditures.

#### **1.1 Managing and Directing Land Use to Achieve Efficient and Resilient Development and Land Use Patterns**

##### **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 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;
- 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) 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;
- f) improving accessibility for persons with disabilities and older persons by addressing land use barriers which restrict their full participation in society;
- g) ensuring that necessary infrastructure and public service facilities are or will be available to meet current and projected needs;

**Appendix B**  
**Excerpts from the**  
**Provincial Policy Statement (PPS) 2020**

1.1.3.1 Settlement areas shall be the focus of growth and development.

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;
- f) are transit-supportive, where transit is planned, exists or may be developed; and
- g) are freight-supportive.

Land use patterns within settlement areas shall also be based on a range of uses and opportunities for intensification and redevelopment in accordance with the criteria in policy 1.1.3.3, where this can be accommodated.

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.

**Appendix C**  
**Excerpts from the**  
**City of Windsor Official Plan (OP) 2012**

Applicable Official Plan Sections:

2. Glossary

Development Profile refers to the height of a building or structure.

Low Profile development is a building or structure generally no greater than fourteen (14) metres in height. Low Profile Housing development is further classified as follows;

- (i) small scale forms: single detached, semi-detached, duplex, and row and multiplexes with up to 8 units; and

3 Development Strategy

3.2.1.2 Permitted Uses

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.

*RESIDENTIAL* 6.1.3 Housing suited to the needs of Windsor’s residents.

**6.3 Residential**

The lands designated as “Residential” on Schedule D: Land Use provide the main locations for housing in Windsor outside of the City Centre Planning District. In order to develop safe, caring and diverse neighbourhoods, opportunities for a broad range of housing types and complementary services and amenities are provided.

*PERMITTED USES*

6.3.2.1 Uses permitted in the Residential land use designation identified on Schedule D: Land Use include Low, Medium and High Profile dwelling units.

*NEIGHBOURHOODS*

6.3.1.2 To promote compact neighbourhoods which encourage a balanced transportation system.

**Appendix C**  
**Excerpts from the**  
**City of Windsor Official Plan (OP) 2012**

*INTENSIFICATION, INFILL & REDEVELOPMENT*

6.3.1.3 To promote selective residential redevelopment, infill and intensification initiatives.

*MAINTENANCE & REHABILITATION*

6.3.1.4 To ensure that the existing housing stock is maintained and rehabilitated.

6.3.2.4 Locational Criteria Residential development shall be located where:

- 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.

## Appendix D Excerpts from the Zoning By-Law 8600

The City of Windsor Zoning Bylaw 8600 designates the zoning for the subject property as ‘Residential District 3.4’ (RD 3.4).

Zoning By-law 8600

Section 3 – Definitions

Page 3.15

**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*.

CURRENT USE: MULTIPLE DWELLING

### 12.4 RESIDENTIAL DISTRICT 3.4 (RD3.4)

#### 12.4.1 PERMITTED USES

*Lodging House*  
*Multiple Dwelling*  
*Religious Residence*  
*Residential Care Facility*  
*Townhome Dwelling*  
Any use accessory to the preceding uses

#### 12.4.5 PROVISIONS

.1	Lot Frontage – minimum	As Existing
.3	Lot Coverage – maximum	As Existing
.4	Main Building Height – maximum	As Existing
.5	Front Yard Depth – minimum	As Existing
.6	Rear Yard Depth – minimum	As Existing
.7	Side Yard Width – minimum	As Existing
.8	Landscaped Open Space Yard – minimum	As Existing
.14	Dwelling Units – maximum	As Existing

PROPOSED USE: MULTIPLE DWELLING WITH A MAXIMUM OF THREE UNITS WITH SITE SPECIFIC PROVISIONS

THAT Zoning By-law 8600 BE AMENDED for Plan 709; Lots 1 to 4 municipally known as 5335 Wyandotte Street East, by adding a site-specific exception to Section 20(1) as follows:

431. SOUTH SIDE OF WYANDOTTE STREET EAST, EAST OF FORD BOULEVARD

For the lands comprising Plan 709; Lots 1 to 4, an *additional dwelling unit* shall be subject to the following additional provisions:

- a) Unit Size – minimum *As Existing*
- b) Parking Requirement – minimum *As Existing*

[ZDM10; ZNG/6794]

## COMMENTS

### Enwin

**HYDRO ENGINEERING:** No objection to re-zoning.

**WATER ENGINEERING:** Water Engineering has no objections to the rezoning.

### Tracy Tang – Heritage Planning

No supporting information required.

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 Heritage, Sport, Tourism and Culture Industries 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 Heritage, Sport, Tourism and Culture Industries and the Registrar at the Ministry of Government and Consumer Services if needed, and notification and satisfactory confirmation be given by the Ministry of Heritage, Sport, Tourism and Culture Industries.

### Contacts:

Windsor Planning & Building Department:

519-255-6543 x6179, [ktang@citywindsor.ca](mailto:ktang@citywindsor.ca), [planningdept@citywindsor.ca](mailto:planningdept@citywindsor.ca)

Windsor Manager of Culture and Events (A):

Michelle Staaedegaard, (O) 519-253-2300x2726, (C) 519-816-0711,  
[mstaaedegaard@citywindsor.ca](mailto:mstaaedegaard@citywindsor.ca)

Ontario Ministry of Heritage, Sport, Tourism and Culture Industries

Archaeology Programs Unit, 1-416-212-8886, [Archaeology@ontario.ca](mailto:Archaeology@ontario.ca)

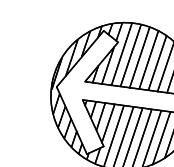
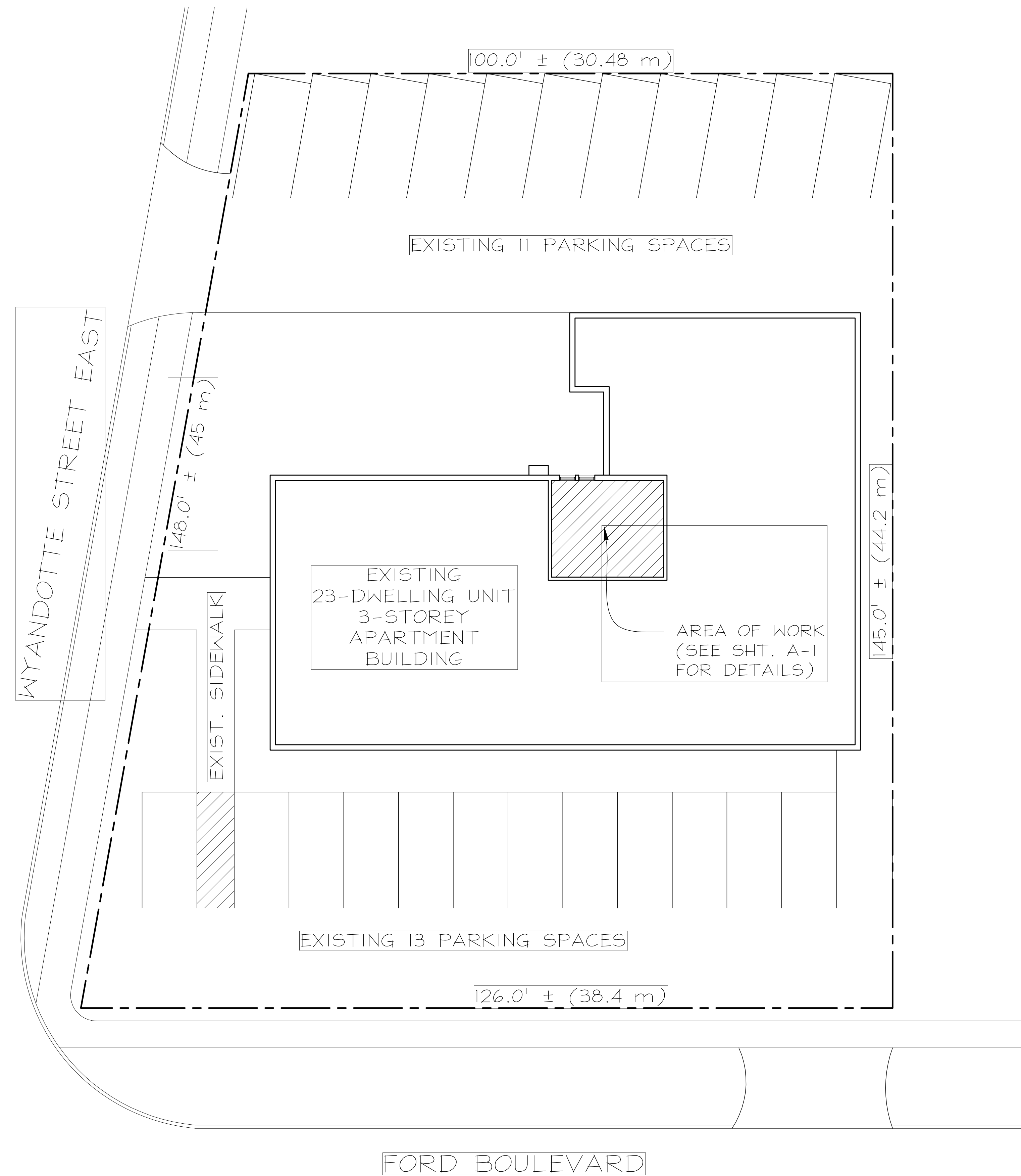
Windsor Police: 911

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](mailto:Crystal.Forrest@ontario.ca)

### Rania Toufeili – Transportation Planning

- Wyandotte Street East is classified as a Class II Arterial Road with a required right-of-way width of 28 meters per Schedule X. The current right-of-way is sufficient therefore no conveyance is required.
- A 4.6 meter corner cut-off is required at the corner of Ford Blvd and Wyandotte Street East.
- All exterior paths of travel must meet the requirements of the Accessibility for Ontarians with Disabilities Act (AODA).



**EXISTING SITE PLAN**  
SCALE: 1" = 10'-0"

**VIJAY VASANTGADKAR ARCHITECT INC.**  
1614 LESPERANCE ROAD, SUITE #8A TECUMSEH, ONT. N8N 1Y3  
Tel. (519) 988-1855

PROJECT NAME: **APARTMENT RENOVATION**  
5335 WYANDOTTE STREET EAST WINDSOR, ONTARIO

CLIENT:

GENERAL NOTES:  
ALL DIMENSIONS TO BE CHECKED AND VERIFIED ON THE JOB SITE. ANY AND ALL DISCREPANCIES TO BE REPORTED TO THE ARCH. / ENGINEER.  
ALL DRAWINGS REMAIN THE PROPERTY OF THE ARCHITECT.  
DO NOT SCALE DRAWINGS.

STAMP:  
**ONTARIO ASSOCIATION OF ARCHITECTS**  
VIJAY VASANTGADKAR  
LICENCE 3147  
September 24, 2021

DATE	ISSUED FOR

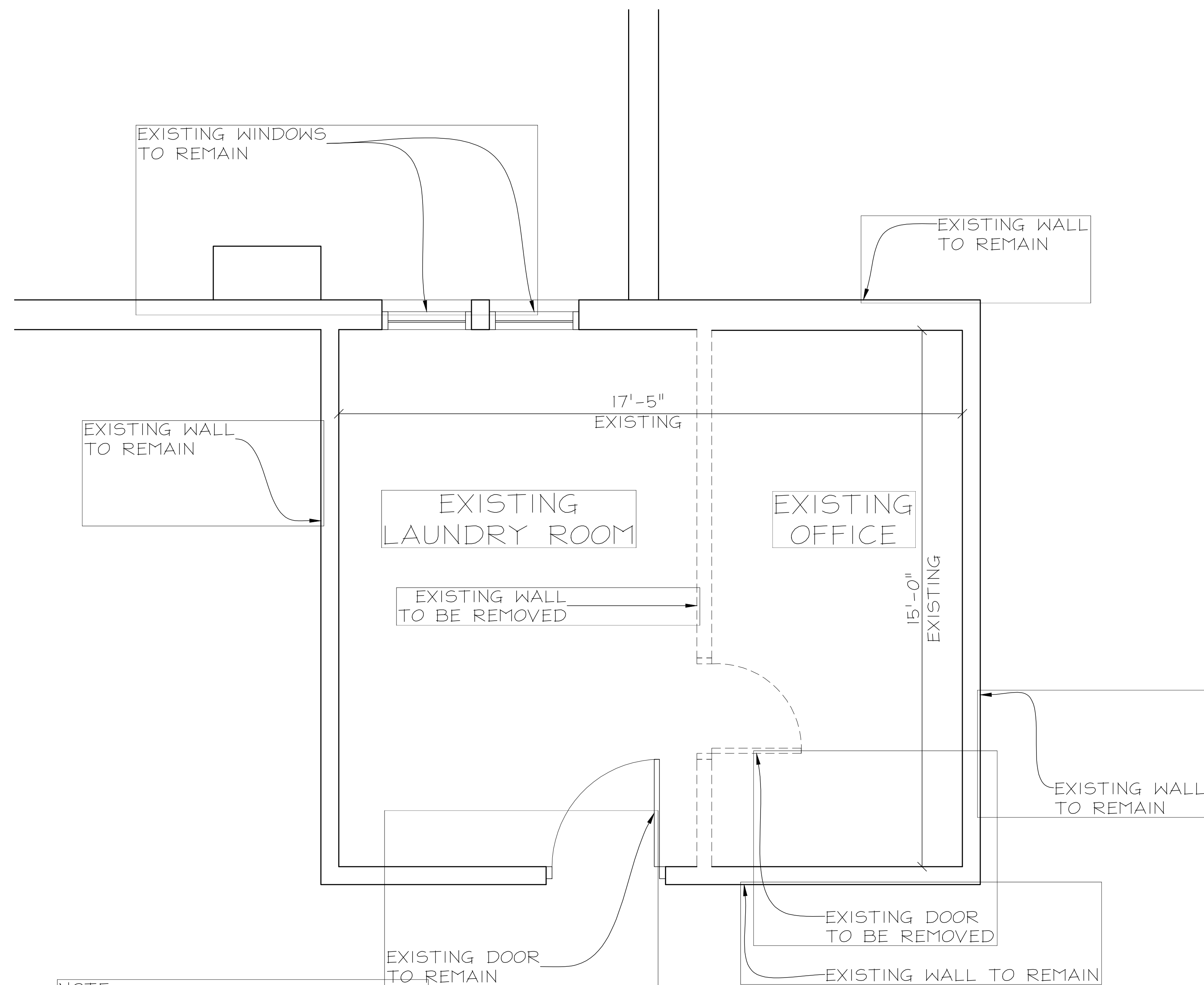
DATE	DESIGNED BY	
SCALE	DRAWN BY	
	CHECKED BY	
	APPROVED BY	
	PROJECT NO.	

PROJECT:

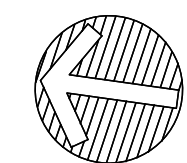
DWG. TITLE: **SITE PLAN**

DWG. NO.: **SP-1**



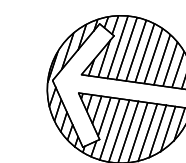
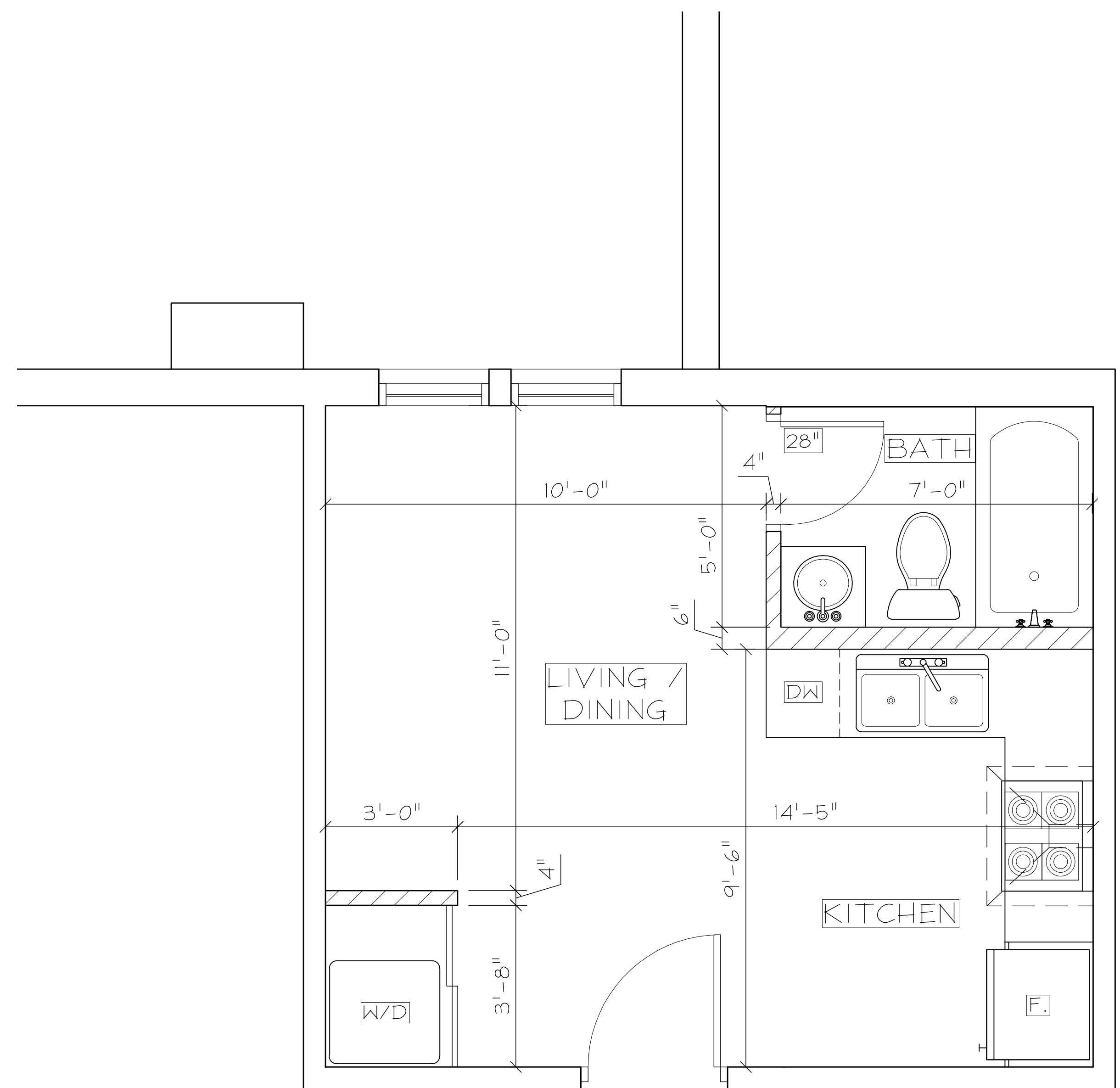


**NOTE:**  
 ALL EXISTING LAUNDRY PLUMBING FIXTURES TO BE REMOVED & CAPPED AND/OR RE-ROUTED TO ACCEPT NEW BATH & KITCHEN FIXTURING BASED ON ENG. MECH. DWGS.



**EXISTING / DEMOLITION FLOOR PLAN**

SCALE: 1/2" = 1'-0"



**EXISTING / PROPOSED FLOOR PLAN**

SCALE: 1/2" = 1'-0"

261 SQ.FT.

**VIJAY VASANTGADKAR ARCHITECT INC.**  
 1614 LESPERANCE ROAD, SUITE #8A TECUMSEH, ONT. N8N 1Y3  
 Tel. (519) 988-1855

**PROJECT NAME:**  
**APARTMENT RENOVATION**  
 5335 WYANDOTTE STREET EAST WINDSOR, ONTARIO

**CLIENT:**

**GENERAL NOTES:**  
 ALL DIMENSIONS TO BE CHECKED AND VERIFIED ON THE JOB SITE. ANY AND ALL DISCREPANCIES TO BE REPORTED TO THE ARCH. / ENGINEER.  
 ALL DRAWINGS REMAIN THE PROPERTY OF THE ARCHITECT.  
 DO NOT SCALE DRAWINGS.

**STAMP:**  
 ONTARIO ASSOCIATION of ARCHITECTS  
 Vijay Vasantgadkar  
 Vijay Vasantgadkar  
 LICENSE 3747  
 September 24, 2021

DATE	ISSUED FOR

DATE	DESIGNED BY
	V.V.
SCALE	DRAWN BY
	E.O.
	CHECKED BY
	V.V.
	APPROVED BY
	V.V.
	PROJECT NO.
	2174

**PROJECT:**

**DWG. TITLE:**  
 FLOOR PLANS

**DWG. NO.:**  
**A-1**

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**DATE:** September 13, 2022  
**TO:** City Solicitor  
**FROM:** City Planner – Executive Director  
**RE:** ZONING AMENDMENT BY-LAW FOR COUNCIL CONSIDERATION AT  
SAME TIME AS THEIR REVIEW OF THE APPLICATION  
Planning File Number: Z-024/22 (ZNG/6794) Agenda.Net: S xxx/2022

---

**APPLICANT: 2737512 Ontario Inc**

Phone: 416-857-0175 or 289-799-4720  
Address: 9-6975 Meadowvale Town Centre Circle, Unit 109, Mississauga, ON L5N2V0  
Email: aheath@eviapropertiesgroup.com

**AGENT:** n/a Phone: n/a  
Address: n/a

**OWNER: Same as Applicant**  
Address: n/a

**ASSESSMENT ROLL NO: 060-040-09100**

**LOCATION: 5335 Wyandotte Street East**

**COUNCIL APPROVAL DATE:** \_\_\_\_\_ **CR TBD DHSC TBD**

**ENCLOSURES:**

- Schedule 1 - Draft Zoning Amendment
- Schedule 2 - Purpose and effect of the By-law and, if applicable, a Key Map

After approval, forward all schedules to City Clerk for submission to Council and public notification.

**REQUIREMENTS PRIOR TO BY-LAW ENACTMENT AND NOTIFICATION:**

1. Official Plan Amendment By-law Enactment:  NO  YES:
2. Executed Servicing Agreement:  NO  YES
3. Other:

SIGNED \_\_\_\_\_  
TH:ss

B Y - L A W N U M B E R -2022

A BY-LAW TO FURTHER AMEND BY-LAW NUMBER 8600 CITED AS THE "CITY OF WINDSOR ZONING BY-LAW"

Passed the \_\_\_\_\_ day of \_\_\_\_\_, 2022.

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 is amended by adding the following paragraph:

431. SOUTH SIDE OF WYANDOTTE STREET EAST, EAST OF FORD BOULEVARD

For the lands comprising Plan 709; Lots 1 to 4, an additional dwelling unit shall be subject to the following additional provisions:

- a) Unit Size – minimum As Existing
b) Parking Requirement – minimum As Existing
[ZDM10; ZNG/6794]

2. The said by-law is further amended by amending the Zoning District Map identified in Column 2 so that the Lands Affected described in Column 3 are delineated by a broken line and further identified by the specific zoning exception symbol shown in Column 5:

Table with 5 columns: 1. Item Number, 2. Zoning District Map, 3. Lands Affected, 4. Official Plan Amendment Number, 5. Specific Zoning Exception Symbol. Row 1: 1, 7, Plan 709; Lots 1 to 4 (known municipally as 5335 Wyandotte St E, Roll No. 060-040-09100; South side of Wyandotte St E, East of Ford Blvd), --, S.20(1)431

DREW DILKENS, MAYOR

CLERK

First Reading - , 2022
Second Reading - , 2022
Third Reading - , 2022

## SCHEDULE 2

1. By-law \_\_\_\_\_ has the following purpose and effect

To amend the zoning of Plan 709; Lots 1 to 4 municipally known as 5335 Wyandotte Street East; Roll No 060 040 09100 0000), situated South side of Wyandotte Street East, East side of Ford Blvd), by adding a site specific exception to Section 20(1) to allow an additional dwelling unit which shall be subject to additional provisions.

2. Key map showing the location of the lands to which By-law \_\_\_\_\_ applies.



PART OF ZONING DISTRICT MAP 10

N.T.S.

### REZONING

Applicant: 2737512 Ontario Inc



SUBJECT LANDS

PLANNING & BUILDING DEPARTMENT



DATE : SEPTEMBER 2022  
FILE NO. : Z-024/22, ZNG/6794



**Subject: Removal of Heritage Easement conditions related to Heritage Incentives (City-wide)**

Moved by: Councillor Holt  
Seconded by: Member Foot

Decision Number: DHSC 442

- I. THAT Administration **BE DIRECTED** to review the various rules and guidelines for granting Heritage Grants and Incentives conditional on donation of a Heritage Easement.
- II. THAT M18-2010 for the Frank H. Joyce House, at 3975 Riverside Drive East, **BE AMENDED** by deleting the condition for a Heritage Conservation Easement prior to release of the Community Heritage Fund grant.
- III. THAT M19-2010 for the former Holy Redeemer College at 925 Cousineau Road, **BE AMENDED** by deleting the condition for a Heritage Conservation Easement prior to release of the Community Heritage Fund grant.
- IV. THAT CR442/2017 for the St. Mary & St. Moses Coptic Orthodox Church, located at 1125 Ottawa Street, **BE AMENDED** by deleting the condition for a Heritage Conservation Easement prior to release of the Community Heritage Fund grant.
- V. THAT clause II.d of CR145/2021 for the former Edith Cavell School, 5955 Ontario Street **BE REPLACED** with "provision of Maintenance & Preservation Agreement to the City by Essex Condominium Corporation No. 98."

Carried.

Report Number: S 121/2022  
Clerk's File: MBA2022

**Clerk's Note:**

1. The recommendation of the Standing Committee and Administration are the same.

2. Please refer to Item 10.1 from the Development & Heritage Standing Committee Meeting held on November 1, 2022.
3. To view the stream of this Standing Committee meeting, please refer to:  
<http://csg001-harmony.sliq.net/00310/Harmony/en/PowerBrowser/PowerBrowserV2/20221107/-1/9365>

**Subject: Removal of Heritage Easement conditions related to Heritage Incentives (City-wide)**

**Reference:**

Date to Council: November 1, 2022

Author: Kristina Tang

Heritage Planner

Email: ktang@citywindsor.ca

Phone: 519-255-6543 x 6179

Planning & Building Services

Report Date: October 12, 2022

Clerk's File #: MBA2022

**To:** Mayor and Members of City Council

**Recommendation:**

- I. THAT Administration **BE DIRECTED** to review the various rules and guidelines for granting Heritage Grants and Incentives conditional on donation of a Heritage Easement.
- II. That M18-2010 for the Frank H. Joyce House, at 3975 Riverside Drive East, **BE AMENDED** by deleting the condition for a Heritage Conservation Easement prior to release of the Community Heritage Fund grant.
- III. That M19-2010 for the former Holy Redeemer College at 925 Cousineau Road,, **BE AMENDED** by deleting the condition for a Heritage Conservation Easement prior to release of the Community Heritage Fund grant.
- IV. That CR442/2017 for the St. Mary & St. Moses Coptic Orthodox Church, located at 1125 Ottawa Street, **BE AMENDED** by deleting the condition for a Heritage Conservation Easement prior to release of the Community Heritage Fund grant.
- V. That clause II.d of CR145/2021 for the former Edith Cavell School, 5955 Ontario Street **BE REPLACED** to "provision of Maintenance & Preservation Agreement to the City by Essex Condominium Corporation No. 98."

## **Executive Summary: N/A**

### **Background:**

The existing general guidelines of the Community Heritage Fund (Reserve Fund 157) were developed in the 1990s, with the request for Property Owners to grant a Heritage Conservation Easement to the City for return of an award of \$30,000 or more. Therefore, past Council Decisions were made granting Owners Heritage Incentives conditional to donation of Conservation Easements. Several of these Owners have been reluctant to sign Conservation Easements, and therefore, their committed funding amounts have not been paid out. The Owners are often concerned about additional encumbrances resulting from a heritage easement registered on property title. In recent years, the City has not always found it necessary to request for Heritage Conservation Easements. Current provincial Heritage Legislation has provided for better protection of the heritage resources, and satisfactory conservation work is often vetted through Inspections, even aside from the Heritage Conservation Easements. Based on Administration's review, the recommendation is for removal of the conservation easement conditions for these past Council Decisions. Administration also recommends to reassess and update the 1990s general guidelines for the Community Heritage Fund about the general easement conditions in a separate report.

### **Legal Provisions:**

The *Ontario Heritage Act (OHA)* requires the owner of a heritage designated property to apply to Council to alter the property, and to demolish or remove the property partially or completely. In accordance with the *OHA*, proposed changes must be considered by City Council after consulting with the municipal Heritage Committee. Council has the option of granting consent with or without terms and conditions, or refusing the application.

Part IV, 39 (1) of the *Ontario Heritage Act (OHA)* provides that "The council of a municipality may pass by-laws providing for the making of a grant or loan to the owner of a property designated under this Part for the purpose of paying for the whole or any part of the cost of alteration of such designated property on such terms and conditions as the council may prescribe." The City's Community Heritage Fund (Reserve Fund 157) and Heritage Property Tax Reduction program exists to provide grants to heritage conservation works on designated heritage properties. The Community Heritage Fund general guidelines inform Council's decisions, but conditions attached to approvals are not statutory and subject to Council's discretion.

Section 365.2 of the *Municipal Act* authorizes municipalities to offer tax reductions (for municipal and school purposes) for property designated under Part IV of the *OHA*, or is part of a heritage conservation district under Part V of the *OHA*, in compliance with the provisions of this section. Pursuant to this authority, Council passed By-law 164-2015. This by-law allows a maximum tax reduction of 30% for up to three years to the upset limit of the cost of the eligible heritage conservation works. To activate the tax reduction, property owners need to apply to the City by no later than the last day of February in the year following the first year for which the owner is seeking to obtain the tax reduction. The first year that the tax reduction would be available, would be when the eligible heritage conservation works are completed. To qualify, the Heritage Property Tax



Reduction Bylaw requires an easement agreement with the City or Ontario Heritage Foundation, or a Preservation and Maintenance agreement.

**Discussion:**

The following properties have had Council decisions granting of Heritage Incentives conditional to the Owners entering into Heritage Conservation Easement with the City:

**WHC Report No. 272** – Committee 12/9/2009; Council 1/11/2010 (M18-2010):

*That the request by Academie Ste. Cecile International School for a grant of \$22,279 from the Community Heritage Fund, for repairs to the Frank H. Joyce House, at 3975 Riverside Drive East, **BE APPROVED**, subject to determination by the Chief Building Official that the work is complete, and subject to a Heritage Conservation Easement.*

**WHC Report No. 273** – Committee 12/9/2009; Council 1/11/2010 (M19-2010):

*That the request by Academie Ste. Cecile International School for a grant of \$29,930 from the Community Heritage Fund, for repairs to the former Holy Redeemer College at 925 Cousineau Road, **BE APPROVED**, subject to determination by the Chief Building Official that the work is complete, and subject to a Heritage Conservation Easement.*

**PHEDSC Report No. 487** – PHEDSC 7/10/2017; Council 8/8/2017 (CR442/2017):

*That the request of St. Mary & St. Moses Coptic Orthodox Church, located at 1125 Ottawa Street at Benjamin Avenue for a grant from the Community Heritage Fund to an upset limit of \$70,200 for repairs to brickwork on the towers and front **BE APPROVED**, subject to the Chief Building Official and Heritage Planner determination that the work is completed in accordance with applicable codes and historic standards, subject to the owner granting a Heritage Conservation Easement to the City, and subject to the owner's submission of paid receipts for work completed.*

**DHSC Report No. SCM 90/2021 & S 27/2021**– DHSC 3/22/2021; Council 4/19/2021 (CR145/2021)

- I. *That a Heritage Alteration Permit for reconstruction of a front canopy at the former Edith Cavell School, 5955 Ontario Street, **BE GRANTED**, conditional on the following:*
  - a. *Submission of satisfactory product details and samples (including material and colour selections).*
- II. *That proportionate property tax reductions **BE GRANTED** to each of the 20 condominium unit owners in accordance with the Heritage Property Tax Reduction By-law 164-2015. The property tax reductions may be up to 30% for up to 3 years based on the upset limit of the approved cost of eligible heritage conservation works for the reconstruction of the front canopy, and entrance repairs including repairs to the tiles, stair, and concrete, subject to:*
  - a. *Submission of satisfactory product details and samples.*
  - b. *Approval of any requested mock-ups.*
  - c. *Determination by the City Planner that the work is completed to heritage conservation standards and the City Building Official for building code compliance.*

- d. *Provision of conservation easement agreement to the City by Essex Condominium Corporation No. 98.*
- III. *That the City Planner or designate **BE DELEGATED** the authority to approve minor changes associated with this scope of conservation work as described for the property.*

Several of these Owners have expressed reluctance to sign Heritage Easements with the City, resulting in long years of committed funds within Reserve Fund 157 not being issued. Typical Heritage easement covers contents including repairs and alterations, insurance, assignment of interests of mortgagees, demolition, reconstruction requirements, maintenance of building, etc. The covenants run on the property title, which is a concern with property owners. Anecdotally, though unwarranted, heritage property owners have indicated challenges getting Insurance coverage at reasonable rates.

Upon staff review, it was determined that there is not much added value for the City to require registered heritage easements. Current Ontario Heritage Act effectively deal with both alterations and demolition (change from the 1990s). In addition s.69 OHA provides for an enforcement/prosecution mechanism for contravention of the OHA and substantial fines. This section also provides the option for the municipality, if it so chooses, to carry out restoration work and recover those costs from the property owner. The Easement agreement can only be enforced by going to court, and has been opined by Legal Staff to be an inefficient process, that is both expensive and would take a very long time. Furthermore, the City now has supplementary standards for heritage properties under the Property Standards Bylaw 9-2019 for maintenance of heritage attributes.

For all of the heritage incentives approved, the grants are withheld until other conditions are fulfilled and the work is done to the City's satisfaction, to accomplish the conservation work intended through the Incentive Programs. For the Heritage Property Tax Reduction approval per CR145/2021, the recommendation to switch to requiring the Maintenance & Preservation Agreement (not registered on property title) maintains the consistent standard for all other Heritage Property Tax Reduction applications, and could become the new standard requirement.

Administration will undertake a further review of the general guidelines in Heritage Grant and Incentive programs which are conditional on donation of a Heritage Easement, and report back to the Development and Heritage Standing Committee and Council.

### **Official Plan Policy:**

The Windsor Official Plan includes (9.3.6.1.), "Council will manage heritage resources by: (e) providing support and encouragement to organizations and individuals who undertake the conservation of heritage resources by private means".

### **Risk Analysis:**

The risk of taking no action is the continued unresolved committed funding in the Reserve Funds, and additional staff time and costs in terms of administrating and negotiating the terms of the Conservation Easement (if Owners decide to sign) or in

communicating with dissatisfied property owners. The risk for waiving the Easement condition is managed through the Ontario Heritage Act requirements and City's Property Standard Bylaw. Additional, no City incentives will be released until the project has fulfilled the other conditions of approval, such as determination by the Chief Building Official to be compliant to building codes, and by Planning Services Staff to be completed according to good heritage practices, provision of paid receipts, and all other requirements of the Heritage Property Tax Reduction Program.

### **Climate Change Risks**

**Climate Change Mitigation: N/A**

**Climate Change Adaptation: N/A**

### **Financial Matters:**

No new financial decisions would result from the recommendations of this report.

Previous Council decisions have already resulted in commitments in Reserve Fund 157, of the following:

- M18-2010: \$22,279 grant to Academie Ste. Cecile International School for repairs to the Frank H. Joyce House, at 3975 Riverside Drive East
- M19-2010: \$29,930 grant to Academie Ste. Cecile International School for repairs to the former Holy Redeemer College at 925 Cousineau Road
- CR442/2017: 50% of repair cost paid out with remainder half of \$35,100 to St. Mary & St. Moses Coptic Orthodox Church, at 1125 Ottawa Street, for repairs to brickwork on the towers and front.

For the former Edith Cavell property at 5955 Ontario Street, the Heritage Property Tax Reduction is applied to property taxes of each of the 20 units upon completion of all other conditions, and will be accounted for by charging to the annual provision of property tax write-offs.

### **Consultations:**

City of Windsor legal and finance staff have provided their input and confirmation on legal and financial details to the application.

### **Conclusion:**

The requirement for heritage easement as a condition of Heritage Incentives previously approved by Council should be waived as it has been evaluated to be unnecessary. Administration is to conduct further review on these conditions in general in the guidelines and provisions of the existing Heritage Incentive programs offered by the City.

**Planning Act Matters: N/A**

**Approvals:**

<b>Name</b>	<b>Title</b>
Kristina Tang	Heritage Planner
Josie Gaultieri	Financial Planning Administrator
Michael Cooke	Deputy City Planner/ Manager, Planning Policy
Thom Hunt	City Planner / Executive Director Planning & Building
Wira Vendrasco	Deputy City Solicitor
Janice Guthrie	Deputy Treasurer - Taxation, Treasury and Financial Projects
Janice Guthrie	On behalf of Commissioner of Corporate Services - Chief Financial Officer & City Treasurer
Jelena Payne	Commissioner of Economic Development & Innovation
Onorio Colucci	Chief Administrative Officer (Acting)

**Notifications:**

<b>Name</b>	<b>Address</b>	<b>Email</b>
Therese Gadoury		tgadoury@stececile.ca
St Mary's St Moses Coptic Orthodox Church		<a href="mailto:frmoses@windsorcopts.com">frmoses@windsorcopts.com</a> jtawfik@yahoo.com lilianbahgat@gmail.com
Condominium Contacts - Bill Norris, Huron Shores Property Management		<a href="mailto:bnorris@hspm.ca">bnorris@hspm.ca</a>

**Appendices: N/A**



**Subject: Closure of east portion of east/west alley between Meighen Road and Meldrum Road, Ward 5, SAA-6823**

Moved by: Councillor Sleiman  
Seconded by: Councillor Morrison

Decision Number: **DHSC 443**

- I. THAT the 33.79 metre portion of the 5.49 metre wide east/west alley located between Meldrum Road and the west side lot line of the property known municipally as 3277 Tecumseh Road East (legally described as Lots 204 & 205, Plan 1109), and shown on Drawing No. CC-1820 *attached* hereto as Appendix "A", **BE ASSUMED** for subsequent closure;
  
- II. THAT the 33.79 metre portion of the 5.49 metre wide east/west alley located between Meldrum Road and the west side lot line of the property known municipally as 3277 Tecumseh Road East (legally described as Lots 204 & 205, Plan 1109), and shown on Drawing No. CC-1820 *attached* hereto as Appendix "A", **BE CLOSED AND CONVEYED** to the owner of the abutting property known municipally as 3277 and 3295 Tecumseh Road East (legally described as Lots 203 to 205, Plan 1109) and as necessary, in a manner deemed appropriate by the City Planner, subject to the following:
  - a. Easement, subject to there being accepted in the City's standard form and in accordance with the City's standard practice and EnWin Utilities Ltd. Aboveground Hydro Easement Diagram *attached* hereto as Appendix "F", **BE GRANTED** to:
    - i. Bell Canada to protect existing aerial facilities;
    - ii. Enbridge Gas to protect existing underground infrastructure;
    - iii. EnWin Utilities Ltd to accommodate the poles, anchors and existing overhead plant; and
    - iv. MNSi for access for aerial plant maintenance;
  - b. Easement, subject to there being accepted in the City's standard form and in accordance with the City's standard practice, be granted to:
    - i. The Corporation of The City of Windsor for access to service and maintain the existing 200 millimetre PVC sanitary sewer with manhole.

- III. THAT the Applicant/Owner **PRIOR TO** the conveyance of the 33.79 metre portion of the 5.49 metre wide east/west alley located between Meldrum Road and the west side lot line of the property known municipally as 3277 Tecumseh Road East (legally described as Lots 204 & 205, Plan 1109), and shown on Drawing No. CC-1820, **OBTAIN** a Driveway Permit to keep and maintain the Meldrum Road driveway approach to City of Windsor Standard Engineering Drawing AS-204.
- IV. THAT Conveyance Cost **BE SET** as follows:
- a. For alley conveyed to abutting lands zoned CD2.1: \$20.00 per square foot without easements and \$10.00 per square foot with easements.
- V. THAT the City Planner **BE REQUESTED** to supply the appropriate legal description, in accordance with Drawing No. CC-1820, *attached* hereto as Appendix "A".
- VI. THAT the City Solicitor **BE REQUESTED** to prepare the necessary by-law(s).
- VII. THAT the Chief Administrative Officer and City Clerk **BE AUTHORIZED** to sign all necessary documents approved as to form and content satisfactory to the City Solicitor.
- VIII. THAT the matter **BE COMPLETED** electronically pursuant to By-law Number 366-2003.
- Carried.

Report Number: S 117/2022  
Clerk's File: SAA2022

**Clerk's Note:**

1. The recommendation of the Standing Committee and Administration are the same.
2. Please refer to Item 11.1 from the Development & Heritage Standing Committee Meeting held on November 1, 2022.
3. To view the stream of this Standing Committee meeting, please refer to:  
<http://csg001-harmony.sliq.net/00310/Harmony/en/PowerBrowser/PowerBrowserV2/20221107/-1/9365>



**Subject: Closure of east portion of east/west alley between Meighen Road and Meldrum Road, Ward 5, SAA-6823**

**Reference:**

Date to Council: November 1, 2022  
Author: Brian Nagata, MCIP, RPP  
Planner II - Development Review  
(519) 255-6543 ext. 6181

Planning & Building Services  
Report Date: September 27, 2022  
Clerk's File #: SAA2022

**To:** Mayor and Members of City Council

**Recommendation:**

- I. THAT the 33.79 metre portion of the 5.49 metre wide east/west alley located between Meldrum Road and the west side lot line of the property known municipally as 3277 Tecumseh Road East (legally described as Lots 204 & 205, Plan 1109), and shown on Drawing No. CC-1820 *attached* hereto as Appendix "A", **BE ASSUMED** for subsequent closure;
- II. THAT the 33.79 metre portion of the 5.49 metre wide east/west alley located between Meldrum Road and the west side lot line of the property known municipally as 3277 Tecumseh Road East (legally described as Lots 204 & 205, Plan 1109), and shown on Drawing No. CC-1820 *attached* hereto as Appendix "A", **BE CLOSED AND CONVEYED** to the owner of the abutting property known municipally as 3277 and 3295 Tecumseh Road East (legally described as Lots 203 to 205, Plan 1109) and as necessary, in a manner deemed appropriate by the City Planner, subject to the following:
  - a. Easement, subject to there being accepted in the City's standard form and in accordance with the City's standard practice and EnWin Utilities Ltd. Aboveground Hydro Easement Diagram *attached* hereto as Appendix "F", **BE GRANTED** to:
    - i. Bell Canada to protect existing aerial facilities;
    - ii. Enbridge Gas to protect existing underground infrastructure;
    - iii. EnWin Utilities Ltd to accommodate the poles, anchors and existing overhead plant; and
    - iv. MNSi for access for aerial plant maintenance;



- b. Easement, subject to there being accepted in the City's standard form and in accordance with the City's standard practice, be granted to:
  - i. The Corporation of The City of Windsor for access to service and maintain the existing 200 millimetre PVC sanitary sewer with manhole.
- III. THAT the Applicant/Owner **PRIOR TO** the conveyance of the 33.79 metre portion of the 5.49 metre wide east/west alley located between Meldrum Road and the west side lot line of the property known municipally as 3277 Tecumseh Road East (legally described as Lots 204 & 205, Plan 1109), and shown on Drawing No. CC-1820, **OBTAIN** a Driveway Permit to keep and maintain the Meldrum Road driveway approach to City of Windsor Standard Engineering Drawing AS-204.
- IV. THAT Conveyance Cost **BE SET** as follows:
  - a. For alley conveyed to abutting lands zoned CD2.1: \$20.00 per square foot without easements and \$10.00 per square foot with easements.
- V. THAT The City Planner **BE REQUESTED** to supply the appropriate legal description, in accordance with Drawing No. CC-1820, *attached* hereto as Appendix "A".
- VI. THAT The City Solicitor **BE REQUESTED** to prepare the necessary by-law(s).
- VII. THAT The Chief Administrative Officer and City Clerk **BE AUTHORIZED** to sign all necessary documents approved as to form and content satisfactory to the City Solicitor.
- VIII. THAT the matter **BE COMPLETED** electronically pursuant to By-law Number 366-2003.

**Executive Summary:**

N/A

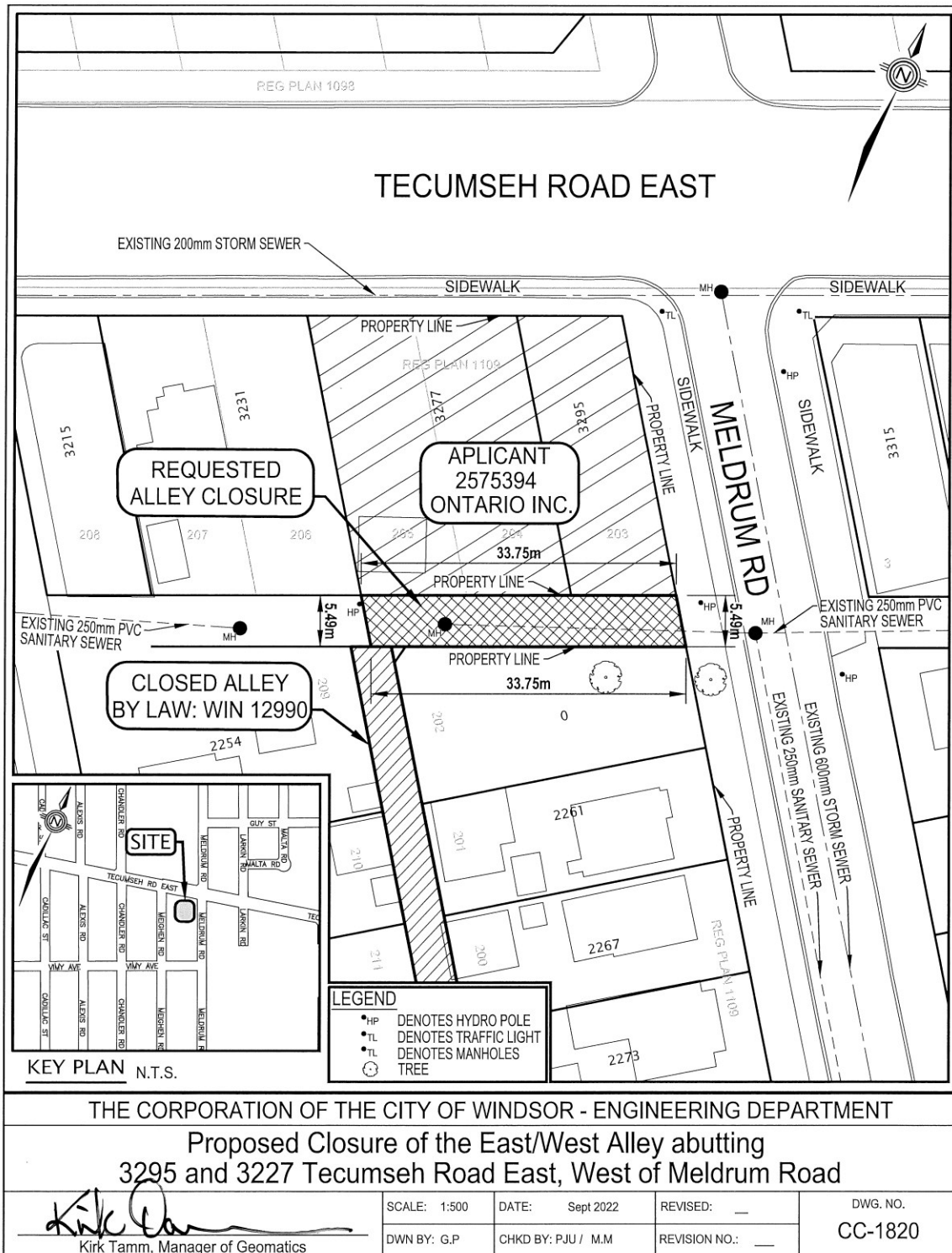


Figure 1 - Key Plan

## Background:

The applicant, Richard Hallett, authorized agent for the owner (2575394 Ontario Inc.) of the properties known municipally as 3277 Tecumseh Road East and 3295 Tecumseh Road East (the subject property), applied to close the 33.79 metre portion of the 5.49 metre wide east/west alley located between Meldrum Road and the west side lot line of the subject property (the alley), and shown on Drawing No. CC-1820 **attached** hereto as **Appendix “A”**, and also shown on the aerial photo **attached** hereto as **Appendix “B”**.

The alley is maintained, composed primarily of asphalt, and includes a small strip of grass along its south boundary. The alley contains a utility pole with guy wire, 200 millimetre PVC sanitary sewer with manhole, and has an existing curb cut off of Meldrum Road. The alley provides secondary vehicular means of access to the subject property and indirect tertiary vehicular means of access to the property known municipally as 3231 Tecumseh Road East.

The remaining portion of the alley is unmaintained, composed primarily of gravel, and includes a small strip of grass along its south boundary. The alley contains two utility poles, a 250 millimetre PVC sanitary sewer with manhole, and has an existing curb cut off of Meighen Road. The remaining portion of the alley provides a secondary vehicular means of access to 3231 Tecumseh Road East and indirect tertiary vehicular means of access to the subject property.

The applicant wishes to close the alley for the purpose of consolidating the subject property with 0 Meldrum Road (Roll No. 070-360-06450), in order to accommodate the development proposed under Planning Pre-Submission Application PS-080/22 (the development). The applicant has an offer to purchase on 0 Meldrum Road (Roll No. 070-360-06450). The development will require a Zoning By-law Amendment and Site Plan Control in addition to the alley closure.

## Discussion:

The decision to recommend closure of an alley is derived from the City's *Classification of Alleys and Suitability for Closure* guideline document (the document), **attached** hereto as **Appendix “E”**. The document details four classifications of alleys based on their usefulness, and provides corresponding criteria for determining suitability for closure.

## Classification of Public Right-of-Ways

The initial step is to determine if the alley is indispensable. This is achieved through the evaluation of the following criteria set forth in Section 1 of the document.

**Alley:**

1. *Does the alley serve commercial properties?*
  - a. The alley serves the subject property, which is occupied by a Business Office and a Legal Non-Conforming Automobile Sales Lot (Windsor Pre-Owned Auto Sales Inc.).
  - b. The alley **indirectly** serves 3231 Tecumseh Road East, which is occupied by a Business Office and parking area.
    - Notwithstanding the aforesaid uses, this property is not classified as commercial, as the Business Office use was established without a Building Permit around 2009 and the parking area constructed without Site Plan Approval around 2004 to 2006.
2. *Does the alley serve properties fronting on heavily traveled streets i.e. major arterial routes?*
  - a. The alley serves the subject property and **indirectly** serves 3231 Tecumseh Road East, both of which front Tecumseh Road East, a designated Class II Arterial Road on *Schedule F: Roads and Bikeways* to the *Official Plan*.
3. *Does the alley contain sewers, and must the alley remain accessible for servicing?*
  - a. The alley contains a 200 millimetre PVC sanitary sewer with a manhole.
  - b. The Public Works Department through their comments **attached** hereto as **Appendix "C"** has confirmed that they have no objections to the closure on the condition that an easement is granted in favour of the City for access to service and maintain the sewer.
4. *Does the alley serve as the only vehicular means of access to rear parking areas and garages where the property has insufficient lot width for a side drive?*
  - a. The alley does not serve as the only vehicular means of access to any rear parking areas or garages.
5. *Does the alley contain Fire Department connections that are deemed to be necessary for firefighting access?*
  - a. The alley does not contain any fire department connections.

6. *Does the alley lie within a Holding zone or other similar undeveloped areas where the alley system is clearly obsolete and has never been developed, but where the City needs to keep its options open until new area plans are prepared and development is imminent?*

- a. The alley does not lie within a Holding zone or other similar undeveloped areas.

Based on the above, the Planning Department deems the alley “indispensable”.

Notwithstanding the alley being deemed indispensable, the Planning Department is recommending that it be closed and conveyed to the owner of the subject property for the following reason:

- The aforesaid factors that deem the alley indispensable stem solely from the subject property’s use of the alley.

The standard manner of conveyance of offering abutting property owners first right to purchase their half of the alley is not possible in this situation. The conveyance of the south half of the alley to 0 Meldrum Road (Roll No. 070-360-06450) will eliminate the secondary vehicular means of access to the subject property.

It should be noted that notice of this application was issued to 0 Meldrum Road on October 1, 2021, with no response being received as of the time of writing this report.

It is our recommendation that, upon closure, the owner of the subject property be given a chance to acquire the alley. Hence the recommendation is to close and convey the alley to the owner of the subject property.

**Risk Analysis:**

The recommended closure of the alley will divest the City of associated liability risks and maintenance costs. The recommended closure poses no known risk to the City.

**Climate Change Risks**

**Climate Change Mitigation:**

N/A

**Climate Change Adaptation:**

N/A

**Financial Matters:**

The rate for an alley conveyed to abutting lands zoned CD2.1 is assessed at: \$20.00 per square foot without easements and \$10.00 per square foot with easements.

## **Consultations:**

Consultations were held with Municipal Departments and Utility Companies, which resulted in the information found in **attached** hereto as **Appendix “C”**.

An objection to the closure was received from the owner of 3231 Tecumseh Road East on August 29, 2022 via email attached **hereto** as **Appendix “G”**. The owner indicated that they use the alley frequently as an alternative vehicular means of access to Tecumseh Road East, via the signalized intersection at Meldrum Road. This is due to the high volume of traffic which makes it difficult to safely access Tecumseh Road East from their property.

The concerns although legitimate, do not deem the alley indispensable as per the criteria set forth in the document. 3231 Tecumseh Road East will still have access to Tecumseh Road East via the signalized intersection at Meldrum Road, albeit by a slightly longer route that adds approximately 300 metres of additional travel distance. It should also be noted that traffic associated with the parking area would have been evaluated if it had gone through the Site Plan Control process.

An objection to the closure was received from the owner of 2272 Meldrum Road on September 12, 2022 via phone call. The owner indicated that they have concerns with increased traffic volumes resulting from the development and that their daughter uses the alley to access the eastbound lanes on Tecumseh Road East, via the intersection at Meighen Road. The owner's daughter uses the said intersection to avoid the long wait times at the signalized intersection at Meldrum Road and Tecumseh Road East, which does not have a dedicated right turn lane.

The details of the development are not public and subsequently cannot be discussed in detail through this application. The development will require a Zoning By-law Amendment and Site Plan Control, the former of which includes a public meeting where such concerns can be raised. The use of the alley does not deem it indispensable as per the criteria set forth in the document. 3272 Meldrum Road will still have vehicular access to Tecumseh Road East via the intersection at Meighen Road, albeit by a slightly longer route that adds approximately 150 metres of additional travel distance.

Notice of Development & Heritage Standing Committee meeting and Council meeting are published in the Windsor Star prior to each of the meetings. In addition, notice of each of the public meetings will be mailed to the abutting/affected property owners prior to the meetings.

## **Conclusion:**

The Planning Department recommends closure of the east/west alley shown on attached Appendix “A”, subject to easements in favour of Bell Canada, Enbridge Gas, EnWin Utilities Ltd., MNSi and The Corporation of The City of Windsor as in Recommendation II of this report.

The closed alley is to be conveyed to the owner of the abutting properties known municipally as 3277 and 3295 Tecumseh Road East, as in Recommendation II of this report.

**Planning Act Matters:**

N/A

**Approvals:**

<b>Name</b>	<b>Title</b>
Michael Cooke	Manager of Planning Policy/Deputy City Planner
Thom Hunt	City Planner / Executive Director, Planning & Development Services
Chris Carpenter	Coordinator of Real Estate Services
Wira Vendrasco	Deputy City Solicitor, Legal Services & Real Estate
Jelena Payne	Commissioner, Economic Development & Innovation
Onorio Colucci	Chief Administration Officer

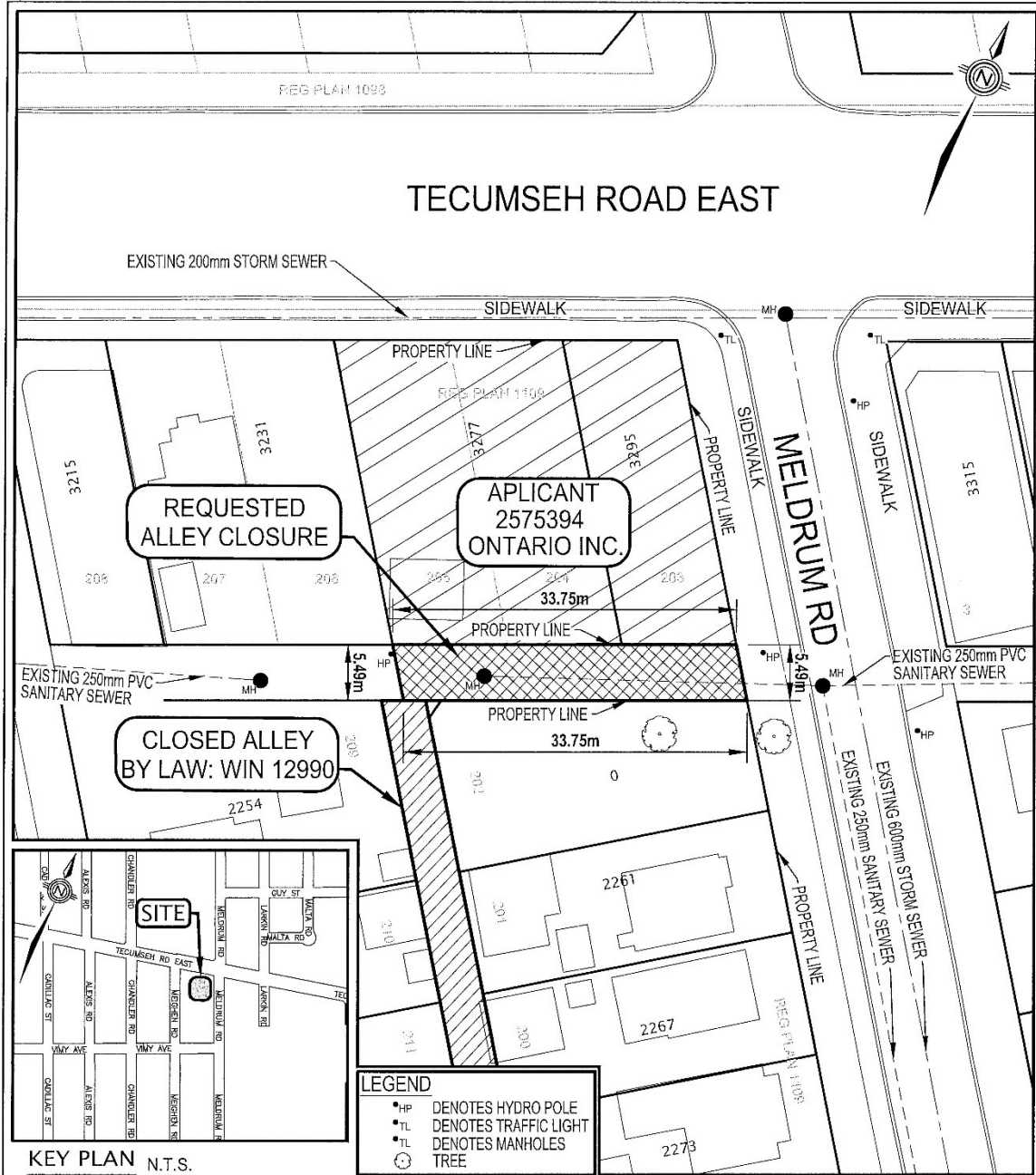
**Notifications:**

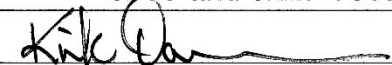
<b>Name</b>	<b>Address</b>	<b>Email</b>
Councillor Ed Sleiman	350 City Hall Square West, Suite 220  Windsor, ON N9A 6S1	esleiman@citywindsor.ca

**Appendices:**

- 1 Appendix A - Drawing No. CC-1820
- 2 Appendix B - EIS Drawing - Aerial Photo
- 3 Appendix C - Consultations with Municipal Departments and Utility Companies
- 4 Appendix D - Site Photos
- 5 Appendix E - Classification of Alleys and Suitability for Closure
- 6 Appendix F - EnWin Utilities Ltd. Aboveground Hydro Easement Diagram
- 7 Appendix G - Objection to Alley Closure from Owner of 3231 Tecumseh Road East

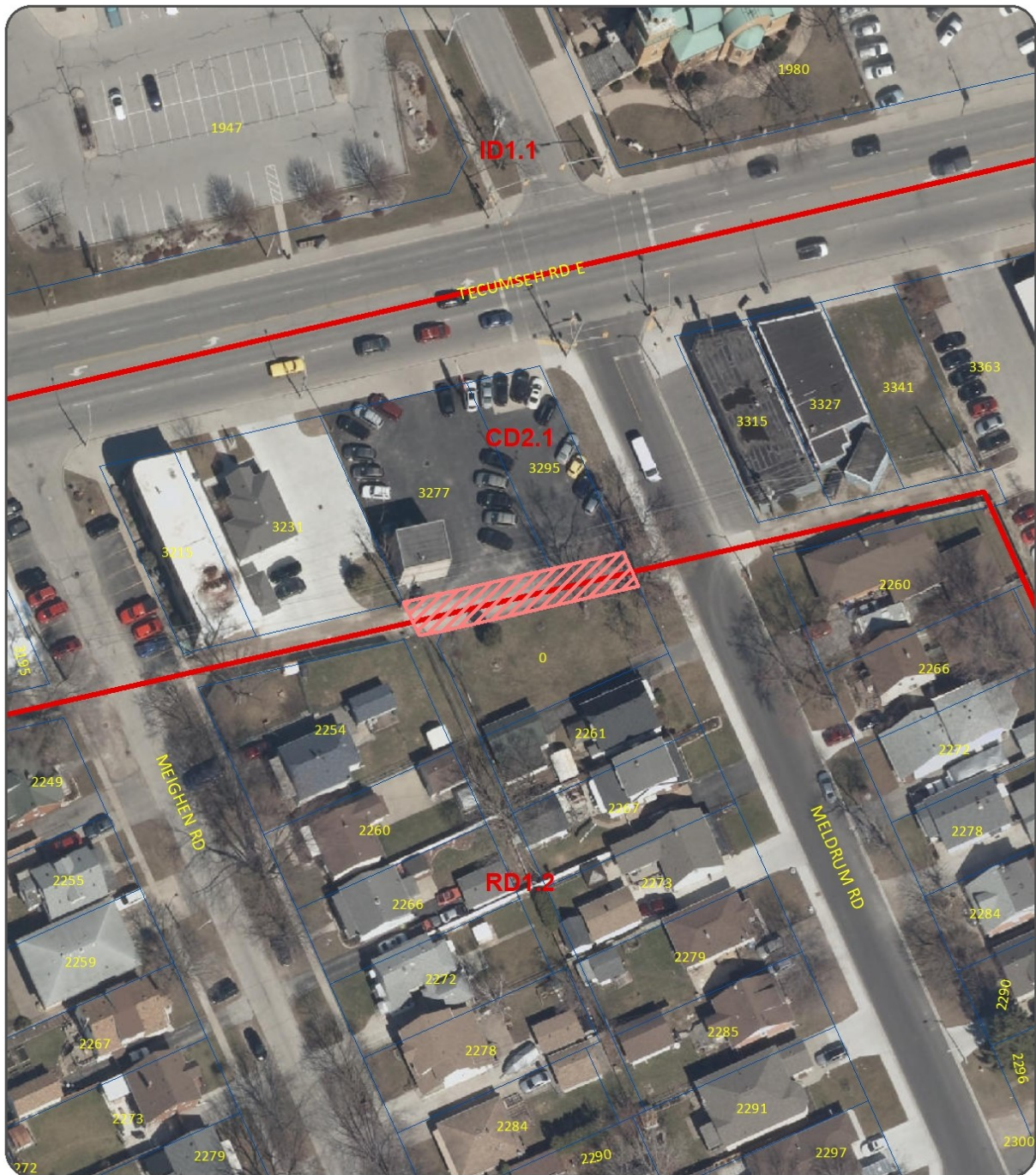
**APPENDIX "A"**  
**Drawing No. CC-1820**



THE CORPORATION OF THE CITY OF WINDSOR - ENGINEERING DEPARTMENT				
Proposed Closure of the East/West Alley abutting 3295 and 3227 Tecumseh Road East, West of Meldrum Road				
 Kirk Tamm, Manager of Geomatics	SCALE: 1:500	DATE: Sept 2022	REVISED: —	DWG. NO. CC-1820
	DWN BY: G.P	CHKD BY: PJU / M.M	REVISION NO.: —	




# APPENDIX "B" EIS Drawing - Aerial Photo



## STREET & ALLEY CLOSING (SAA/6823)

1:750

APPLICANT : 2575394 ONTARIO INC

 SUBJECT LANDS

PLANNING DEPARTMENT - PLANNING POLICY

DATE: AUGUST, 2022



**APPENDIX “C”**

**Consultations with Municipal Departments and Utility Companies**

**BELL CANADA WSP**

Bell Canada requests a 3 m wide easement to protect existing aerial facilities within the proposed closure area. Please see attached sketch.

**[Charleyne Hall, Bell Canada External Liaison]**



**CANADA POST**

No comments provided

**COGECO CABLE SYSTEMS INC.**

No comments provided

**ENBRIDGE (FORMERLY UNION GAS)**

After reviewing the provided drawing at 3295 Tecumseh Rd E 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:

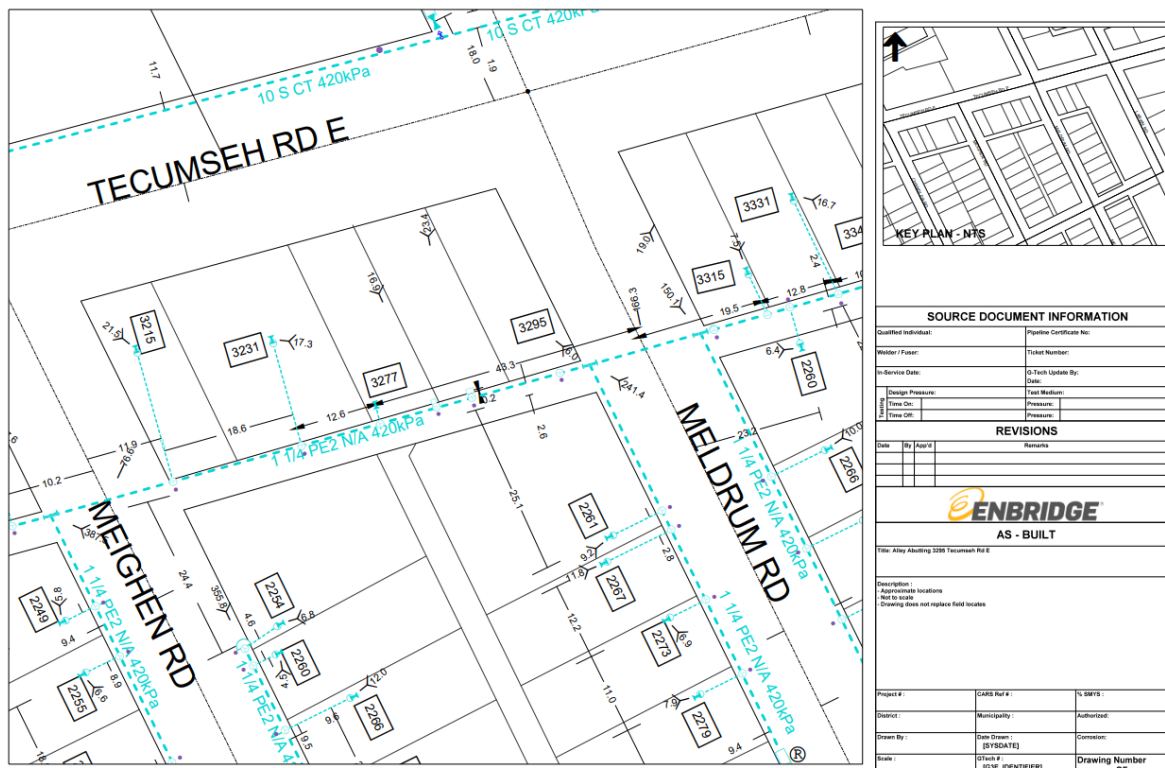
1. The shown piping locations are approximate and for information purposes only
2. The drawings are not to scale
3. This drawing does not replace field locates. Please contact Ontario One Call for onsite locates prior to excavating, digging, etc.

Enbridge Gas requires a minimum separation of 0.6m 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. 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

**[James Makhlof, Engineering Summer Student]**



**ENVIRONMENTAL SERVICES**

No concerns from Environmental Services.

**[Anne-Marie Albidone, Manager, Environmental Services]**

**ENWIN UTILITIES - HYDRO**

If no open alley exists, we will require a minimum 10 ft wide easement (5 ft each side of the pole line) to accommodate the poles, anchors and existing overhead plant within the alley.

Also, please note communications may also require easements (i.e.: Bell, Cogeco).

**[Jeremy Allossery, Hydro Engineering Technologist]**

**ENWIN UTILITIES - WATER**

Water Engineering has no objections.

**[Bruce Ogg, Water Project Review Officer]**

**LEGAL DEPARTMENT**

As the closure is to close and retain for municipal purposes (no conveyance taking place) there is no conveyance cost.

**[Chris Carpenter, Coordinator of Real Estate Services]**

**MNSi**

MNSi would like to have an aerial easement to the pole lines for access for plant maintenance that run through the subject lands.

**[Dave Hartleib, Outside Plant Manager]**

**PARKS & FACILITIES**

No comments from Parks development for this SAA/6823 LIAISON.

**[Sherif Barsom, Landscape Architect]**

**PLANNING DEPARTMENT**

No comments provided

**PLANNING DEPARTMENT - LANDSCAPE ARCHITECT**

No objections form a landscape architectural perspective.

**[Stefan Fediuk - Landscape Architect]**

**PUBLIC WORKS - ENGINEERING**

The proposed alley closure is approximately 6.0 m wide and 34.0m long and is composed of concrete. There is a municipal sanitary sewer and a manhole located in the alley. An easement will be required for the municipal sewer. There are hydro poles and guy wires running along the north side of the alley. An easement will be required for utilities. There is a driveway approach on the east side of the proposed closure. The property owner at 3295/3277 Tecumseh Rad East will be required to obtain a driveway permit to keep and maintain the driveway approach to city standard AS-204. This subject alley has some usefulness by CR146/2005; however, we have no objections to the closure subject to the easement.

**[Adam Pillon, Manager, Right-of-Way]**

**PUBLIC WORKS - TRAFFIC**

Alley can be closed without affecting pedestrian or vehicular access. Garage at rear of 3231 will still have access via Meighen Road.

**[Mike Spagnuolo, Signal Systems Analyst]**

**ROGERS COMMUNICATIONS**

No comments provided

**TELUS COMMUNICATIONS**

TELUS has no underground infrastructure in the area of your proposed work.

**[Meghna Patel, Permit Coordinator]**

**TRANSPORTATION PLANNING**

No issues with proposed closure. The n/w grass alley can still be accessed if needed from Meighen Rd, however, it appears the gravel alley is not being used for transportation purposes. The western portion of the alley opening onto Meighen Rd should remain open since there is a garage at 3231 Tecumseh Rd E that must use it in order to access the garage based on the orientation.

**[Shannon Deehan, Transportation Planning Coordinator]**

**TRANSIT WINDSOR**

Transit Windsor has no objections or concerns.

**[Jason Scott, Supervisor, Planning]**

**WINDSOR FIRE**

No comments provided

**WINDSOR POLICE**

The Windsor Police Service has no concerns or objections with the closure of this alley. From observation, it appears to be an open and easily accessible laneway by either vehicles or pedestrians. Closure however will not create problems for police to otherwise gain access for emergency incident response or vehicle patrol purposes within the immediate area, as other viable options will remain for this.

**[Barry Horrobin, Director of Planning & Physical Resources]**

**APPENDIX "D"**  
**Site Photos (September 15, 2022)**



*Figure 1 - Looking northwest towards portion of alley requested for closure and 3277 & 3295 Tecumseh Road East from Meldrum Road*



*Figure 2 - Looking west towards portion of alley requested for closure from Meldrum Road*



*Figure 3 - Looking east from west end of portion of alley requested for closure*



*Figure 4 - Looking west from east end of portion of alley to remain open*





*Figure 5 - Looking east towards portion of alley to remain open from Meighen Road*



*Figure 6 - Looking south toward Meighen Road driveway approach to portion of alley to remain open*



*Figure 7 - Looking north toward Meighen Road driveway approach to portion of alley to remain open*

## **APPENDIX “E”**

### **Classification of Alleys and Suitability for Closure**

#### **Classification of Public Rights-of-Ways:**

Currently streets and alleys fall into four classifications on the basis of their usefulness:

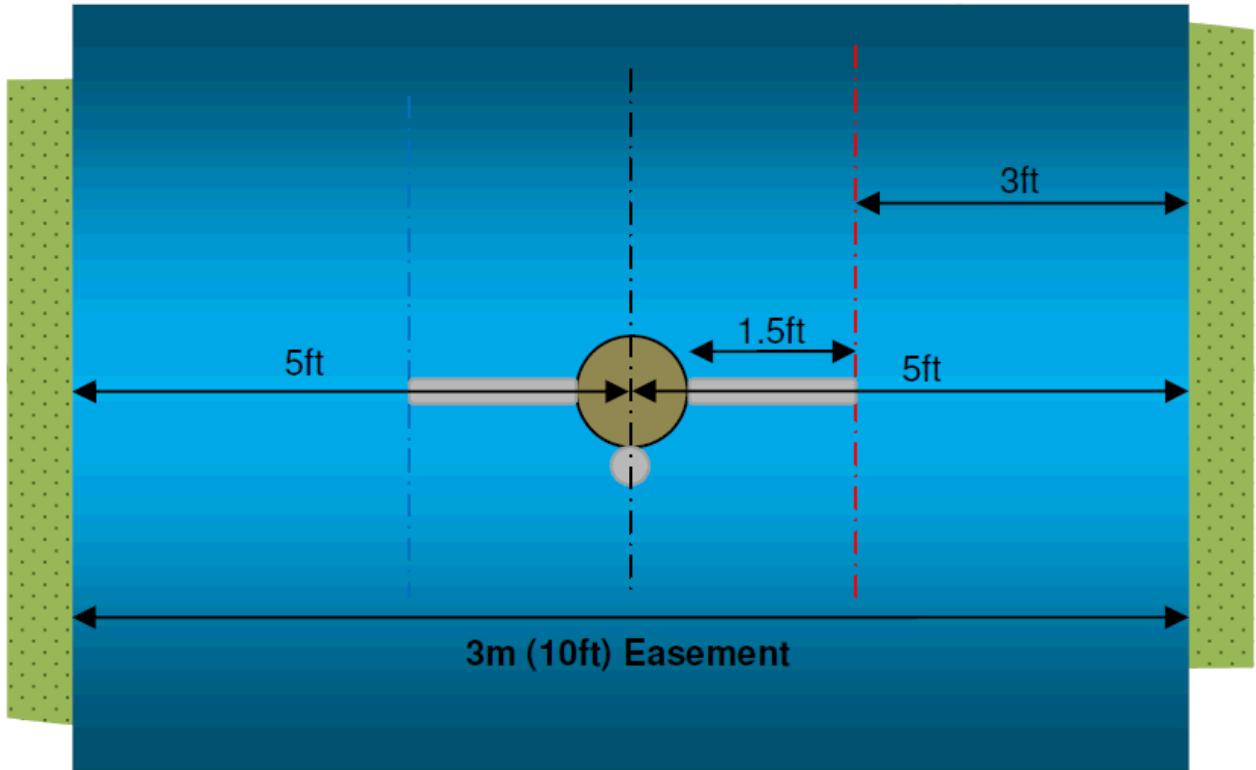
- 1) Alleys that are **indispensable**. These would be alleys serving commercial properties and properties fronting on heavily traveled streets i.e. major arterial routes and alleys which contain sewers and must remain accessible for servicing; alleys or streets which serve as the only vehicular means of access to rear parking areas and garages where the property has insufficient lot width for a side drive; and, alleys which contain Fire Department connections that are deemed to be necessary for firefighting access.
- 2) Alleys that, **have some usefulness**, are nevertheless dispensable and may or may not be a complete liability.
- 3) Alleys that appear to serve **no useful purpose**, either now, or anticipated. Such alleys are in residential areas and locations where generally the lots are wide enough for side drives, or those alleys abutting parks and other parcels of land that do not require any servicing from the alley. Remnant or stub-end streets which are dead-ended and do not serve as access to other streets.
- 4) Alleys lying in Holding zones and other similar undeveloped areas where the alley system is **clearly obsolete** and has never been developed, but where the City needs to keep its options open until new area plans are prepared and development is imminent.

#### **Suitability for Closing:**

Following are the criteria and suitability for closing alleys in each of the above classifications.

- 1) Indispensable alleys should **not be closed**, conveyed, reduced or otherwise jeopardized through minority interests unless a suitable substitute alley is opened in lieu thereof. They are essential from the viewpoint of fire protection, police protection, emergency services (i.e. ambulance) and loading or unloading of goods, refuse collection, servicing of blocked sewers and utility services. Without such alleys, the above noted services would at least be more costly if not impossible to complete or adequately access; and would noticeably interfere with street traffic, thereby reducing the access capacity of the adjacent arterial, collector, or street for business.
- 2) Alleys having some usefulness should **be considered for closing** only upon request of abutting owners rather than by encouragement of the City.
- 3) Alleys that serve no useful purpose should **be closed** if at all possible, and in fact the owners abutting thereon should be encouraged to accept conveyance.
- 4) Alleys that are clearly obsolete should **not be closed** unless there is a municipal need or specific development proposals acceptable to the City are submitted.

**APPENDIX "F"**  
**EnWin Utilities Ltd. Aboveground Hydro Easement Diagram**



**APPENDIX "G"**

**Objection to Alley Closure from Owner of 3231 Tecumseh Road East**

**From:** [REDACTED]

**Sent:** Monday, August 29, 2022 6:27 PM

**To:** Matthews, Meghan <MMatthews@citywindsor.ca>; [REDACTED]

**Subject:** Alley - File Number SAA/6823

Hello. I own the property at 3231 Tecumseh Road East. Further to your letter dated August 18, 2022, I do object to the alley being closed. Tecumseh Road is extremely busy. We use that alley all the time to leave safely. We go to Meldrum to use the light to get onto Tecumseh Road.

[REDACTED]

3231 Tecumseh Road East  
Windsor, Ontario

[REDACTED]



**Subject: Closure of east/west alley between Olive Road and 4850 Seminole Street, Ward 8, SAA-6586**

Moved by: Councillor Morrison

Seconded by: Councillor Holt

Decision Number: **DHSC 444**

- I. THAT the 5.49 metre wide east/west alley located between Olive Road and the property known municipally as 4850 Seminole Street (legally described as Part of Lots 270 & 480 and Part of Closed Alley, Plan 1063; Parts 3 & 4, Plan 12R-20195), and shown on Drawing No. CC-1800 *attached* hereto as Appendix "A", **BE ASSUMED** for subsequent closure;
  
- II. THAT the 5.49 metre wide east/west alley located between Olive Road and the property known municipally as 4850 Seminole Street (legally described as Part of Lots 270 & 480 and Part of Closed Alley, Plan 1063; Parts 3 & 4, Plan 12R-20195), and shown on Drawing No. CC-1800 *attached* hereto as Appendix "A", **BE CLOSED AND CONVEYED** to the owner of the abutting property known municipally as 1480 Olive Road (legally described as Lot 269 & Part of Closed Alley, Plan 1063) and as necessary, in a manner deemed appropriate by the City Planner, subject to the following:
  - a. Easement, subject to there being accepted in the City's standard form and in accordance with the City's standard practice and EnWin Utilities Ltd. Aboveground Hydro Easement Diagram *attached* hereto as Appendix "F", be granted to:
    - i. Bell Canada to protect existing aerial facilities;
    - ii. EnWin Utilities Ltd to accommodate the existing overhead plant; and
    - iii. MNSi for existing aerial infrastructure.
  
- III. THAT the Applicant/Owner **PRIOR TO** the conveyance of the 5.49 metre wide east/west alley located between Olive Road and the property known municipally as 4850 Seminole Street (legally described as Part of Lots 270 & 480 and Part of Closed Alley, Plan 1063; Parts 3 & 4, Plan 12R-20195), and shown on Drawing No. CC-1800 *attached* hereto as Appendix "A", **OBTAIN** a Driveway Permit to complete and maintain the Olive Road right-of-way to City of Windsor Standard Engineering Drawing AS-222.

- IV. THAT Conveyance Cost **BE SET** as follows:
- a. For alley conveyed to abutting lands zoned RD1.2: \$1.00 plus deed preparation fee and proportionate share of the survey costs as invoiced to The Corporation of The City of Windsor by an Ontario Land Surveyor.
- V. THAT the City Planner **BE REQUESTED** to supply the appropriate legal description, in accordance with Drawing No. CC-1800, *attached* hereto as Appendix "A".
- VI. THAT the City Solicitor **BE REQUESTED** to prepare the necessary by-law(s).
- VII. THAT the Chief Administrative Officer and City Clerk **BE AUTHORIZED** to sign all necessary documents approved as to form and content satisfactory to the City Solicitor.
- VIII. THAT the matter **BE COMPLETED** electronically pursuant to By-law Number 366-2003.
- Carried.

Report Number: S 118/2022  
Clerk's File: SAA2022

**Clerk's Note:**

1. The recommendation of the Standing Committee and Administration are the same.
2. Please refer to Item 11.2 from the Development & Heritage Standing Committee Meeting held on November 1, 2022.
3. To view the stream of this Standing Committee meeting, please refer to: <http://csg001-harmony.sliq.net/00310/Harmony/en/PowerBrowser/PowerBrowserV2/20221107/-1/9365>

**Subject: Closure of east/west alley between Olive Road and 4850 Seminole Street, Ward 8, SAA-6586**

**Reference:**

Date to Council: November 1, 2022  
Author: Brian Nagata, MCIP, RPP  
Planner II - Development Review  
(519) 255-6543 ext. 6181

Planning & Building Services  
Report Date: September 27, 2022  
Clerk's File #: SAA2022

**To:** Mayor and Members of City Council

**Recommendation:**

- I. THAT the 5.49 metre wide east/west alley located between Olive Road and the property known municipally as 4850 Seminole Street (legally described as Part of Lots 270 & 480 and Part of Closed Alley, Plan 1063; Parts 3 & 4, Plan 12R-20195), and shown on Drawing No. CC-1800 *attached* hereto as Appendix "A", **BE ASSUMED** for subsequent closure;
- II. THAT the 5.49 metre wide east/west alley located between Olive Road and the property known municipally as 4850 Seminole Street (legally described as Part of Lots 270 & 480 and Part of Closed Alley, Plan 1063; Parts 3 & 4, Plan 12R-20195), and shown on Drawing No. CC-1800 *attached* hereto as Appendix "A", **BE CLOSED AND CONVEYED** to the owner of the abutting property known municipally as 1480 Olive Road (legally described as Lot 269 & Part of Closed Alley, Plan 1063) and as necessary, in a manner deemed appropriate by the City Planner, subject to the following:
  - a. Easement, subject to there being accepted in the City's standard form and in accordance with the City's standard practice and EnWin Utilities Ltd. Aboveground Hydro Easement Diagram *attached* hereto as Appendix "F", be granted to:
    - i. Bell Canada to protect existing aerial facilities;
    - ii. EnWin Utilities Ltd to accommodate the existing overhead plant;  
and
    - iii. MNSi for existing aerial infrastructure.



- III. THAT the Applicant/Owner **PRIOR TO** the conveyance of the 5.49 metre wide east/west alley located between Olive Road and the property known municipally as 4850 Seminole Street (legally described as Part of Lots 270 & 480 and Part of Closed Alley, Plan 1063; Parts 3 & 4, Plan 12R-20195), and shown on Drawing No. CC-1800 *attached* hereto as Appendix "A", **OBTAIN** a Driveway Permit to complete and maintain the Olive Road right-of-way to City of Windsor Standard Engineering Drawing AS-222.
- IV. THAT Conveyance Cost **BE SET** as follows:
  - a. For alley conveyed to abutting lands zoned RD1.2: \$1.00 plus deed preparation fee and proportionate share of the survey costs as invoiced to The Corporation of The City of Windsor by an Ontario Land Surveyor.
- V. THAT The City Planner **BE REQUESTED** to supply the appropriate legal description, in accordance with Drawing No. CC-1800, *attached* hereto as Appendix "A".
- VI. THAT The City Solicitor **BE REQUESTED** to prepare the necessary by-law(s).
- VII. THAT The Chief Administrative Officer and City Clerk **BE AUTHORIZED** to sign all necessary documents approved as to form and content satisfactory to the City Solicitor.
- VIII. THAT the matter **BE COMPLETED** electronically pursuant to By-law Number 366-2003.

**Executive Summary:**

N/A

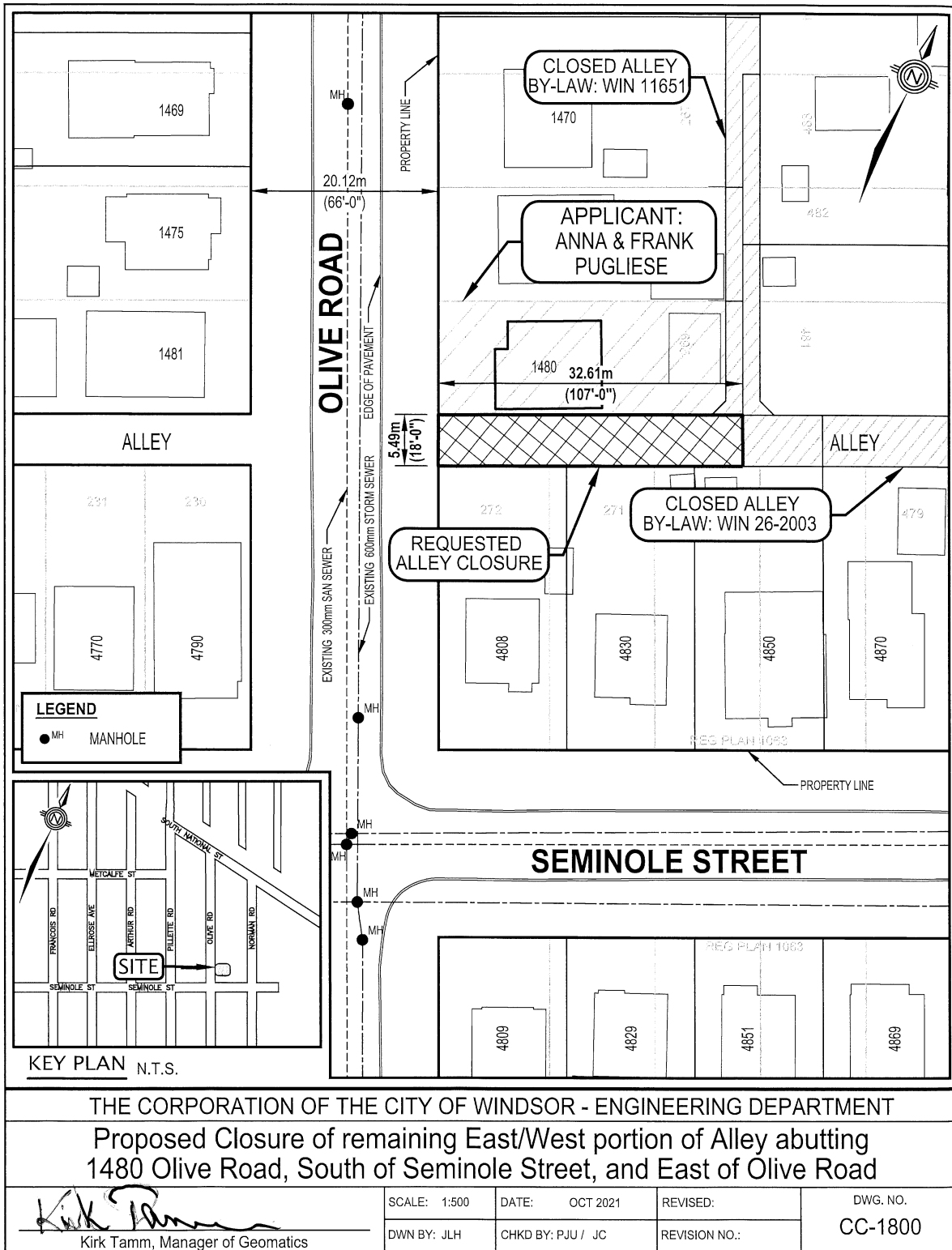


Figure 1 - Key Plan

## **Background:**

The applicants, Frank and Anna Pugliese, owners of the property known municipally as 1480 Olive Road (the subject property), applied to close the 5.49 metre wide east/west alley located between Olive Road and the property known municipally as 4850 Seminole Street (the alley), and shown on Drawing No. CC-1800 **attached** hereto as **Appendix “A”**, and also shown on the aerial photo **attached** hereto as **Appendix “B”**.

The alley is unmaintained, composed primarily of grass and gravel, and includes a mature coniferous tree on its south boundary. The alley contains a utility pole and has an existing curb cut off of Olive Road. The alley provides vehicular access to the detached garage at the rear of the subject property. The detached garage was constructed between 1958 and 1962 with Building Permit 58 B 8940, issued on April 9, 1958.

The applicants wish to close the alley for the purpose of enlarging the subject property to allow for the construction of a concrete driveway to their detached garage.

## **Discussion:**

The decision to recommend closure of an alley is derived from the City's *Classification of Alleys and Suitability for Closure* guideline document (the document), **attached** hereto as **Appendix “E”**. The document details four classifications of alleys based on their usefulness, and provides corresponding criteria for determining suitability for closure.

### **Classification of Public Right-of-Ways**

The initial step is to determine if the alley is indispensable. This is achieved through the evaluation of the following criteria set forth in Section 1 of the document.

#### **Alley:**

1. *Does the alley serve commercial properties?*
  - a. The alley does not serve any commercial properties.
2. *Does the alley serve properties fronting on heavily traveled streets i.e. major arterial routes?*
  - a. The alley does not serve properties fronting on heavily travelled streets.
3. *Does the alley contain sewers, and must the alley remain accessible for servicing?*
  - a. The alley does not contain any sewers.

4. *Does the alley serve as the only vehicular means of access to rear parking areas and garages where the property has insufficient lot width for a side drive?*
  - a. The alley serves as the only means of vehicular access to the rear garage on the subject property.
  - b. The subject property does not have sufficient width for a side driveway.
5. *Does the alley contain Fire Department connections that are deemed to be necessary for firefighting access?*
  - a. The alley does not contain any fire department connections.
6. *Does the alley lie within a Holding zone or other similar undeveloped areas where the alley system is clearly obsolete and has never been developed, but where the City needs to keep its options open until new area plans are prepared and development is imminent?*
  - a. The alley does not lie within a Holding zone or other similar undeveloped areas.

Based on the above, the Planning Department deems the alley “indispensable”.

Notwithstanding the alley being deemed indispensable, the Planning Department is recommending that it be closed and conveyed to the owner of the subject property for the following reasons:

- The aforesaid factor that deems the alley indispensable stems solely from the subject property’s use of the alley.
- The alley can only serve as a means of vehicular access to the subject property, as new vehicular accesses off of an unmaintained alley are prohibited.

The standard manner of conveyance of offering abutting property owners first right to purchase their half of the alley is not possible in this situation. The conveyance of the south half of the alley to the south abutting properties will eliminate the said means of vehicular access to the subject property.

It should be noted that the owners of the south abutting properties were issued notice of this application on October 1, 2021 and have not provided any response as of the time of writing this report.

It is our recommendation that, upon closure, the owner of the subject property be given a chance to acquire the alley. Hence the recommendation is to close and convey the alley to the owner of the subject property.

### **Risk Analysis:**

The recommended closure of the alley will divest the City of associated liability risks and maintenance costs. The recommended closure poses no known risk to the City.

## Climate Change Risks

### Climate Change Mitigation:

N/A

### Climate Change Adaptation:

N/A

### Financial Matters:

The rate for an alley conveyed to abutting lands zoned RD1.2 is assessed at \$1.00 plus deed preparation fee and proportionate share of the survey costs as invoiced to the City by an Ontario Land Surveyor.

### Consultations:

Consultations were held with Municipal Departments and Utility Companies, which resulted in the information found in **attached** hereto as **Appendix "C"**.

Notice of Development & Heritage Standing Committee meeting and Council meeting are published in the Windsor Star prior to each of the meetings. In addition, notice of each of the public meetings will be mailed to the abutting/affected property owners prior to the meetings.

### Conclusion:

The Planning Department recommends closure of the east/west alley shown on attached Appendix "A", subject to easements in favour of Bell Canada, EnWin Utilities Ltd. and MNSi as in Recommendation II of this report.

The closed alley is to be conveyed to the owner of the abutting property known municipally as 1480 Olive Road, as in Recommendation II of this report.

### Planning Act Matters:

N/A

### Approvals:

Name	Title
Michael Cooke	Manager of Planning Policy/Deputy City Planner
Thom Hunt	City Planner / Executive Director, Planning & Development Services
Chris Carpenter	Coordinator of Real Estate Services

Name	Title
Wira Vendrasco	Deputy City Solicitor, Legal Services & Real Estate
Jelena Payne	Commissioner, Economic Development & Innovation
Onorio Colucci	Chief Administration Officer

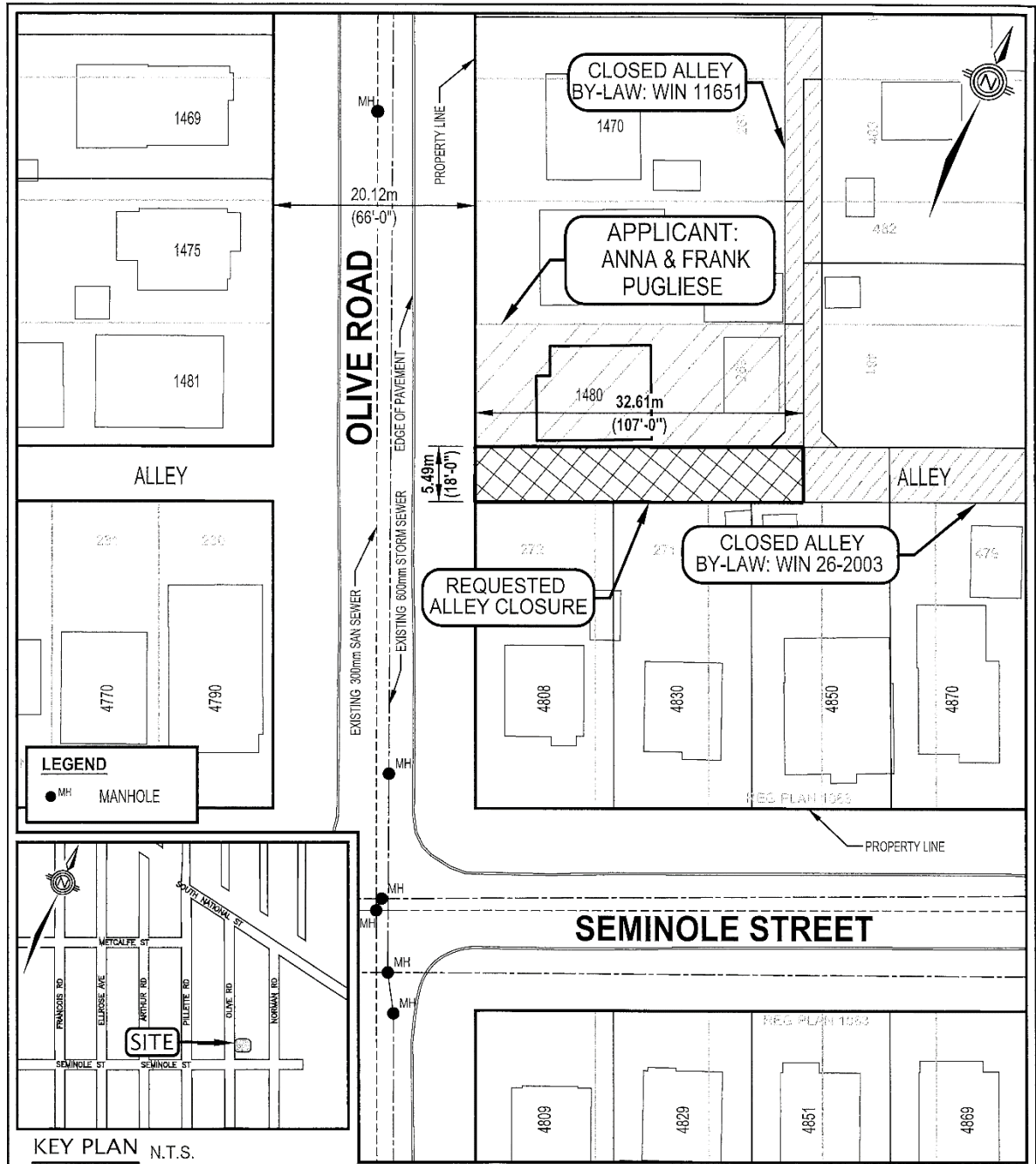
**Notifications:**

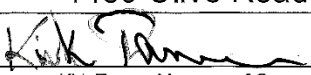
Name	Address	Email
Councillor Gary Kaschak	350 City Hall Square West, Suite 220  Windsor, ON N9A 6S1	<a href="mailto:gkaschak@citywindsor.ca">gkaschak@citywindsor.ca</a>

**Appendices:**

- 1 Appendix A - Drawing No. CC-1800
- 2 Appendix B - EIS Drawing - Aerial Photo
- 3 Appendix C - Consultations with Municipal Departments and Utility Companies
- 4 Appendix D - Site Photos
- 5 Appendix E - Classification of Alleys and Suitability for Closure
- 6 Appendix F - EnWin Utilities Ltd. Aboveground Hydro Easement Diagram

**APPENDIX "A"**  
**Drawing No. CC-1800**



THE CORPORATION OF THE CITY OF WINDSOR - ENGINEERING DEPARTMENT Proposed Closure of remaining East/West portion of Alley abutting 1480 Olive Road, South of Seminole Street, and East of Olive Road			
 Kirk Tamm, Manager of Geomatics	SCALE: 1:500	DATE: OCT 2021	REVISED:
	DWN BY: JLH	CHKD BY: PJU / JC	REVISION NO.:
			DWG. NO. <b>CC-1800</b>

### APPENDIX "B" EIS Drawing - Aerial Photo



## STREET & ALLEY CLOSING (SAS/6586)

1:750

APPLICANT : ANNA & FRANK PUGLIESE

 SUBJECT LANDS

PLANNING DEPARTMENT - DEVELOPMENT DIVISION

DATE: OCTOBER, 2021





## APPENDIX “C”

### Consultations with Municipal Departments and Utility Companies

#### **BELL CANADA WSP**

Bell Canada requests a 3 m wide easement to protect existing aerial facilities within the proposed closure area. Please see attached sketch.

#### **[Charleyne Hall, Bell Canada External Liaison]**



#### **CANADA POST**

No comments provided

#### **COGECO CABLE SYSTEMS INC.**

No comments provided

#### **ENBRIDGE (FORMERLY UNION GAS)**

After reviewing the provided drawing at 3295 Tecumseh Rd E 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:

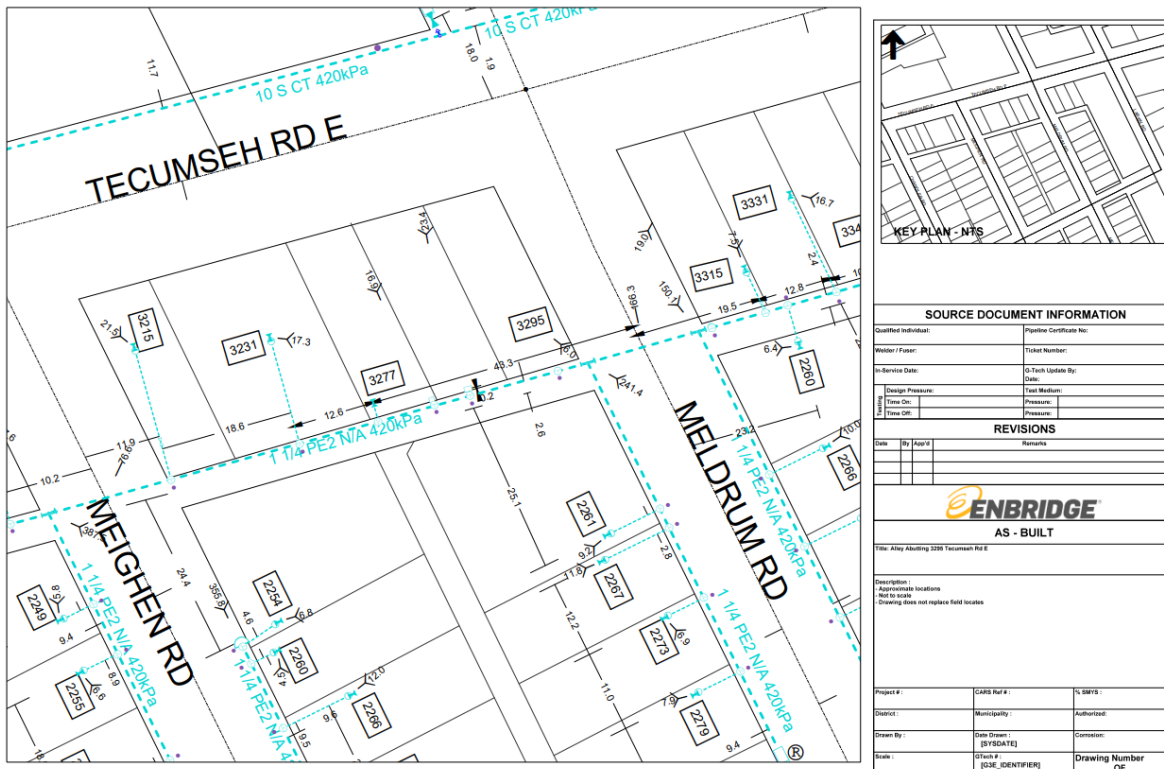
1. The shown piping locations are approximate and for information purposes only
2. The drawings are not to scale
3. This drawing does not replace field locates. Please contact Ontario One Call for onsite locates prior to excavating, digging, etc.

Enbridge Gas requires a minimum separation of 0.6m 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. 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

**[James Makhlof, Engineering Summer Student]**



**ENVIRONMENTAL SERVICES**

No concerns from Environmental Services.

**[Anne-Marie Albidone, Manager, Environmental Services]**

**ENWIN UTILITIES - HYDRO**

If no open alley exists, we will require a minimum 10 ft wide easement (5 ft each side of the pole line) to accommodate the poles, anchors and existing overhead plant within the alley.

Also, please note communications may also require easements (i.e.: Bell, Cogeco).

**[Jeremy Allossery, Hydro Engineering Technologist]**

**ENWIN UTILITIES - WATER**

Water Engineering has no objections.

**[Bruce Ogg, Water Project Review Officer]**

**LEGAL DEPARTMENT**

As the closure is to close and retain for municipal purposes (no conveyance taking place) there is no conveyance cost.

**[Chris Carpenter, Coordinator of Real Estate Services]**

**MNSi**

MNSi would like to have an aerial easement to the pole lines for access for plant maintenance that run through the subject lands.

**[Dave Hartleib, Outside Plant Manager]**

**PARKS & FACILITIES**

No comments from Parks development for this SAA/6823 LIAISON.

**[Sherif Barsom, Landscape Architect]**

**PLANNING DEPARTMENT**

No comments provided

**PLANNING DEPARTMENT - LANDSCAPE ARCHITECT**

No objections form a landscape architectural perspective.

**[Stefan Fediuk - Landscape Architect]**

**PUBLIC WORKS - ENGINEERING**

The proposed alley closure is approximately 6.0 m wide and 34.0m long and is composed of concrete. There is a municipal sanitary sewer and a manhole located in the alley. An easement will be required for the municipal sewer. There are hydro poles and guy wires running along the north side of the alley. An easement will be required for utilities. There is a driveway approach on the east side of the proposed closure. The property owner at 3295/3277 Tecumseh Rad East will be required to obtain a driveway permit to keep and maintain the driveway approach to city standard AS-204. This subject alley has some usefulness by CR146/2005; however, we have no objections to the closure subject to the easement.

**[Adam Pillon, Manager, Right-of-Way]**

**PUBLIC WORKS - TRAFFIC**

Alley can be closed without affecting pedestrian or vehicular access. Garage at rear of 3231 will still have access via Meighen Road.

**[Mike Spagnuolo, Signal Systems Analyst]**

**ROGERS COMMUNICATIONS**

No comments provided

**TELUS COMMUNICATIONS**

TELUS has no underground infrastructure in the area of your proposed work.

**[Meghna Patel, Permit Coordinator]**

**TRANSPORTATION PLANNING**

No issues with proposed closure. The n/w grass alley can still be accessed if needed from Meighen Rd, however, it appears the gravel alley is not being used for transportation purposes. The western portion of the alley opening onto Meighen Rd should remain open since there is a garage at 3231 Tecumseh Rd E that must use it in order to access the garage based on the orientation.

**[Shannon Deehan, Transportation Planning Coordinator]**

**TRANSIT WINDSOR**

Transit Windsor has no objections or concerns.

**[Jason Scott, Supervisor, Planning]**

**WINDSOR FIRE**

No comments provided

**WINDSOR POLICE**

The Windsor Police Service has no concerns or objections with the closure of this alley. From observation, it appears to be an open and easily accessible laneway by either vehicles or pedestrians. Closure however will not create problems for police to otherwise gain access for emergency incident response or vehicle patrol purposes within the immediate area, as other viable options will remain for this.

**[Barry Horrobin, Director of Planning & Physical Resources]**

**APPENDIX "D"**  
**Site Photos (June 29, 2022)**



*Figure 1 - Looking east towards alley from Olive Road 1 (1480 Olive Road to right of alley)*



*Figure 2 - Looking east towards alley from Olive Road 2*



*Figure 3 - Looking east towards rear detached garage at 1480 Olive Road from alley*



*Figure 4 - Looking west towards Olive Road from east end of alley*

## **APPENDIX “E”**

### **Classification of Alleys and Suitability for Closure**

#### **Classification of Public Rights-of-Ways:**

Currently streets and alleys fall into four classifications on the basis of their usefulness:

- 1) Alleys that are **indispensable**. These would be alleys serving commercial properties and properties fronting on heavily traveled streets i.e. major arterial routes and alleys which contain sewers and must remain accessible for servicing; alleys or streets which serve as the only vehicular means of access to rear parking areas and garages where the property has insufficient lot width for a side drive; and, alleys which contain Fire Department connections that are deemed to be necessary for firefighting access.
- 2) Alleys that, **have some usefulness**, are nevertheless dispensable and may or may not be a complete liability.
- 3) Alleys that appear to serve **no useful purpose**, either now, or anticipated. Such alleys are in residential areas and locations where generally the lots are wide enough for side drives, or those alleys abutting parks and other parcels of land that do not require any servicing from the alley. Remnant or stub-end streets which are dead-ended and do not serve as access to other streets.
- 4) Alleys lying in Holding zones and other similar undeveloped areas where the alley system is **clearly obsolete** and has never been developed, but where the City needs to keep its options open until new area plans are prepared and development is imminent.

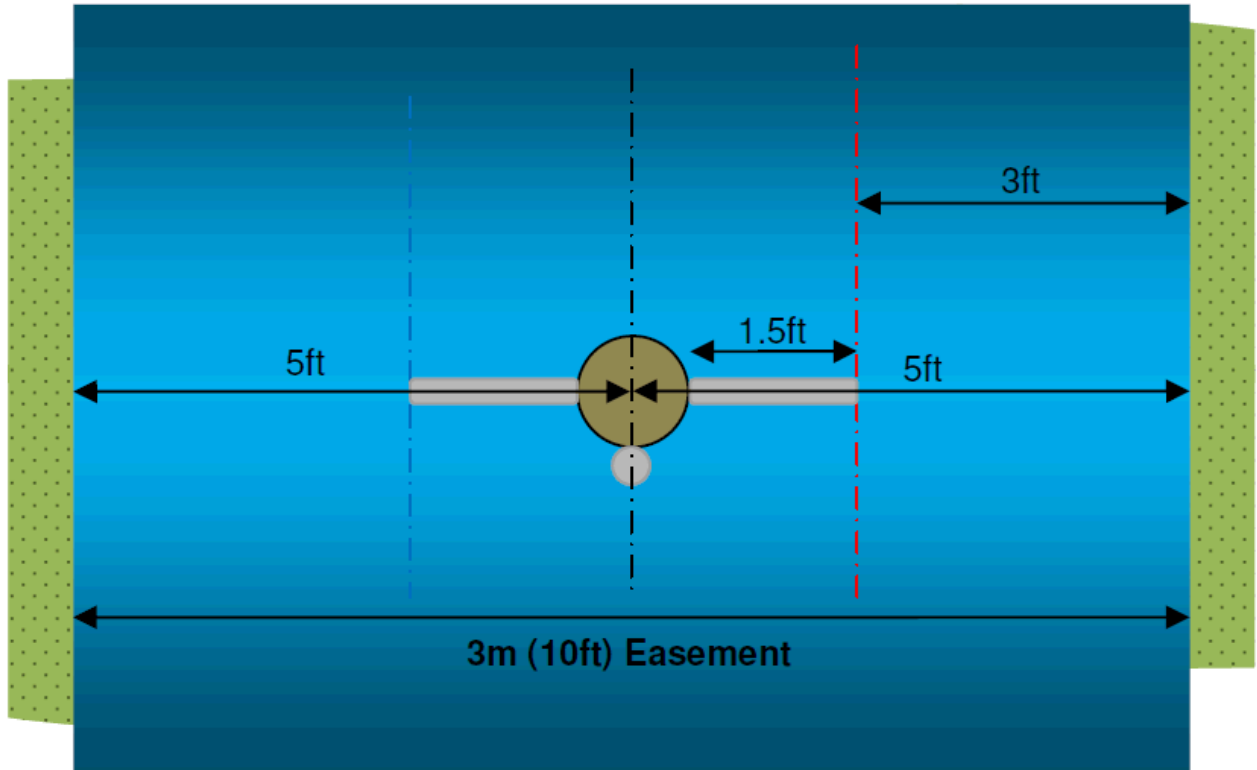
#### **Suitability for Closing:**

Following are the criteria and suitability for closing alleys in each of the above classifications.

- 1) Indispensable alleys should **not be closed**, conveyed, reduced or otherwise jeopardized through minority interests unless a suitable substitute alley is opened in lieu thereof. They are essential from the viewpoint of fire protection, police protection, emergency services (i.e. ambulance) and loading or unloading of goods, refuse collection, servicing of blocked sewers and utility services. Without such alleys, the above noted services would at least be more costly if not impossible to complete or adequately access; and would noticeably interfere with street traffic, thereby reducing the access capacity of the adjacent arterial, collector, or street for business.
- 2) Alleys having some usefulness should **be considered for closing** only upon request of abutting owners rather than by encouragement of the City.
- 3) Alleys that serve no useful purpose should **be closed** if at all possible, and in fact the owners abutting thereon should be encouraged to accept conveyance.
- 4) Alleys that are clearly obsolete should **not be closed** unless there is a municipal need or specific development proposals acceptable to the City are submitted.



**APPENDIX "F"**  
**EnWin Utilities Ltd. Aboveground Hydro Easement Diagram**





**Subject: Closure of portion of north/south alley between Reginald Street and Seminole Street, Ward 5, SAA-6600**

Moved by: Councillor Morrison  
Seconded by: Councillor Sleiman

Decision Number: **DHSC 445**

- I. THAT the 192.9 metre portion of the north/south alley located between Reginald Street and the property known municipally as 1527 Albert Road (legally described as Lot 8, Plan 803), and shown on Drawing No. CC-1802 *attached* hereto as Appendix "A", **BE ASSUMED** for subsequent closure;
  
- II. THAT the 192.9 metre portion of the north/south alley located between Reginald Street and the property known municipally as 1527 Albert Road (legally described as Lot 8, Plan 803), and shown on Drawing No. CC-1802 *attached* hereto as Appendix "A", **BE CLOSED AND CONVEYED** to the abutting property owners and as necessary, in a manner deemed appropriate by the City Planner, subject to the following:
  - a. Easement, subject to there being accepted in the City's standard form and in accordance with the City's standard practice, be granted to:
    - i. Bell Canada to protect existing aerial facilities;
    - ii. Enbridge Gas to protect existing infrastructure;
    - iii. EnWin Utilities Ltd to accommodate existing 16kV primary and 120/240v secondary overhead hydro distribution pole line; and
    - iv. MNSi for existing aerial infrastructure.
  
- III. THAT Conveyance Cost **BE SET** as follows:
  - a. For alley conveyed to abutting lands zoned RD1.3: \$1.00 plus deed preparation fee and proportionate share of the survey costs as invoiced to The Corporation of The City of Windsor by an Ontario Land Surveyor; and
  - b. For alley conveyed to abutting lands zoned ID1.1: \$2.50 per square foot without easements and \$1.25 per square foot with easements, plus deed preparation fee and proportionate share of the survey cost as invoiced to The Corporation of The City of Windsor by an Ontario Land Surveyor.

- IV. THAT the City Planner **BE REQUESTED** to supply the appropriate legal description, in accordance with Drawing No. CC-1802, *attached* hereto as Appendix "A".
- V. THAT the City Solicitor **BE REQUESTED** to prepare the necessary by-law(s).
- VI. THAT the Chief Administrative Officer and City Clerk **BE AUTHORIZED** to sign all necessary documents approved as to form and content satisfactory to the City Solicitor.
- VII. THAT the matter **BE COMPLETED** electronically pursuant to By-law Number 366-2003.
- Carried.

Report Number: S 119/2022  
Clerk's File: SAA2022

**Clerk's Note:**

1. The recommendation of the Standing Committee and Administration are the same.
2. Please refer to Item 11.3 from the Development & Heritage Standing Committee Meeting held on November 1, 2022.
3. To view the stream of this Standing Committee meeting, please refer to:  
<http://csg001-harmony.sliq.net/00310/Harmony/en/PowerBrowser/PowerBrowserV2/20221107/-1/9365>

**Subject: Closure of portion of north/south alley between Reginald Street and Seminole Street, Ward 5, SAA-6600**

**Reference:**

Date to Council: November 1, 2022  
Author: Brian Nagata, MCIP, RPP  
Planner II - Development Review  
(519) 255-6543 ext. 6181

Planning & Building Services  
Report Date: October 13, 2022  
Clerk's File #: SAA2022

**To:** Mayor and Members of City Council

**Recommendation:**

- I. THAT the 192.9 metre portion of the north/south alley located between Reginald Street and the property known municipally as 1527 Albert Road (legally described as Lot 8, Plan 803), and shown on Drawing No. CC-1802 *attached* hereto as Appendix "A", **BE ASSUMED** for subsequent closure;
- II. THAT the 192.9 metre portion of the north/south alley located between Reginald Street and the property known municipally as 1527 Albert Road (legally described as Lot 8, Plan 803), and shown on Drawing No. CC-1802 *attached* hereto as Appendix "A", **BE CLOSED AND CONVEYED** to the abutting property owners and as necessary, in a manner deemed appropriate by the City Planner, subject to the following:
  - a. Easement, subject to there being accepted in the City's standard form and in accordance with the City's standard practice, be granted to:
    - i. Bell Canada to protect existing aerial facilities;
    - ii. Enbridge Gas to protect existing infrastructure;
    - iii. EnWin Utilities Ltd to accommodate existing 16kV primary and 120/240v secondary overhead hydro distribution pole line; and
    - iv. MNSi for existing aerial infrastructure.
- III. THAT Conveyance Cost **BE SET** as follows:
  - a. For alley conveyed to abutting lands zoned RD1.3: \$1.00 plus deed preparation fee and proportionate share of the survey costs as invoiced to The Corporation of The City of Windsor by an Ontario Land Surveyor; and

- b. For alley conveyed to abutting lands zoned ID1.1: \$2.50 per square foot without easements and \$1.25 per square foot with easements, plus deed preparation fee and proportionate share of the survey cost as invoiced to The Corporation of The City of Windsor by an Ontario Land Surveyor.
- IV. THAT The City Planner **BE REQUESTED** to supply the appropriate legal description, in accordance with Drawing No. CC-1802, *attached* hereto as Appendix "A".
- V. THAT The City Solicitor **BE REQUESTED** to prepare the necessary by-law(s).
- VI. THAT The Chief Administrative Officer and City Clerk **BE AUTHORIZED** to sign all necessary documents approved as to form and content satisfactory to the City Solicitor.
- VII. THAT the matter **BE COMPLETED** electronically pursuant to By-law Number 366-2003.

**Executive Summary:**

N/A



# STREET & ALLEY CLOSING (SAA/6600)

1:1,500

APPLICANT : RICK TRELEAVEN



 SUBJECT LANDS

PLANNING DEPARTMENT - DEVELOPMENT DIVISION

DATE: OCTOBER, 2021

**Figure 1 - Location Map**

## Background:

The applicant, Rick Treleaven, owner of the property known municipally as 1544 St Luke Road (the subject property), applied to close the north/south alley located between Seminole Street and Reginald Street (the alley), and shown on Drawing No. CC-1802 **attached** hereto as **Appendix “A”**, and also shown on the aerial photo **attached** hereto as **Appendix “B”**.

The alley is unmaintained, and is composed of grass, gravel and heavy vegetation in a natural state. The alley contains multiple utility poles, some of which have guy wires and anchors, and has existing curb cuts off of Seminole Street and Reginald Street. The alley provides vehicular access to the detached garage at the rear of the property known municipally as 1527 Albert Road, and driveways to the rear of the properties known municipally as 1523 Albert Road and 2521 Seminole Street.

The applicant wishes to close the alley for the purpose of alleviating ongoing criminal activity caused by abutting property owners not maintaining the portion of the alley that they are responsible for. The lack of maintenance has allowed three sections of the alley to naturalize with heavy vegetation, creating spaces ideal for unlawful activities to occur unnoticed.

## Discussion:

The decision to recommend closure of an alley is derived from the City's *Classification of Alleys and Suitability for Closure* guideline document (the document), **attached** hereto as **Appendix “E”**. The document details four classifications of alleys based on their usefulness, and provides corresponding criteria for determining suitability for closure.

## Classification of Public Right-of-Ways

The initial step is to determine if the alley is indispensable. This is achieved through the evaluation of the following criteria set forth in Section 1 of the document.

### Alley:

1. *Does the alley serve commercial properties?*
  - a. The alley does not serve any commercial properties.
2. *Does the alley serve properties fronting on heavily traveled streets i.e. major arterial routes?*
  - a. The alley does not serve properties fronting on heavily travelled streets.
3. *Does the alley contain sewers, and must the alley remain accessible for servicing?*
  - a. The alley does not contain any sewers.

4. *Does the alley serve as the only vehicular means of access to rear parking areas and garages where the property has insufficient lot width for a side drive?*
  - a. The alley serves as the only means of vehicular access to the rear driveway at 1523 Albert Road.
  - b. The alley serves as the only means of vehicular access to the rear garage at 1527 Albert Road.
  - c. The aforesaid properties do not have sufficient width for a side driveway.
  
5. *Does the alley contain Fire Department connections that are deemed to be necessary for firefighting access?*
  - a. The alley does not contain any fire department connections.
  
6. *Does the alley lie within a Holding zone or other similar undeveloped areas where the alley system is clearly obsolete and has never been developed, but where the City needs to keep its options open until new area plans are prepared and development is imminent?*
  - a. The alley does not lie within a Holding zone or other similar undeveloped areas.

Based on the above, the Planning Department deems the alley “indispensable”.

Notwithstanding the alley being deemed indispensable, the Planning Department is recommending that the portion of the alley not serving as the only means of vehicular access to 1523 Albert Road and 1527 Albert Road be closed and conveyed. This portion of the alley being more particularly described as that located between Reginald Street and the south limit of 1527 Albert Road.

It is our recommendation that, upon closure, the abutting property owners be given the chance to acquire the said portion of the alley in the manner described in the Recommendation section herein. Hence the recommendation is to close and convey the said portion of the alley to the abutting property owners, which is the standard manner of conveyance.

**Risk Analysis:**

The recommended closure of the alley will divest the City of associated liability risks and maintenance costs. The recommended closure poses no known risk to the City.

**Climate Change Risks**

**Climate Change Mitigation:**

N/A

**Climate Change Adaptation:**

N/A



## Financial Matters:

The rate for an alley conveyed to abutting lands zoned RD1.3 is assessed at \$1.00 plus deed preparation fee and proportionate share of the survey costs as invoiced to the City by an Ontario Land Surveyor.

The rate for an alley conveyed to abutting lands zoned ID1.1 is assessed at \$2.50 per square foot without easements and \$1.25 per square foot with easements, plus deed preparation fee and proportionate share of the survey cost as invoiced to The Corporation of the City of Windsor by an Ontario Land Surveyor.

## Consultations:

Consultations were held with Municipal Departments and Utility Companies, which resulted in the information found in **attached** hereto as **Appendix “C”**.

The owner of 1527 Albert Road, via email **attached** hereto as **Appendix “F”**, has indicated that they use the alley as the only means of vehicular access to their rear garage.

The owner of 2521 Seminole Street, via email **attached** hereto as **Appendix “F”**, has indicated that they are opposed to the closure of the alley, which is their primary means of vehicular access.

The recommendation herein will keep the portion of the alley abutting 2521 Seminole Street open.

The owner of the property known municipally as 1571-1573 Albert Road, via email **attached** hereto as **Appendix “F”**, has objected to the closure of the alley. The owner indicated that they plan to split the property into two lots for the purpose of constructing a second Single Family Dwelling. The owner claims that they were advised by the Planning Department that the provision of the required parking space for the second Single Family Dwelling off of the alley would be a condition of its development.

The Planning Department has confirmed that they did not advise the owner of 1571-1573 Albert Road of such a condition. Furthermore, new driveways and garages off of an unmaintained alley are prohibited. 1571-1573 Albert Road does not have an existing driveway or garage with vehicular access off of the alley (refer to Figure 1 below). The owner will need to apply for a Minor Variance if they cannot meet the parking requirements of Zoning By-law 8600.



Figure 2 - Looking east from alley towards west wall of detached garage (2019)

Notice of Development & Heritage Standing Committee meeting and Council meeting are published in the Windsor Star prior to each of the meetings. In addition, notice of each of the public meetings will be mailed to the abutting/affected property owners prior to the meetings.

Surveyor.

**Conclusion:**

The Planning Department recommends closure of the portion of the north/south alley shown on attached Appendix “A”, subject to easements in favour of Bell Canada, EnWin Utilities Ltd., Enbridge Gas and MNSi, as in Recommendation II of this report.

The closed alley is to be conveyed to the abutting property owners, as in Recommendation II of this report.

**Planning Act Matters:**

N/A

**Approvals:**

Name	Title
Michael Cooke	Manager of Planning Policy/Deputy City Planner
Thom Hunt	City Planner / Executive Director, Planning & Development Services

<b>Name</b>	<b>Title</b>
Chris Carpenter	Coordinator of Real Estate Services
Wira Vendrasco	Deputy City Solicitor, Legal Services & Real Estate
Jelena Payne	Commissioner, Economic Development & Innovation
Onorio Colucci	Chief Administration Officer

**Notifications:**

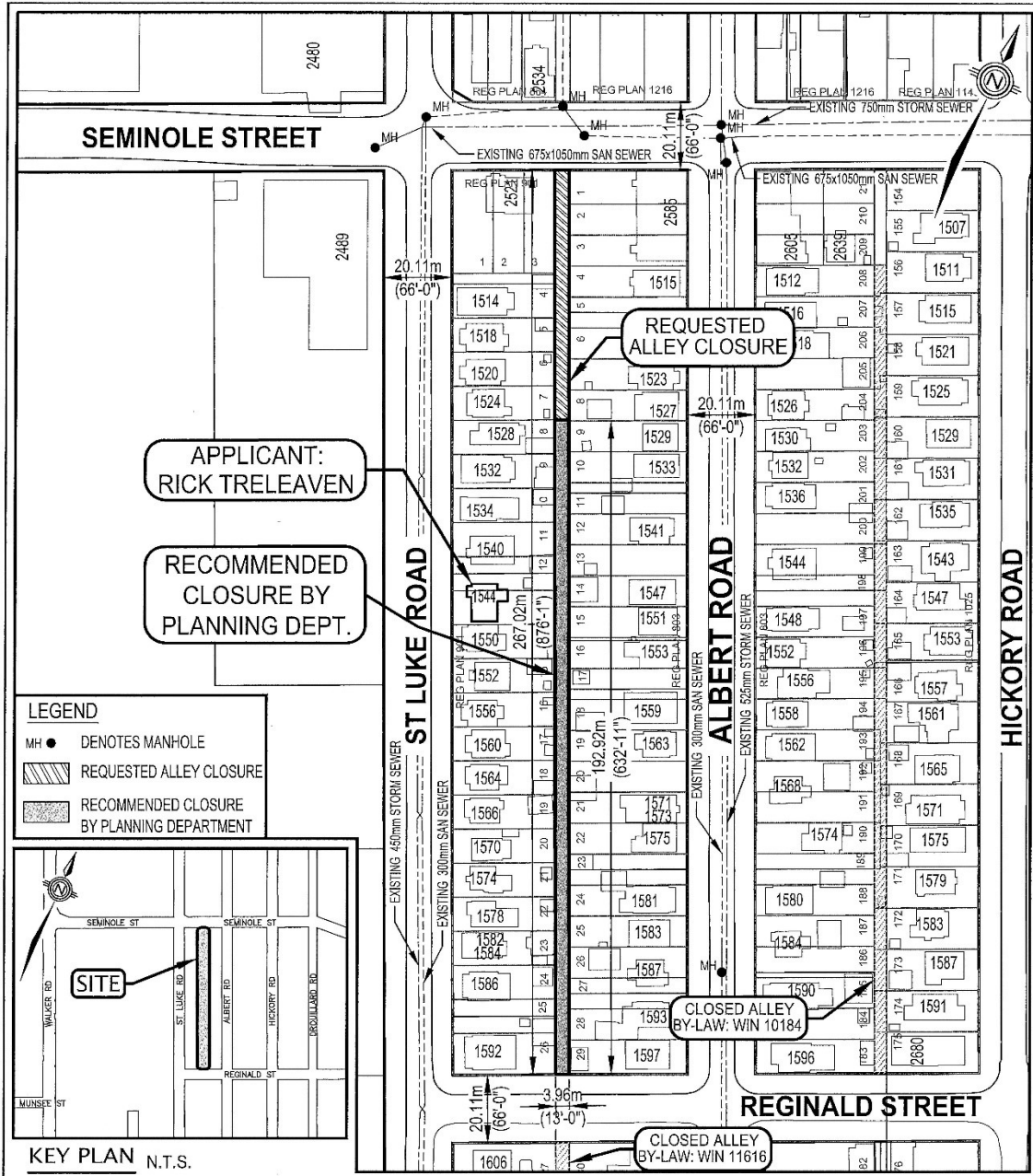
<b>Name</b>	<b>Address</b>	<b>Email</b>
Councillor Ed Sleiman	350 City Hall Square West, Suite 220  Windsor, ON N9A 6S1	<a href="mailto:esleiman@citywindsor.ca">esleiman@citywindsor.ca</a>

**Appendices:**

- 1 Appendix A - Drawing No. CC-1802
- 2 Appendix B - EIS Drawing - Aerial Photo
- 3 Appendix C - Consultations with Municipal Departments and Utility Companies
- 4 Appendix D - Site Photos
- 5 Appendix E - Classification of Alleys and Suitability for Closure
- 6 Appendix F - Objections from Abutting Property Owners

## APPENDIX "A"

### Drawing No. CC-1802



THE CORPORATION OF THE CITY OF WINDSOR - ENGINEERING DEPARTMENT			
Proposed Closure of North/South Alley between St Luke Road & Albert Street, from Seminole Street to Reginald Street			
Kirk Tamm, Manager of Geomatics	SCALE: 1:1500	DATE: SEPT. 2022	REVISED:
	DWN BY: JLH	CHKD BY: PJU / JC	REVISION NO.:
			DWG. NO. <b>CC-1802</b>

# APPENDIX "B" EIS Drawing - Aerial Photo



## STREET & ALLEY CLOSING (SAA/6600)

1:1,500

APPLICANT : RICK TRELEAVEN

 SUBJECT LANDS



PLANNING DEPARTMENT - DEVELOPMENT DIVISION

DATE: OCTOBER, 2021

**APPENDIX "C"****Consultations with Municipal Departments and Utility Companies****BELL CANADA WSP**

Bell Canada requests an easement over the entire closure area to protect existing aerial facilities.

**[Charleyne Hall, Bell Canada External Liaison]**

**CANADA POST**

No comments provided

**COGECO CABLE SYSTEMS INC.**

No comments provided

**ENVIRONMENTAL SERVICES**

No concerns from Environmental Services.

**[Anne-Marie Albidone, Manager, Environmental Services]**

**ENWIN UTILITIES - HYDRO**

No objection to alley closing, however, an easement named to ENWIN Utilities Ltd. is required upon closing for the whole width and length of the alley to accommodate existing 16kV primary and 120/240v secondary overhead hydro distribution pole line.

**[Jerry Raniwsky, Hydro Engineering Technologist]**

**ENWIN UTILITIES - WATER**

Water Engineering has no objections.

**[Bruce Ogg, Water Project Review Officer]**

**LEGAL DEPARTMENT**

For lands abutting properties zoned Institutional ID1.1, as the abutting property is not an operating school, \$2.50 per square foot without easements and \$1.25 per square foot with easements, plus deed preparation fee and proportionate share of the survey cost as invoiced to The Corporation of the City of Windsor by an Ontario Land Surveyor.

For lands abutting properties zoned Residential RD1.3: \$1 plus deed preparation fee and proportionate share of the survey cost as invoiced to The Corporation of the City of Windsor by an Ontario Land Surveyor.

**[Chris Carpenter, Coordinator of Real Estate Services]**

**MNSi**

MNSi would like an aerial easement through the subject properties please.

**[Dave Hartleib, Outside Plant Manager]**

**PARKS & FACILITIES**

No comments / objection from Park Development pending further review by City Planning LA (Stefan) copied on this e-mail.

**[Wadah Al-Yassiri, Manager, Parks Development]**

**PLANNING DEPARTMENT**

No comments provided

**PLANNING DEPARTMENT - LANDSCAPE ARCHITECT**

No objection from a landscape architectural perspective.

**[Stefan Fediuk - Landscape Architect]**

**PUBLIC WORKS - ENGINEERING**

No comments provided

**PUBLIC WORKS - TRAFFIC**

There is parking in the rear of 1523 Albert and a garage with alley access at 1527 Albert. There are areas south of these addresses that are not maintained suggesting vehicle access these properties from Seminole. Based on the length of the alley and the few properties utilizing it, I recommend closing the alley from Reginald to the south property line of 1527 Albert Rd, and keeping the alley open from Seminole to the south property line of 1527 Albert.

**[Mike Spagnuolo, Signal Systems Analyst]**

**ROGERS COMMUNICATIONS**

No comments provided

**TELUS COMMUNICATIONS**

TELUS has no underground infrastructure in the area of your proposed work. Permit expires six (6) months from approval date.

**[Derek Dukhu, CAD Technician]**

**TRANSPORTATION PLANNING**

1523 Albert Road and 1527 Albert Road appear to be using the alley to access parking at their property. The alley closure is not supported as shown. The alley should remain open on parts where it is needed for access; potential closure limits include Reginald St to the property south of 1527 Albert Road.

**[Rania Toufelli, Policy Analyst]**

**TRANSIT WINDSOR**

No comments provided

**UNION GAS**

After reviewing the provided drawing of the Alley between Seminole St. and Reginald St. and consulting our mapping system, please note that Enbridge Gas has active infrastructure in the proposed area.

Enbridge will require an easement for this alley from Seminole St to Reginald St.

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 1.0m 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. 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]**





### **WINDSOR FIRE**

No comments provided

### **WINDSOR POLICE**

The Windsor Police Service has no concerns or objections with this application. The alley in question is unpaved, with considerable encroaching vegetation (depending on the season of the year). In its current state, the alley offers a relatively discreet space for activity to occur with reduced observation capacity, potentially elevating risk for crime and disorder to occur. If the alley is not required for any of the abutting property owners to physically access their property, closure would be supported as a means of reducing opportunity for access that could be problematic. The closure will not impair police patrol or incident response capability in any way to the general area/neighbourhood.

**[Barry Horrobin, Director of Planning & Physical Resources]**

**APPENDIX "D"**  
**Site Photos (June 28, 2022)**



*Figure 1 - Looking north towards alley from Reginald Street*



*Figure 2 - Alley looking north from south terminus*



*Figure 3 - Alley looking north from point between 1570 St Luke Road and 1575 Albert Road*



*Figure 4 - Alley looking south from north terminus (rear vehicular access to 2521 Seminole Street on right)*



*Figure 5 - Alley looking south from point between 1518 St Luke Road and 1519 Albert Road*



*Figure 6 - Looking east from alley towards detached garage at the rear of 1527 Albert Road*



*Figure 7 - Alley looking south from point between 1528 St Luke Road and 1529 Albert Road*



*Figure 8 - Alley looking south from point between 1550 St Luke Road and 1553 Albert Road*



*Figure 9 - Looking north from alley towards access to driveway at the rear of 1523 Albert Road*



*Figure 10 - Alley looking north from point between 1514 St Luke Road and 1515 Albert Road*

## **APPENDIX “E”**

### **Classification of Alleys and Suitability for Closure**

#### **Classification of Public Rights-of-Ways:**

Currently streets and alleys fall into four classifications on the basis of their usefulness:

- 1) Alleys that are **indispensable**. These would be alleys serving commercial properties and properties fronting on heavily traveled streets i.e. major arterial routes and alleys which contain sewers and must remain accessible for servicing; alleys or streets which serve as the only vehicular means of access to rear parking areas and garages where the property has insufficient lot width for a side drive; and, alleys which contain Fire Department connections that are deemed to be necessary for firefighting access.
- 2) Alleys that, **have some usefulness**, are nevertheless dispensable and may or may not be a complete liability.
- 3) Alleys that appear to serve **no useful purpose**, either now, or anticipated. Such alleys are in residential areas and locations where generally the lots are wide enough for side drives, or those alleys abutting parks and other parcels of land that do not require any servicing from the alley. Remnant or stub-end streets which are dead-ended and do not serve as access to other streets.
- 4) Alleys lying in Holding zones and other similar undeveloped areas where the alley system is **clearly obsolete** and has never been developed, but where the City needs to keep its options open until new area plans are prepared and development is imminent.

#### **Suitability for Closing:**

Following are the criteria and suitability for closing alleys in each of the above classifications.

- 1) Indispensable alleys should **not be closed**, conveyed, reduced or otherwise jeopardized through minority interests unless a suitable substitute alley is opened in lieu thereof. They are essential from the viewpoint of fire protection, police protection, emergency services (i.e. ambulance) and loading or unloading of goods, refuse collection, servicing of blocked sewers and utility services. Without such alleys, the above noted services would at least be more costly if not impossible to complete or adequately access; and would noticeably interfere with street traffic, thereby reducing the access capacity of the adjacent arterial, collector, or street for business.
- 2) Alleys having some usefulness should **be considered for closing** only upon request of abutting owners rather than by encouragement of the City.
- 3) Alleys that serve no useful purpose should **be closed** if at all possible, and in fact the owners abutting thereon should be encouraged to accept conveyance.
- 4) Alleys that are clearly obsolete should **not be closed** unless there is a municipal need or specific development proposals acceptable to the City are submitted.

**APPENDIX “F”**  
**Objections from Abutting Property Owners**

**1527 Albert Road**

**From:** [REDACTED]

**Sent:** Tuesday, January 11, 2022 2:19 PM

**To:** Cabral, Jacqueline <jcabral@citywindsor.ca>

**Subject:** Closing alley between st. Luke & Albert st.

Hello,

I am the new homeowner for 1527 Albert Rd. I have just been made aware that the city may close the alley between Luke and Albert.

This alley is the only way for me to park my car in my garage/on my driveway.

Seeing as how we are only the fourth house in south of Seminole St, I am hoping it can be arranged to have the alley blocked after my house.

This will allow me to continue to access my garage and also prevent others from using the rest of the alley.

Please take this into consideration, as it is very important to us that we have access to our garage.

Please let me know if you need any more information from me.

Thank you,

[REDACTED]



**1571 Albert Road**

**From:** [REDACTED]  
**Sent:** Wednesday, November 24, 2021 8:23 AM  
**To:** Cabral, Jacqueline <jcabral@citywindsor.ca>  
**Subject:** Objection to Closing of Alley between St. Luke and Albert St

Hi Jacqueline,

I am the owner of 1571 Albert. I received letter dated Oct 22nd regarding the closing of Alley between St Luke and Albert property. This will impact my property and I have objection to this closing.

Regards,

[REDACTED]

[REDACTED]

**From:** kamaljit dhillon <[REDACTED]>  
**Sent:** Tuesday, August 30, 2022 7:25 AM  
**To:** Matthews, Meghan <[MMatthews@citywindsor.ca](mailto:MMatthews@citywindsor.ca)>  
**Subject:** Re: Objection to Closing of Alley between St. Luke and Albert St

Thanks for reaching out to me. My property has two lots. I am planning to separate two lots and build one more house on the lot. When I had survey done and consulted the city for a separate lot, the only one condition was placed for approval. The condition was that I will be allowed to build one more house on my property, if I have alley on the back that can be used to give access to car parking to the existing lot and demolish the existing garage. And since alley was there, it fulfilled the condition. Now if you close the alley, I will lose the opportunity to get that permission. This will impact the value of my property as second lot can't be used to build. I checked the property when I purchased and gave the amount based on future prospective to increase the value by developing another house on the lot as property had access from both sides.

As I mentioned earlier too, this will badly impact the value of my property and my future planning.

Hence, I still strongly object the consideration to close ally. I would request to not make any change to the alley and keep the alley there open and running.

Thanks

Regards,

[REDACTED]  
Owner 1571 Albert

**2521 Seminole Street**

**From:** [REDACTED]  
**Sent:** Thursday, December 9, 2021 11:20 AM  
**To:** Cabral, Jacqueline <jcabral@citywindsor.ca>  
**Subject:** 2521 Seminole St. SAA/6600

Hi Jacqueline,

For the record I am strictly opposed to closing the alley to the east of my property. I was also strictly opposed to the city removing my driveway access. I now need the alley to access my property. I am disabled and will put up my best to keep my property access as it is now.

Regards,

[REDACTED]

[REDACTED]



**Subject: Proposed expropriation of lands for the Riverside Drive Vista Project Phase 2A, Plan D, Legal File EXP 11558-Ward 6**

**Reference:**

Date to Council: November 28, 2022  
Author: Patrick T. Brode  
Senior Legal Counsel  
pbrode@citywindsor.ca  
519-255-6100 x6377  
Legal Services, Real Estate & Risk Management  
Report Date: September 26, 2022  
Clerk's File #: AL2022

**To:** Mayor and Members of City Council

**Recommendation:**

Usually, the administration makes a recommendation on the issue before Council. But in the case of an expropriation, the sole decision to be made is by City Council on whether or not to proceed. Should Council wish to proceed, the following wording could be used:

“That the City Council of the City of Windsor acting as an approving authority pursuant to the Expropriations Act hereby resolves **TO EXPROPRIATE** the lands described in Appendix “A” 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 necessary documents to put the expropriation into effect and pay the amounts of the appraised value pursuant to section 25 of the Expropriations Act”; and,

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 July 2022, City Council authorized the City Solicitor to commence the process for the expropriation of the lands as shown on Appendix “A” for the purposes of the Riverside Drive Vista Project Phase 2A, Plan D. The purpose of this project is as indicated on the Notice of Application for Approval to Expropriate Lands (which was served on all of the Owners) is for the purpose of the Riverside Drive Vista improvements Project 2A- Plan D, underground utility easements, gas and utility easements, berm easements and fee simple takings.

Plans A, B and C of this project have been approved by City Council and plans of expropriation are or will be registered shortly.

Since the service of the notices as well as the publication of the expropriation notice in the *Windsor Star*, none of the owners have requested an inquiry.

**Discussion:**

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 it with modifications, or not to take the land at all.

**Risk Analysis:**

This land will be required to proceed with the project to improve Riverside Drive East and to install required utilities.

**Climate Change Risks****Climate Change Mitigation:**

The expropriation project will not pose a climate change risk.

**Climate Change Adaptation:**

The expropriation is part of the Riverside Vista Improvement Project which addresses climate change.

**Financial Matters:**

Project 7196000 was created in 2019, to track and fund settlements regarding DMAF/SMP – Riverside Drive Vistas Phase 2A. Part of project 7196000’s overall budget funds have been earmarked for property acquisitions. Any budget deficit that may arise from these expropriations will be mitigated within the DMAF program as a whole.

**Consultations:**

Adam Mourad, Engineer II

Emilie Dunnigan, Manager, Development Revenue and Financial Administration

**Conclusion:**

Acting as the approving authority, City Council may make whatever decision it feels appropriate. If it desires to proceed with the taking wording has been provided in the Recommendation.

**Planning Act Matters:**

N/A

**Approvals:**

<b>Name</b>	<b>Title</b>
Patrick T. Brode	Senior Legal Counsel
Shelby Askin Hager	Commissioner of Legal and Legislative Services
Chris Nepszy	Commissioner, Infrastructure Services
Tony Ardovini	On behalf of Commissioner of Corporate Services and CFO
Onorio Colucci	Chief Administrative Officer

**Notifications:**

<b>Name</b>	<b>Address</b>	<b>Email</b>

**Appendices:**

- 1 Lands to be Expropriated

## Appendix A

### Lands to be Expropriated

#### Riverside Vista Project Phase 2A, Plan D

	<b>Municipal Address</b>	<b>Owner(s)</b>	<b>Land to be Expropriated</b>	<b>Type of Acquisition</b>
1)	5840 Riverside Drive East	Elise Clark	A 162.2 m <sup>2</sup> easement along the south boundary of Part of Lot 116, Concession 1 being part of PIN 01052-0140, further described as Part 1 on Plan 12R-29069	Berm easement
2)	5820 Riverside Drive East	Matthew and Maria Rodzik	A 215.2 m <sup>2</sup> easement along the south boundary of Part of Lot 116, Concession 1 being part of PIN 01052-0139, further described as Part 2 on Plan 12R-29069	Berm easement
3)	5790 Riverside Drive East	Daniel and Marilena Crosby	A 21.8 m <sup>2</sup> easement along the south boundary of Part of Lot 115, Concession 1 being part of PIN 01052-0156, further described as Part 4 on Plan 12R-29069	Underground gas easement, Berm easement
			A 181.7 m <sup>2</sup> easement from the property legally described as Part of Lots 115 and 116, Concession 1 being part of PIN 01052-0156, further described as Part 3 on Plan 12R-29069	Berm easement
4)	5770 Riverside Drive East	Michael Stedman	A 10.4 m <sup>2</sup> easement along the south boundary of Part of Lot 115, Concession 1 being part of PIN 01052-0135, further described as Part 5 on Plan 12R-29069	Underground gas easement, Berm easement
			An approximate 73.3 m <sup>2</sup> easement from the property legally described as Part of Lot 115, Concession 1 being part of PIN 01052-0135, further described as Part 6 on Plan 12R-29069	Berm easement
5)	5750 Riverside Drive East	Annette and Charles McIntosh	A 3.8 m <sup>2</sup> easement along the south boundary of Part of Lot 115, Concession 1 being part of PIN 01052-0134, further described as Part 8 on Plan 12R-29069	Underground gas easement Berm easement
			An approximate 62.1 m <sup>2</sup> easement from the property legally described as Part of Lot 115, Concession 1 being part of PIN 01052-0134, further described as Part 7 on Plan 12R-29069	Berm easement

6)	5730 Riverside Drive East	Carmel Mitchell	A 261 m <sup>2</sup> easement along the south boundary of Part of Lot 115, Concession 1 being part of PIN 01052-0133, further described as Part 9 on Plan 12R-29069	Berm easement
7)	5720 Riverside Drive East	Geraldine Dodds and Robert Hrickovian	A 105.5 m <sup>2</sup> easement along the south boundary of Part of Lot 115, Concession 1 being part of PIN 01052-0132, further described as Part 10 on Plan 12R-29069	Berm easement
8)	5690 Riverside Drive East	Margaret Cole-Paterson and Douglas Paterson	A 95.3 m <sup>2</sup> easement along the south boundary of Part of Lot 115, Concession 1 being part of PIN 01052-0252, further described as Part 11 on Plan 12R-29069	Berm easement
9)	5680 Riverside Drive East	John Hreno	A 96 m <sup>2</sup> easement along the south boundary of Part of Lot 115, Concession 1 being part of PIN 01052-0130, further described as Part 12 on Plan 12R-29069	Berm easement
10)	5656 Riverside Drive East	Eduardo Conte	A 45.4 m <sup>2</sup> easement at the south east corner of Part of Lot 115, Concession 1 being part of PIN 01052-0129, further described as Part 13 on Plan 12R-29069	Berm easement
11)	5425 Riverside Drive East	Saverpierre Maggio	A 30.1 m <sup>2</sup> easement from the property legally described as Part of Lots 2 and 3 on Registered Plan 711 being part of PIN 01085-0268, further described as Part 15 on Plan 12R-29069	Underground Utility easement, Underground gas easement
			A 28.7 m <sup>2</sup> acquisition along the north boundary of Part of Lots 2 and 3 on Registered Plan 711 being part of PIN 01085-0268, further described as Part 14 on Plan 12R-29069	Fee Simple
12)	5455 Riverside Drive East	Theresa Lecours, James and Susanne Lengyel	A 37.3 m <sup>2</sup> easement from the property legally described as Part of Lots 1 and 2 on Registered Plan 711 being part of PINs 01085-0267 and 01085-0266, further described as Parts 16 and 19 on Plan 12R-29069	Underground Utility easement, Underground gas easement
			A 24.6 m <sup>2</sup> acquisition along the north boundary of Part of Lots 1 and 2 on Registered Plan 711 being part of PINs 01085-0267 and 01085-0266, further described as Part 17 and 18 on Plan 12R-29069	Fee Simple

13)	5485 Riverside Drive East	Sharon Szymanski-Breschuk and James Breschuk	<p>A 28.8 m<sup>2</sup> easement from the property legally described as Part of Lot 114, Concession 1 being part of PIN 01085-0381, further described as Part 20 on Plan 12R-29069</p> <p>A 18.5 m<sup>2</sup> acquisition along the north boundary of Lot 114, Concession 1 being part of PIN 01085-0381, further described as Part 21 on Plan 12R-29069</p>	<p>Underground Utility easement Underground gas easement</p> <p>Fee Simple</p>
14)	5525 Riverside Drive East	Windsor Station Currency Exchange Inc.	<p>A 25.2 m<sup>2</sup> easement from the property legally described as Part of Lot 39 on Registered Plan 1100 being part of PIN 01085-0063, further described as Part 23 on Plan 12R-29069</p> <p>A 24.9 m<sup>2</sup> acquisition along the north boundary of Part of Lot 39 on Registered Plan 1100 being part of PIN 01085-0063, further described as Part 22 on Plan 12R-29069</p>	<p>Underground Utility easement, Underground gas easement</p> <p>Fee Simple</p>
15)	5555 Riverside Drive East	Bruno and Floriana Arundine	<p>A 23.6 m<sup>2</sup> easement from the property legally described as Part of Lot 101 on Registered Plan 809 being part of PIN 01085-0349, further described as Part 24 on Plan 12R-29069</p> <p>A 11 m<sup>2</sup> acquisition along the north boundary of Part of Lot 101 on Registered Plan 809 being part of PIN 01085-0349, further described as Part 25 on Plan 12R-29069</p>	<p>Underground Utility easement, Underground gas easement</p> <p>Fee Simple</p>
16)	5575 Riverside Drive East	Joan and Philip Denomme	<p>A 26.3 m<sup>2</sup> easement from the property legally described as Part of Lot 100 on Registered Plan 809 being part of PIN 01085-0350, further described as Part 27 on Plan 12R-29069</p> <p>A 4.3 m<sup>2</sup> acquisition along the north boundary of Part of Lot 100 on Registered Plan 809 being part of PIN 01085-0350, further described as Part 26 on Plan 12R-29069</p>	<p>Underground Utility easement, Underground gas easement</p> <p>Fee Simple</p>
17)	5615 Riverside Drive East	Adele and Benjamin Dollar	<p>A 35.2 m<sup>2</sup> easement from the property legally described as Part of Lot 115, Concession 1, and Part of Lot 99 on Registered Plan 809 being part of PIN 01081-0287, further described as Part 29 on Plan 12R-29069</p> <p>A 16.4 m<sup>2</sup> acquisition along the north boundary of Part of Lot 115, Concession 1, and Part of Lot 99 on Registered Plan 809 being part of PIN 01081-0287, further described as Part 28 on Plan 12R-29069</p>	<p>Underground Utility easement, Underground gas easement</p> <p>Fee Simple</p>



18)	5635 Riverside Drive East	Mary and Todd Cooke	<p>A 37.1 m<sup>2</sup> easement from the property legally described as Part of Lot 115, Concession 1 being part of PIN 01081-0285, further described as Part 30 on Plan 12R-29069</p> <p>A 26.3 m<sup>2</sup> acquisition along the north boundary of Part of Lot 115, Concession 1 being part of PIN 01081-0285, further described as Part 31 on Plan 12R-29069</p>	<p>Underground Utility easement, Underground gas easement</p> <p>Fee Simple</p>
19)	211 St. Louis	Michelle Charette and Robert Marchand	<p>A 33.8 m<sup>2</sup> easement from the property legally described as Part of Lot 52 on Registered Plan 809 being part of PIN 01081-0055, further described as Part 33 on Plan 12R-29069</p> <p>A 36.4 m<sup>2</sup> acquisition along the north boundary of Part of Lot 52 on Registered Plan 809 being part of PIN 01081-0055, further described as Part 32 on Plan 12R-29069</p>	<p>Underground Utility easement, Underground gas easement</p> <p>Fee Simple</p>
20)	5725 Riverside Drive East	Noella Truant	<p>A 30.1 m<sup>2</sup> easement from the property legally described as Part of Lot 51 on Registered Plan 809 being part of PIN 01081-0054, further described as Part 34 on Plan 12R-29069</p> <p>A 37.4 m<sup>2</sup> acquisition along the north boundary of Part of Lot 51 on Registered Plan 809 being part of PIN 01081-0054, further described as Part 35 on Plan 12R-29069</p>	<p>Underground Utility easement, Underground gas easement</p> <p>Fee Simple</p>
21)	5745 Riverside Drive East	Faisal Al-Mane	<p>A 30.8 m<sup>2</sup> easement from the property legally described as Part of Lot 50 on Registered Plan 809 being part of PIN 01081-0053, further described as Part 37 on Plan 12R-29069</p> <p>A 34 m<sup>2</sup> acquisition along the north boundary of Part of Lot 50 on Registered Plan 809 being part of PIN 01081-0053, further described as Part 36 on Plan 12R-29069</p>	<p>Underground Utility easement, Underground gas easement</p> <p>Fee Simple</p>
22)	5765 Riverside Drive East	Joan Mitchell	<p>A 30.6 m<sup>2</sup> easement from the property legally described as Part of Lot 2 on Registered Plan 809 being part of PIN 01081-0261, further described as Part 38 on Plan 12R-29069</p> <p>A 29.9 m<sup>2</sup> acquisition along the north boundary of Part of Lot 2 on Registered Plan 809 being part of PIN 01081-0261, further described as Part 39 on Plan 12R-29069</p>	<p>Underground Utility easement, Underground gas easement</p> <p>Fee Simple</p>

23) 5777 Riverside Drive East	Kristen Skinner-Boyd	<p>A 30.7 m<sup>2</sup> easement from the property legally described as Part of Lot 1 on Registered Plan 809 being part of PIN 01081-0262, further described as Part 41 on Plan 12R-29069</p> <p>A 28.6 m<sup>2</sup> acquisition along the north boundary of Part of Lot 1 on Registered Plan 809 being part of PIN 01081-0262, further described as Part 40 on Plan 12R-29069</p>	<p>Underground Utility easement, Underground gas easement</p> <p>Fee Simple</p>
24) 5825 Riverside Drive East	Andrea and Jonathan D'sa	<p>A 31.8 m<sup>2</sup> easement from the property legally described as Part of Block A on Registered Plan 675 being part of PIN 01081-0567, further described as Part 42 on Plan 12R-29069</p> <p>A 37.1 m<sup>2</sup> acquisition along the north boundary of Part of Block A on Registered Plan 675 being part of PIN 01081-0567, further described as Part 43 on Plan 12R-29069</p>	<p>Underground Utility easement, Underground gas easement</p> <p>Fee Simple</p>
25) 5835 Riverside Drive East	Wendy and Elmer Carmichael	<p>A 26.4 m<sup>2</sup> easement from the property legally described as Part of Lot 45 on Registered Plan 675 being part of PIN 01081-0199, further described as Part 45 on Plan 12R-29069</p> <p>A 26.3 m<sup>2</sup> acquisition along the north boundary of Part of Lot 45 on Registered Plan 675 being part of PIN 01081-0199, further described as Part 44 on Plan 12R-29069</p>	<p>Underground Utility easement, Underground gas easement</p> <p>Fee Simple</p>



**Subject: Proposed expropriation of 490 Division Road for Howard Avenue / South Cameron Boulevard / Division Road Intersection Improvements-Ward 9**

**Reference:**

Date to Council: November 9, 2022  
Author: Patrick T. Brode  
Senior Legal Counsel  
519-255-6100 x6377  
pbrode@citywindsor.ca  
Legal Services, Real Estate & Risk Management  
Report Date: October 5, 2022  
Clerk's File #: AL2022

**To:** Mayor and Members of City Council

**Recommendation:**

Usually, the administration makes a recommendation on the issue before Council. But in the case of an expropriation, the sole decision to be made is by City Council on whether or not to proceed. Should Council wish to proceed, the following wording could be used:

“That the City Council of the City of Windsor acting as an approving authority pursuant to the Expropriations Act hereby resolves **TO EXPROPRIATE** the lands described as: Parcel 86-8 SEC Windsor SE-3; Part of farm lots 86 and 87, concession 3; being part 1 on Plan 12R- 4188 and being more particularly described as Parts 3 and 4 on Plan 12R-29118, part of 490 Division Road, all in the City of Windsor and County of Essex 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 necessary documents to put the expropriation into effect and pay the amounts of the appraised value pursuant to section 25 of the Expropriations Act.”; and,

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:**

As part of the construction of improvements for the Howard Avenue/South Cameron Boulevard/Division Road intersection, it has been necessary to acquire lands and road widenings from four adjacent owners. Three of them have cooperated with the City and the City has acquired the land it needs to proceed.

The owner of the above property being K & S Land Holding Co. Ltd. of Vancouver, British Columbia as well as the tenant, Keg N' Cleaver Restaurants of Ontario Ltd. of Richmond, B.C. have not been communicating to the City. Beyond a general rejection of the offers made by administration, the owner has not made a counter-offer or for that matter returned calls or messages to advise of a position.

The size of the proposed takings is relatively small. Part 3 has an area of 112.3 square meters and Part 4 is 229.1 sq. m.

**Discussion:**

The lands proposed to be expropriated are essential to this intersection improvement. The Notice of Application for Approval to Expropriate has been served on all registered owners. A notice of the proposed taking was published in the local newspaper and more than 30 days have elapsed. No party has requested an inquiry into the taking.

**Risk Analysis:**

Without these lands, the road improvement will not be possible.

**Climate Change Risks****Climate Change Mitigation:**

The project will not pose a climate change risk.

**Climate Change Adaptation:**

The expropriation is part of the Howard Avenue / South Cameron Boulevard / Division Road Improvement Project which addresses climate change.

**Financial Matters:**

At this stage, it is difficult to estimate the final costs of expropriation for the required acquisitions as the initial offers have been rejected.

By CR269/2020, Council has pre-committed funding totaling \$2,934,000 for the engineering, land acquisition and utility relocations required in advance of the reconstruction of the Howard Avenue / South Cameron Boulevard / Division Road Intersection. Council also previously approved additional funding in project 7096001 – Howard Ave S. Corridor Improvements for a total balance of \$3,834,000. There are currently funds available in this Project.

**Consultations:**

Denise Wright, Lease Administrator  
Linda Mancini, Financial Planning Administrator

Emilie Dunnigan, Manager, Development Revenue and Financial Administration

**Conclusion:**

Should City Council approve the expropriation that the administration proceed as per the recommendation.

**Planning Act Matters:**

N/A

**Approvals:**

<b>Name</b>	<b>Title</b>
Patrick T. Brode	Senior Legal Counsel
Shelby Askin Hager	Commissioner of Legal and Legislative Services
Chris Nepszy	Commissioner, Infrastructure Services
Joe Mancina	Commissioner of Corporate Services and CFO
Onorio Colucci	Chief Administrative Officer

**Notifications:**

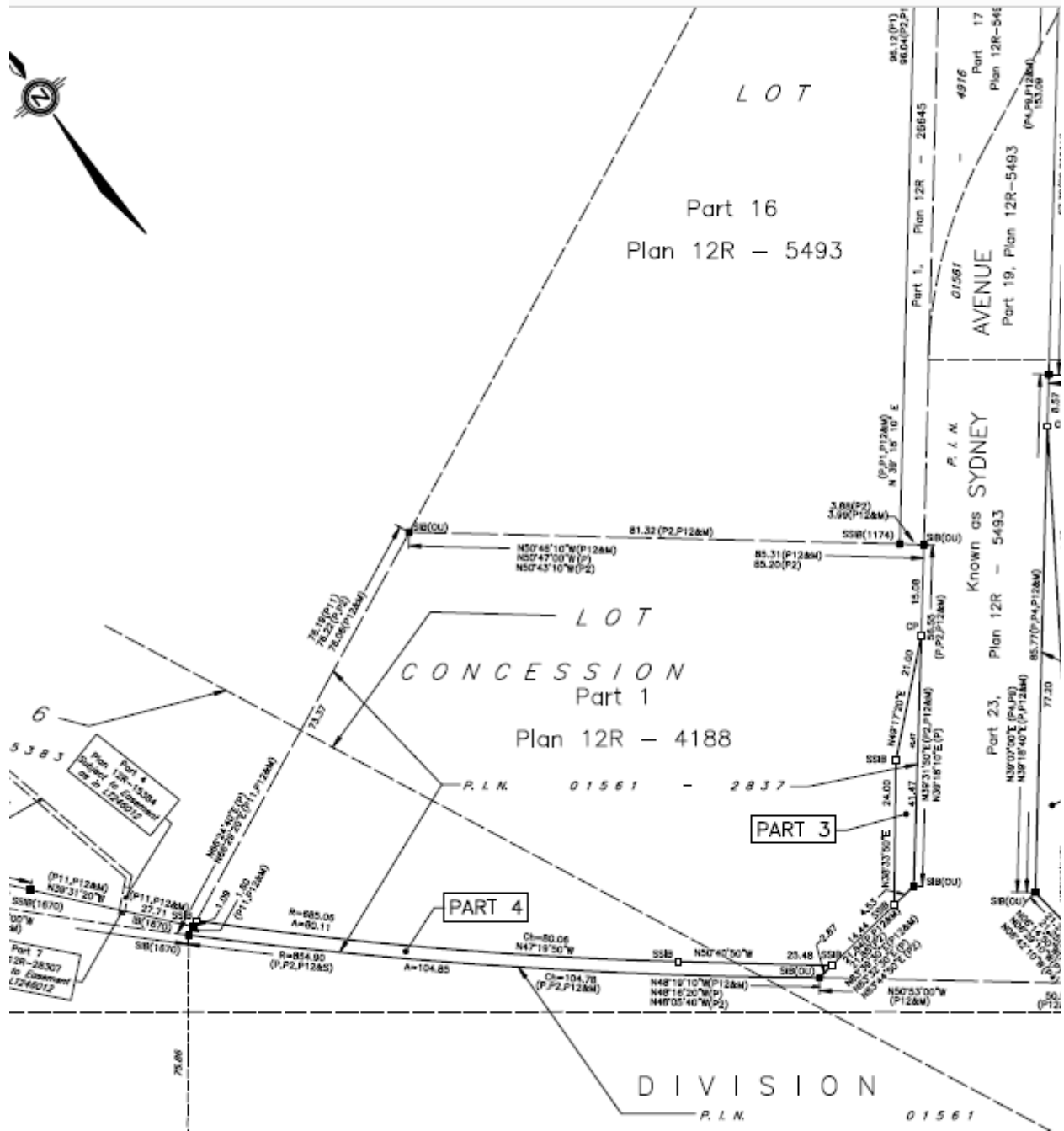
<b>Name</b>	<b>Address</b>	<b>Email</b>

**Appendices:**

- 1 Lands to be Expropriated

# Appendix A

Parts 3 and 4 on Plan 12R-29118





**Subject: Investing in Canada Infrastructure Plan (ICIP) Grant Application**

**Reference:**

Date to Council: November 28, 2022

Author: Tracy Beadow  
Project Administrator  
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tbeadow@citywindsor.ca  
And

Author: France Isabelle-Tunks  
Executive Director of Engineering  
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And

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And

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And

Author: Onorio Colucci  
Chief Administrative Officer  
519-255-6100 ext.6439  
ocolucci@citywindsor.ca

Engineering  
Report Date: November 17, 2022  
Clerk's File #: MT/13478

**To:** Mayor and Members of City Council

**Recommendation:**

- I. 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,

- II. THAT, City Council **ENDORSE** the Transit Support Projects outlined in the body of this report for inclusion in the ICIP Grant Application; and further,
- III. THAT the Chief Administrative Officer **BE DIRECTED** to submit applications to the ICIP Grant that includes a list of Transit Support Projects, satisfactory in legal form to the Commissioner of Legal & Legislative Services/City Solicitor, in technical content to the Commissioner of Infrastructure Services/City Engineer and financial content to the Chief Financial Officer/City Treasurer; and further,
- IV. THAT should the ICIP Grant Application for the Transit Support Projects be successful,
  - a. THAT City Council **APPROVE**, as per the ICIP Grant requirements, funding to a maximum of \$28,996,630, as follows:
    - i. A PRE-COMMITMENT in the Transit Windsor Fleet Replacement Program (TRN-001-07) of 2025 and 2026 funding of \$1,167,896 and \$3,952,638, respectively.
    - ii. A PRE-COMMITMENT in the Transit Windsor Garage capital project (TRN-001-22) of 2023, 2024, and 2025 funding of \$4,073,574, \$5,701,947, and \$1,024,479, respectively.
    - iii. PLACEHOLDER funding in the Transit Windsor Fleet Replacement Program (TRN-001-07) of 2027 and 2028 funding of \$6,458,059 and \$5,200,000, respectively, and that these funds be automatically PRE-COMMITTED and available for immediate use as funding falls within the five-year funding window.
    - iv. PLACEHOLDER funding in the Transit Windsor Garage capital project (TRN-001-22) of 2028 and 2029 funding of \$1,000,000 and \$418,037 respectively, and that these funds be automatically PRE-COMMITTED and available for immediate use as funding falls within the five-year funding window.
  - b. THAT the Chief Administrative Officer and City Clerk **BE AUTHORIZED** to execute and sign any agreements, declarations or approvals required resulting from receiving grant funding approval for this intake of the ICIP Grant subject to such documents being satisfactory in legal form to the Commissioner of Legal & Legislative Services/City Solicitor, in technical content to the Commissioner of Infrastructure Services/City Engineer and financial content to the Chief Financial Officer/City Treasurer; and further,
  - c. That the Chief Administrative Officer **BE AUTHORIZED** to delegate signing of all claims, progress reports and applicable schedules and other such documents as may be required as part of the request for payment to the Commissioner of Infrastructure Services/City Engineer or designate, subject to financial content approval from the area's Financial Planning Administrator or their manager; and further,
  - d. THAT Council **PRE-APPROVE** and **AWARD** any procurement(s) necessary that are related to the above project(s), 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 Commissioner,



Corporate Services/Chief Financial Officer, in legal form to the Commissioner, Legal & Legislative Services; and in technical content to the Executive Director of Engineering; and further,

- V. THAT the Purchasing Manager **BE AUTHORIZED** to issue Purchase Orders as may be required to effect the recommendations noted above, pursuant to the Purchasing By-Law 93-2012 and amendments thereto, subject to all specifications being satisfactory in financial content to the Chief Financial Officer/City Treasurer, and in technical content to the Commissioner of Infrastructure Services/City Engineer; and further,
- VI. THAT Administration **BE AUTHORIZED** to take any other steps as may be required to bring effect to these resolutions, and that the Chief Administrative Officer and City Clerk **BE AUTHORIZED** to execute any required documentation/agreement(s) for that purpose, subject to legal approval by the Commissioner of Legal & Legislative Services/City Solicitor, financial approval by the Chief Financial Officer/City Treasurer, and technical approval by the Commissioner of Infrastructure Services/City Engineer; and further,
- VII. THAT City Council **AUTHORIZE** the Commissioner of Legal & Legislative Services/City Solicitor to prepare the required bylaws, if required by the grant provider, in order to execute agreements as part of receiving funding, conditional upon the recommendation of the Chief Financial Officer/City Treasurer; and further,
- VIII. 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.

### **Executive Summary:**

In July 2019, Transit Windsor was awarded funding through the Investing in Canada Infrastructure Plan (ICIP). In the summer of 2022, Transit Windsor was informed that the deadline for submittal of project applications under the ICIP grant was accelerated from March 2024 to November 2022. As a result, preparation of this council report for the evaluation of Transit Garage options had to be significantly accelerated.

The accelerated ICIP application deadline also resulted in a need for the City to make an accelerated decision regarding a major component required for the full implementation of the Master Plan, namely the potential build of a new Transit Garage Building.

As with many other City master plans, the Transit Master Plan, completed in 2019, recommended a variety of extensive infrastructure and service improvements. Expansion of the Transit Garage facility was identified as one of the essential components to implementing many of the changes described in the Master Plan. As is typical with all master plans, the forward looking estimates were very much early estimates that needed to be greatly refined through much more rigorous and detailed studies prior to proceeding with the recommended components of the plan. Therefore, in order to properly assess the feasibility of using the ICIP grant to potentially fund a

new Transit Garage, administration commissioned a comprehensive report from IBI Group to analyze the available options relative to a new garage and to also provide detailed costing estimates for each of the options.

### **New Transit Garage**

In order to assess the feasibility of using the ICIP grant to fund the Garage component of the master plan, several Garage options were evaluated as part of the study. To meet the needs of Transit Windsor over the next 15-20 years, a facility capacity of 150 electric buses (189 diesel buses) was analyzed. The two most viable options were 2C (Scaled New Building on a New Site) and 4B (Scaled Expansion of Existing Building) which were carried forward for further evaluation.

A detailed analysis of the two noted options resulted in dramatically higher than expected cost estimates. These were in the range of \$190M for either option, compared to only \$40.1 million in the very early estimates contained in the 2019 Master Plan. It is noted that the 2022 10-year capital plan only has an amount approved in principle of \$13.8 million funding for the Transit Garage.

Given the much higher cost estimates coming out of the IBI study, and the resulting need for an estimated City unbudgeted contribution of \$106M (\$120M less \$13.8 currently budgeted in principle within the 10-year capital plan) and even after factoring in the ICIP grant funds, administration could not recommend proceeding with the garage at this time as this very major funding decision would need to be made outside of the budget process.

### **Transit Support Projects**

Given the noted challenges surrounding the new garage option, at this time, administration is recommending that a number of worthwhile Transit support projects, that can be funded from existing Transit capital budget allocations within the 10 year plan, be submitted for funding under the ICIP grant. Many of these projects are also required as part of the Master Plan recommendations and therefore help move the plan forward.

This list of projects will provide enhancements to transit operations and services by replacing equipment and hybrid buses at the end of their useful life. These projects include process equipment replacement, existing building upgrades, terminal upgrades, bus stop and shelter improvements, automated fare collection and annual hybrid bus replacements. The terminal upgrades, bus stop and shelter upgrades, automated fare collection system and annual hybrid bus replacement projects are required even if a new garage is constructed. Benefits from these projects include reduced maintenance and repair costs, potential fuel savings, lower emissions, improved efficiency through automated fare collection, and improved rider experience through bus stop/shelter and terminal upgrades.

The estimated capital cost for the Transit Support Projects is \$99.62M. ICIP funding will provide \$70.62M, which leaves \$29.00M for the City to fund. The City's share of the funding totalling \$29.00M, would be redirected from existing Transit projects currently included within the 10 Year Capital Plan and used to leverage the ICIP Grant.

Therefore, no new funding approvals would be required to achieve the benefits related to these significant projects.

It is noted however, that, even with these significant improvements, the full implementation of the Master Plan will continue to remain severely constrained due to the limited space and technology limitations in the existing garage. Therefore, re-evaluation of the Transit Master Plan is required to determine the improvement in services that can be provided without expanding the garage and fleet capacity at this time.

## **Background:**

An updated Transit Windsor Master Plan was completed in 2019, entitled *Transit Windsor: More Than Transit 2019 Master Plan* (Master Plan) [2019, Dillon Consulting Inc.], and was approved by Council on January 27, 2020, provided in Schedule B. As described in the Master Plan, a comprehensive review of Transit Windsor's entire system was completed. This included Transit Windsor's network, ridership, policies, objectives, service standards, performance targets, system performance, route performance, operating and capital budgets, organization and staffing levels, fleet and facilities, and transit infrastructure. Additionally, two rounds of public engagement sessions were completed, which identified a need for;

- 1- Expanded service times (such as evenings, weekends, and holidays),
- 2- More buses and routes to alleviate overcrowding and to reach more service areas,
- 3- Improved transit services to attract non-users to public transit (as indicated by non-users) including:
  - a. Better service (i.e., more routes, more stops, faster service, more service hours),
  - b. Modernization of services (e.g., payment systems and reduced environmental impact), and
  - c. Cheaper fares.

The Master Plan concluded that the current transit system should be enhanced given how society has evolved in the last decade and what the future needs of the community will be. The Master Plan provided recommendations resulting in a comprehensive overhaul of Transit Windsor's system resulting in an ambitious long-term vision for a modern and efficient transit system, guiding Transit Windsor in a direction that is user-focused, offers transit service on par with the expectations of modern mobility, and supports liveable communities.

Improvements to Transit Windsor's assets and infrastructure are a major component of the Master Plan. These include both general improvements to enhance the transit user experience and improvements required to support the new route network. Expansion of the Transit Garage facility was identified as an urgent need and of the highest priority in order to fully implement the changes described in the Master Plan. Without eventually addressing the limitations of the existing Transit Garage facility, the full vision of the Master Plan cannot be implemented.

The Transit Windsor maintenance, operation and servicing facility (Transit Garage) located at 3700 North Service Road East, was opened in 1979. It was designed to accommodate a bus fleet and associated administration, operations, and vehicle maintenance functions for a fleet of 96 buses and 230 employees. It has been operating beyond its design capacity for many years with a current fleet size of 117 buses and over 288 employees. The facility is deficient with regards to operations space, vehicle maintenance and servicing area, staff amenities, accessibility, office space and employee parking capacity. For example, buses must be parked outdoors and at off-site locations due to capacity limitations. This results in unnecessary staff time spent ferrying buses from outdoor and off-site locations to the garage for maintenance, servicing, and staging. Buses are often forced to temporarily park in the employee parking areas, blocking vehicles, which not only cause delays to the start time of some routes, but also creates safety concerns due to bus circulation in pedestrian and private vehicle areas. Buses parked outside result in longer warm-up times in cold weather, and further delays to service if buses must be cleared of snow or ice before deployment. This also has a negative impact on the service lifespan of the buses.

Further to the Master Plan, the City is currently completing an electrification roadmap evaluation under the Zero Emission Transit Fund, which will provide Administration with a recommended path to replacing the existing diesel and hybrid fleet with electric buses over the next several years. The current Transit Garage is not equipped to support fleet electrification. Implementation of the proposed recommendations of the electrification roadmap planning study will not be possible without a Transit Garage equipped with charging capabilities for the electric buses which are expected to become the predominant type of bus in service in the near future.

At its meeting held on January 27, 2020, Council approved the following resolution (B7/2020 CR40/2020 ETPS 731):

*THAT the Transit Master Plan BE the roadmap for Transit Windsor from the years 2020 to 2028 to follow with annual reviews and updates; and,*

*That any 2019 operating corporate surplus to a maximum of \$250,000 BE TRANSFERRED to Capital to fund a Garage Feasibility Study in order to implement the plan.*

In July 2019, Transit Windsor was awarded \$144.78M in ICIP funding which included contributions by federal and provincial sources (73.33%) and the required City funding (26.67%). A portion of the ICIP funding has been utilized for a variety of projects (e.g. active transportation projects, transit customer amenities, fleet replacement, and master plan projects as approved by CR248/2019, CR338/2021 and CR352/2022), with a combined total of \$96.3M still available. The balance equates to \$70.62M in federal and provincial dollars and \$25.68M in City matching funds. The City is also responsible to fully fund all ineligible costs and any costs over and above the balance.

A Request for Proposal (RFP) No. 106-20 was issued on July 7, 2020 to conduct a Feasibility Study to assess the transit facility needs and functional programming designs and related costs to accommodate the City's short and long term needs for storing, servicing, maintaining and operating the City-owned transit fleet. The contract was awarded to IBI Group (IBI) on October 29, 2020 (CAOP 137/2020).

In the summer of 2022, Transit Windsor was informed that the deadline for submittal of project applications under the ICIP grant was accelerated from March 2024 to November 2022. As a result, the evaluation of Transit Garage options was accelerated in order to determine whether the ICIP grant could be used to fund the costs of the Garage project. The accelerated ICIP application deadline has resulted in a need for the City to make a decision on how to use the significant ICIP funding at this time ahead of the budget deliberations which is the obvious venue for making funding decisions of this magnitude.

**Discussion:**

**Garage Options**

Following the Feasibility Study, a Land Use Evaluation and Cost Analysis was completed in 2022, which evaluated the option to expand the current garage on the existing site to a 171-bus capacity facility. It should be noted that the bus capacities for each option discussed above reflect the space required for electric buses, which generally require approximately 26% more space than diesel buses. The Feasibility Study recommended a fleet of 171 buses to meet the needs of Transit Windsor for the next 30-35 years or more. However, considering that a facility designed for electric buses could accommodate more diesel buses, and that electric buses will be phased in over time (approximately 8 bus replacements per year), a facility that can accommodate 171 electric buses may be oversized for the first 30-35 years. Therefore, additional options (*Option 2C* and *Option 4B*) were developed to reflect a 150 electric bus capacity garage which is expected to meet the needs of Transit Windsor for the next 15-20 years. For each of the options carried forward for further evaluation, consideration is given to future expansion capacity.

A summary of the preferred options evaluated and the conclusions are outlined below:

Table 1: Transit Garage Options

Option	Description	Rationale	Recommendation
Option 2C – Scaled New Building on a new site	A new 150-bus capacity building constructed on a new site, constructed to allow for future expansion.	A 150-electric (189 diesel) bus capacity garage is expected to meet the needs of Transit Windsor for the next 15-20 years. This option would allow for the implementation of the Master Plan, and will be aligned for future growth.	This option is recommended to be carried forward for further evaluation.
Option 4B – Scaled Expansion of Existing Building	Expansion of the existing site to a 150-bus capacity facility, constructed to allow for future expansion. Waste Management operations would have to be relocated.	A 150-electric (189 diesel) bus capacity garage is expected to meet the needs of Transit Windsor for the next 15-20 years. This option would allow for the implementation of the Master Plan, and will be aligned for future growth.	This option is recommended to be carried forward for further evaluation.

Further evaluation, which included capital and operating cost impacts was completed. Capital cost estimates for each are presented in Table 2 below.

Table 2: Estimated Project Capital Costs

<b>Item</b>	<b>Option 2C New Building on a New Site (\$M)</b>	<b>Option 4B Expansion of Existing Building (\$M)</b>
Construction	\$130.60	\$125.30
Miscellaneous (Expenses, Financing, Site-Specific Costs, Interim Yard, Land Acquisition, etc.)	\$ 19.79	\$ 27.95
Professional Fees (Consulting, Internal Project Management)	\$ 21.07	\$ 19.55
Contingency (15% of Construction Costs)	\$ 19.59	\$ 18.80
<b>TOTAL ESTIMATED PROJECT CAPITAL COSTS (inclusive of non recoverable HST)</b>	<b>\$191.05</b>	<b>\$191.60</b>

It should be noted that Option 4B includes approximately \$15M associated with relocation of the current waste management operations to allow for the expansion of the current garage. It is possible that any future costs incurred in relocating waste management operations could potentially be cost-shared with the Essex Windsor Solid Waste Authority (EWSWA), however further discussions would be required.

Further to the project capital costs shown in Table 2, the capital dollars required to keep a facility in good working order throughout its life will be significantly higher for the Option 4B (Expanded Existing Building), as the existing portion of the expanded site will already be over 50 years old when construction is completed. Therefore, additional investment will be required on an on-going basis for this portion of the building.

A new building, and the new expanded portion of the existing site, will also require regular capital investments to maintain the building in good working order, however, the cycle of replace/upgrade will begin following construction.

Lifecycle costs over a 60-year lifespan will be approximately \$320M for a new building, and \$405M for an expanded existing building. When evaluating the project capital costs, the two options are very close, however, the New Building (Option 2C) is slightly less than the Expanded Existing Building (Option 4B). Furthermore, when the lifecycle costs over a 60-year lifespan are factored in, the New Building (Option 2C) is the least expensive option. Therefore, the preferred garage option would be Option 2C – New Building on a New Site.

The cost of building a new Garage is approximately \$190M as noted above. This compares to the preliminary estimate of \$40M noted in the 2019 Master Plan. It should also be noted that an additional estimated investment of \$197M would eventually be required to equip the garage to service the needs of a fully electric bus fleet.

Therefore, while ideally the ICIP funding would have been used to help fund the build of a new garage in order to allow the eventual full roll out of the recommendations of the Master Plan, the prohibitive and much greater than expected costs to build a garage required administration to look at other worthwhile projects as detailed in the next section of this report.

## Recommended Support Projects

The Transit Support Projects that have been identified would also significantly enhance transit services and are summarized below:

1. Replace Equipment at Existing Garage – the process equipment at the existing Transit Garage is beyond its service life and requires replacement within the next few years. This equipment includes the bus wash, air compressors, lube and compressed air hose reels, fuel tanks, fuel dispensers, bus exhaust system, bus hoists, paint booth, lube tanks and pump systems, and portable process equipment.
2. Building Upgrades at Existing Garage – significant repair and maintenance costs related to the Transit Windsor garage have not been included in recent year's operating or capital budgets. A Building Condition Assessment (BCA) completed in 2017 identified numerous repairs, replacements and upgrades that are required to bring the existing Transit Garage into good working order at this time. These include a new roof on the administration area, heating systems, air handling systems, exterior windows, sealants and caulking, storm and sanitary sewer repairs, electrical service and distribution repairs, lighting upgrades, surveillance systems, fire suppression system, paving, curbing, parking upgrades, site lighting and controls, accessibility and mechanical upgrades.
3. Building Expansion – a small extension to the east side of the bus storage area to enclose the outdoor bus parking area
4. Other Master Plan Items
  - a) Upgrade Automated Fare Collection – replacement of the existing fare collection/fare management system
  - b) Implement On-Demand Services – includes a pilot program to provide service to key areas of the City
5. Terminal Upgrades
  - a) Tecumseh Mall (East Windsor) Terminal Improvement Plan
  - b) St. Clair College Terminal Improvement Plan
  - c) Hotel Dieu Grace Healthcare (West End) Terminal Improvement Plan
6. Annual Bus Replacement Program – replacement of 34 aging diesel and hybrid buses with new fuel-efficient Hybrid Electric Vehicles over a period of four (4) years
7. Route Enhancements – Improvements to existing bus stops and/or shelters on existing routes
8. Transit Windsor Master Plan Re-Evaluation – the current Master Plan will be re-evaluated in order to determine the improvement in services that can be provided without expanding the garage and fleet capacity

The benefits from these projects include reduced maintenance and repair costs, potential fuel savings, lower emissions, improved efficiency through automated fare collection, and improved rider experience through bus stop/shelter and terminal upgrades. While most of the projects noted here will not have a significant impact on the operating costs of transit operations, there are anticipated operating cost savings related to bus replacements (improved fuel economy through updated hybrid propulsion technology, and reduced maintenance costs from newer equipment that is under warranty).

The terminal upgrades, bus stop and shelter upgrades, automated fare collection system and annual hybrid bus replacement projects are required even if a new garage is constructed. Full financial details related to the cost of implementing the options noted above are provided in the Financial Matters section, below. The Transit Support Projects do provide significant benefits as noted above, though it is noted that capacity limitations and operational inefficiencies caused by the current garage will continue to be an issue for Transit Windsor.

## **Risk Analysis:**

### ***Risk Associated with not building a new garage at this time***

#### **Limiting Transit Master Plan Implementation**

Though many significant benefits would also accrue by proceeding with the Transit Support Projects, delaying the replacement of the Transit Garage will result in delayed opportunities to realize the full benefits that the City and the surrounding region could expect if the constraints of the existing garage are eliminated through the build of a new state of the art garage that could support an expanded and electrified fleet.

#### **Continued Operational Challenges**

Current transit operations have been strained due to the lack of capacity and aging infrastructure at the existing facility. Buses must be parked outdoors and at off-site locations due to capacity limitations. Therefore, unnecessary time is spent ferrying buses from outdoor and off-site locations to the garage for maintenance, servicing, and staging. Drivers are often forced to temporarily park in the employee parking areas, blocking vehicles, which not only cause delays to the start time of some routes, but also creates safety concerns due to bus circulation in pedestrian and private vehicle areas. Buses parked outside require longer warm-up times in cold weather, and further delay service if buses must be cleared of snow or ice before deployment. This also impacts the life span of each bus that is exposed to the elements while not in use. Maintenance activities occasionally have to be performed outdoors, further reducing efficiency. Employee parking is over-capacity, forcing employees to park in undesignated parking locations.

Recent and expected future economic activity has increased in the Windsor area. Population growth is being seen in Windsor and the surrounding communities as a result of the improved economic state of the region. This growth in employment and



changes in the nature of work affect the demand for transportation. Further, to the extent that the alternative projects will improve service to some degree, additional ridership demand is expected. Increased ridership demand could further exacerbate the garage capacity and operational limitations currently being experienced.

Delaying the Transit Windsor garage replacement will also delay the full realization of productivity and energy efficiency improvements. Additionally, expansion of the fleet to meet future needs will also be delayed.

### **Existing Facility Maintenance**

As previously discussed, a wide range of deficiencies were identified at the current Transit Windsor garage. Many of the needed upgrades, repairs and maintenance of the 40-year old garage have not been completed and have not been included in current operating or capital budgets, beyond the necessary minimum maintenance.

Moving forward, more significant investments will be required in order to maintain the existing building into the future.

### **Public Perception**

Delays in the construction of a new or expanded Transit Garage with the ability for electrification will result in the inability to implement in full the Transit Master Plan. This could potentially cast Transit Windsor, and the City of Windsor, in a negative light, as the City has committed to the implementation of the Master Plan, and the Corporate Climate Action Plan. However, this possibility is offset at least in part given that the recommended support projects also represent an historic investment in Transit which certainly helps move forward many components of the Master plan and provide benefits for the Climate Action Plan as well.

### ***Financial Risks***

#### **Grant Funding Opportunities**

As council is aware, the City faces significant competing funding requirements in a variety of services including, housing, flood prevention, roads maintenance, economic development, parks, recreation, etc. It is noted that many of the City's other service areas also have Master Plans which are not fully funded. As always, balancing the competing funding needs of the various service areas is a difficult exercise, especially when the needs are so substantial.

These major funding decisions would normally be best undertaken as part of the annual budget deliberations and its inherent competition for scarce financial resources. Given the noted move forward of the ICIP funding submission deadline, Administration has been forced to bring this report ahead of the budget deliberation. This poses the risk of making a decision on a major expenditure without full consideration of the opportunity costs associated with pre-committing significant new funding not previously approved by Council in the 10-year capital plan.

A new Transit Garage would require \$120.4M in funding for the City's share even after using the considerable ICIP funding contribution. Only \$13.8M is currently available in the 10 Year Capital Plan. A funding strategy would have to be developed with potential long-term funding options such as long-term debentures, a project specific tax levy and/or reallocation of funding from other capital projects. This will add a large liability to the City and its taxpayers over a long period of time, decreasing its financial flexibility to implement other corporate initiatives. It is also noted that an additional amount estimated at approximately \$197M would be required in the future to implement a fully electric fleet. It is noted that all updated estimates are reflected in 2022 dollars and hence will be subject to further inflationary adjustments.

It is without question that an investment of the magnitude proposed for the new garage and the subsequent electrification will place significant pressure on the limited overall capital funding available to the City. While a new garage is highly desirable for all the reasons noted in this report, it would require re-prioritization of significant and competing future capital investments across multiple service areas of the corporation in order to continue to meet and preserve the fiscal targets established by City Council over the past several years.

Conversely although possible, there is no guarantee that a funding opportunity similar or greater than the current ICIP grant will be available in the future to help fund the required improvements to the garage.

Additionally, the Government of Canada has developed a Zero Emission Transit Fund to support their "*Healthy Environment and a Healthy Economy*" plan. Failure to address the electrification of the fleet will limit the City's grant opportunities under this fund and future funds requiring low-carbon transit.

### ***Timing Risks***

The accelerated ICIP application deadline of November 2022 is forcing the City to make an immediate decision regarding the future of the Master Plan, and the supporting Transit Garage. Should Council approve that available ICIP funding be used towards the list of Transit Support Projects, the Master Plan as previously approved, will need to be delayed or modified.

The existing facility has been operating over-capacity for many years. The building and equipment are at or near the end of their life span. There is a significant investment required to continue operations at the existing facility. If the Transit Windsor Garage project does not proceed expeditiously, significant investments will be required within the next couple years at the existing facility.

### **Climate Change Risks**

Transit Windsor operations accounted for approximately 24% of the corporate greenhouse gas (GHG) emissions in 2019. Total GHG emissions for transit operations included 8,862 tonnes CO<sub>2</sub> due to fuel use and 1,324 tonnes CO<sub>2</sub> attributed to building energy use. Significant opportunities exist to reduce these emissions through improved energy efficiency at the new garage and a transition to electric buses.

The Corporate Climate Action Plan (CR426/2017) recommends that Transit Windsor continue with advancing vehicle replacement and to explore alternative propulsion vehicles (i.e., electric). Starting after 2030, this Plan proposes that 80% of buses be converted to alternative fuels by 2041 to support a low-carbon transportation system, based on the availability, cost, and reliability of new models.

Should the Transit Windsor Master Plan not be implemented as originally proposed, the City would be required to identify alternative means to meet the targets committed to in the Corporate Climate Action Plan.

It is noted that while not as transformational as the initiatives associated with a Transit Garage, many of the initiatives included in the Transit Support Projects list would also have positive benefits for the environment (for example the much greater use of Hybrid buses).

**Financial Matters:**

Transit Windsor was awarded \$144.78M in funding, inclusive of the City’s required 26.67% fund contribution through the ICIP grant in July 2019. A portion of the ICIP funding has been utilized, with \$96.3M remaining. The program contributes 73.33% from federal and provincial sources, with the City contributing the remaining 26.67% of the \$96.3M. This equates to \$70.62M in federal and provincial dollars, with the City contributing \$25.68M plus any ineligible costs and costs over and above \$96.3M.

As noted in this report, there are two options that administration considered in order to utilize the ICIP grant funding:

**New Transit Garage (Not Recommended at This Time)**

The Capital and Operating cost implications for this option are as follows:

Table 3 below outlines the project expenses, available funding and additional funding required for a new transit garage.

**Table 3: Transit Garage Funding Requirements**

<b>EXPENSES</b>	<b>Amount (\$M)</b>
Construction	\$130.60
Miscellaneous (Expenses, Site-Specific Costs, Interim Yard, Land Acquisition, etc.)	\$ 19.79
Professional Fees (Consulting, Internal Project Management)	\$ 21.07
Contingency (15% of Construction Costs)	\$ 19.59
<b>ESTIMATED CAPITAL PROJECT COSTS (inclusive of non recoverable HST)</b>	<b>\$191.05</b>

<b>REVENUE</b>	
ICIP Funding	\$ 70.62
City Funding Required	\$120.43
<b>TOTAL FUNDING</b>	<b>\$191.05</b>

The need for a New Transit Windsor Garage was partially identified in the 2021 capital budget, with funding of only \$13.8M allocated to this work in consideration of the recommendations stemming from the Transit Windsor Master Plan. As part of the 2021 capital budget it was further noted that a garage feasibility study was underway in order to determine the best next steps for increasing capacity and establishing the funding needs for Transit's garage. The cost estimates provided in the Feasibility Study and Land Use Evaluation and Cost Estimate, as presented in Table 3 above, present a realistic construction budget for this project based on a detailed and current study.

As detailed above, available funding sources are not sufficient to meet the significant funding requirements for a Garage project. The funding requirements cannot be accommodated within the existing 10-year Capital Budget. In order to meet the funding requirements needed for a new Garage, the City would need Council's commitment to consider options such as issuing Debt or introducing a Transit Levy.

Council should also be aware that, in addition to the \$120.43M in funding needed to build the garage, incremental costs currently estimated at an **additional \$197M will also be required** to allow for the eventual full electrification of the fleet. Again, this funding cannot be absorbed within the current 10-Year Capital Budget without major revisions to the currently approved projects. Should electrification of the garage be a project Council would like to pursue in the future, Administration will provide an appropriate funding strategy at that time as part of a future budget deliberation. Additional grant funding opportunities may also become available in the future to help in the electrification of the transit fleet.

In addition to the very significant costs noted above, funding for other Transit capital projects would also continue to be required (such as fleet expansion and replacement, terminal upgrades, automated fare collection systems, on-demand transit services, etc.). Administration will continue to identify and apply for potential grant funding opportunities, however increased City funding would also certainly be needed to support these other capital expenditures.

The estimated impacts to operating costs related to a potential new garage are presented in Table 4 below.

Table 4: Impacts to Annual Operating Costs for New Transit Garage

<b>Item</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>
	<b>(\$M)</b>	<b>(\$M)</b>	<b>(\$M)</b>	<b>(\$M)</b>
Interim Yard	\$ 0.78	\$ 0.82	\$ 0.85	\$ --
Increased Building Operating Costs	\$ --	\$ --	\$ --	\$ 1.52

<b>TOTAL ANNUAL OPERATING COSTS</b>	<b>\$ 0.78</b>	<b>\$ 0.82</b>	<b>\$ 0.85</b>	<b>\$ 1.52</b>
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Anecdotally, it is suggested by other transit properties that an overall reduction in operating costs may be realized once the garage is fully operational, however the estimated efficiencies can vary significantly from facility to facility, therefore potential operational savings cannot be accurately estimated at this time. Administration would monitor any savings and bring them forward as part of the annual operating budget. It should be noted that there could be additional costs incurred during construction, such as identifying options for vehicle maintenance capacity etc. which are not included in the estimates above as they cannot be determined at this point.

The very significant unbudgeted City contribution required for a new garage as noted above, along with the availability of a fully funded alternative consisting of various transit support projects that help to address some of the current Transit challenges, are the main reasons that led administration to recommend against using the ICIP funding for a new garage at this time.

### Transit Support Projects (Recommended)

The Capital and Operating cost implications for this recommended option are as follows:

Table 5 below outlines the project expenses, available funding required for the Transit Support Projects.

**Table 5: Transit Support Projects Capital Costs**

<b>Item</b>	<b>Estimated Costs (\$M)</b>
Replacement Equipment	\$ 11.11
Existing Building Upgrades	\$ 27.59
Other Master Plan Items	\$ 4.46
Terminal and Bus Stop/Shelter Upgrades	\$ 14.90
Bus Replacement	\$ 40.44
Re-Evaluation of Master Plan	\$ 0.15
Financing Charges	\$ 0.97
<b>ESTIMATED PROJECT CAPITAL COSTS (inclusive of non recoverable HST)</b>	<b>\$ 99.62</b>
<b>REVENUE</b>	
ICIP Funding	\$ 70.62
<b>City Funding Required (reallocation of existing budgets)</b>	<b>\$ 29.00</b>

In order to address the \$29M in funding required as the City's contribution toward this work, Administration recommends a combination of pre-commitments and placeholder funding as presented in Table 6 below:

**Table 6: Funding Strategy for Transit Support Projects**

<b>Year</b>	<b>Fleet Replacement Project (TRN-001-07)</b>	<b>Transit Windsor Garage Project (TRN-001-22)</b>	<b>Total</b>
2023	\$ 0	\$ 4,073,574	\$ 4,073,574
2024	\$ 0	\$5,701,947	\$ 5,701,947
2025	\$ 1,167,896	\$ 1,024,479	\$ 2,192,375
2026	\$3,952,638	\$ 0	\$ 3,952,638
2027	\$6,458,059	\$ 0	\$ 6,458,059
2028	\$5,200,000	\$ 1,000,000	\$ 6,200,000
2029	\$ 0	\$ 418,037	\$ 418,037
<b>TOTAL</b>	<b>\$ 16,778,593</b>	<b>\$ 12,218,037</b>	<b>\$ 28,996,630</b>

Under this option, Administration would recommend the pre-commitment of the 2023 to 2026 funding identified in the above table. Council has a policy to not pre-commit funding beyond the five-year window (i.e. 2026, at present) therefore in lieu of pre-committing the 2027, 2028, and 2029 funding at this time, Administration is requesting that Council approve placeholder funding for the 2027, 2028, and 2029 amounts, with direction that these funds automatically be pre-committed and available for immediate use once funding falls within the five-year funding window.

The estimated impacts to operating costs for the Transit Support Projects are presented in Table 7 below.

**Table 7: Transit Support Projects Annual Operating Costs**

<b>Item</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>
	<b>(\$M)</b>	<b>(\$M)</b>	<b>(\$M)</b>	<b>(\$M)</b>
Hybrid Electric Vehicle Fuel Savings	\$0	\$0.31	\$0.43	\$0.55

While many of the projects included in the Transit Support Projects will not have an impact on the operating costs of transit operations, there are anticipated operating cost savings related to the building upgrades, equipment replacements, and bus replacements (improved fuel economy through updated hybrid propulsion technology, and reduced maintenance costs from newer equipment that is under warranty). It should be noted that the Hybrid Electric Vehicle Fuel Savings provided in Table 7 are based on preliminary data from the transit industry which suggests that replacement of aging diesel and older model hybrid buses with the newer Hybrid Electric Vehicles may generate fuel savings. However, this data is preliminary and actual fuel savings may differ than the estimate provided.

**Consultations:**

Stephen Habrun, Manager of Operations, Transit Windsor

Poorvangi Raval, Manager of Performance Measurements & Business Case Development

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Natasha Gabbana, Senior Manager of Asset Planning

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Kathy Buis, Financial Planning Administrator

Frank Scarfone, Manager of Real Estate Services

Wira Vendrasco, Deputy City Solicitor

Alex Vucinic, Manager of Purchasing

Thom Hunt, City Planner

**Conclusion:**

The accelerated ICIP application deadline has required the City to make an immediate choice regarding the use of ICIP funds ahead of the annual budget deliberations.

Utilizing the ICIP funding for a list of Transit Support Projects represents an historic investment that will provide significant benefits to transit services within the region and achieve some of the service improvement aims of the Master Plan.

Utilizing the ICIP grant to replace the existing garage which would eventually be required to fully roll out the recommendations in the Master Plan was also considered.

However, given the very significant \$120.43M municipal funding required, compared to only \$13.8 in approved in principle funding for the project within the 10-year capital plan, administration cannot recommend proceeding with the Garage option. This is especially so because this decision, with extremely significant unbudgeted funding requirements, would need to be made outside of the normal budget process where competing service requirement can be better compared and assessed.

Therefore, administration is recommending utilizing the ICIP grant to fund the noted list of Transit Support Projects. These projects would allow for the implementation of many components within the Master Plan using existing funds in the 10 Year Capital Plan for the City's share of funding.

**Planning Act Matters:**

N/A

**Approvals:**

Name	Title
Tyson Cragg	Executive Director Transit Windsor
Colleen Middaugh	Manager of Corporate Projects

Name	Title
France Isabelle-Tunks	Executive Director, Engineering/Deputy City Engineer
Chris Nepszy	Commissioner, Infrastructure Services/City Engineer
Shelby Askin Hager	Commissioner, Legal & Legislative Services
Joe Mancina	Commissioner, Corporate Services/CFO
Onorio Colucci	Chief Administrative Officer

**Notifications:**

Name	Address	Email

**Appendices:**

- 1 Schedule A – TW Garage Feasibility Report (sent to Clerk’s separately)
- 2 Schedule B - Transit Windsor - More Than Transit Master Plan





Transit Windsor

# *More Than Transit*

2019 Transit Master Plan





# Table of Contents

- 1. Introduction ..... 2
- 2. Why a New Transit Master Plan?..... 3
- 3. Focusing the Organization ..... 18
- 4. The Plan ..... 31
- 5. Implementing the Plan ..... 65
- 6. Conclusion..... 75

# Appendices

- A StreetLight Data Analysis Report
- B Round 1 Engagement Results
- C Peer Benchmarking Report
- D Policy Framework and Service Standards
- E Service Plan
- F Round 2 Engagement Results
- G Brand Analysis
- H Staffing Analysis

# 1. Introduction

## 1.1. Purpose

*More Than Transit* is a Transit Master Plan (the “Plan”) containing short-to-long-term actions and recommendations for Transit Windsor in Windsor, Ontario. The actions and recommendations contained in this report outline the strategy for Transit Windsor over the course of the following decade. The Plan contains both the service’s directions going forward and an implementation plan and schedule for the actions and recommendations.

## 1.1. 2019 Transit Windsor Comprehensive Service Review

A Transit Master Plan is a powerful tool for the direction of a transit system and is the strategy for achieving the end result. This document is a culmination of a year-long comprehensive service review of Transit Windsor’s entire system - its network , ridership, policies, objectives, service standards, performance targets, system performance, route performance, operating and capital budgets, organization and staffing levels, fleet and facilities, and transit infrastructure.

The *More Than Transit* Plan is directly informed by the findings from the comprehensive service review and addresses the issues heard from the community through two rounds of engagement as well as those observed through analysis.

## 1.3. Background

Transit Windsor serves the City of Windsor, Ontario, a city that is home to approximately 217,188 people (2016 Census). In one form or another, the agency that is now Transit Windsor has served the area since 1850, beginning with horse omnibuses (city versions of stagecoaches) and progressing to horse-drawn streetcars running on rails in 1873. Windsor had Canada’s first electric street railway, which began operating on May 28, 1886.

In 1891, it became the first Canadian city with an all-electric transit system. And then in 1922, Canada’s first trolley bus began operating in what is today the Walkerville suburb of Windsor. Eventually, Transit Windsor began providing service in what we now know as conventional buses.

Today, Transit Windsor operates 14 routes, three of which provide interregional service connecting Windsor to parts of neighbouring communities. As of 2018, the annual ridership for Transit Windsor was 8,182,290 passengers.

## 2. Why a New Transit Master Plan?

### 2.1. The Previous Plan is Out of Date

Transit Windsor's last Transit Master Plan, *The Way Forward*, was published more than 10 years ago in 2006. Since then:

- ▶ The *way we communicate, learn, live, and travel has transformed quickly and dramatically*. Smartphones and other technologies have led to the rise of new mobility options such as car sharing, ride sharing, ride sourcing, bike sharing, and micro-transit. New forms of mobility have made demand-based transit (or desire for it) commonplace in both small and large communities. They have also led to people having higher expectations from transit and other public services to meet their individual lifestyle needs rather than being forced to conform to what is being offered.
- ▶ Societal *values have shifted towards living in communities that are both environmentally sustainable* (i.e. with minimal negative impact on the environment) *and healthy* (i.e. encourage physical activity and which minimize pollution). As there is also now definitive evidence that communities are healthier and “greener” when they have great transit service, this has led to a new wave of wide-ranging support for public transit. More than before, the provincial and federal governments are incentivizing transit in Windsor with large funding.
- ▶ *Windsor has changed*. The dynamics of the global economy have had significant effects on the dominating automotive industry in Windsor. Once the centre of car manufacturing in Canada, Windsor saw dramatic jumps in its unemployment rate in the aftermath of the 2008 economic crisis. This played a part in the city's stagnant population over the last decade. Only in recent years has the city started to recover, with a potential new hospital and several new residential and commercial developments either planned or already underway. Transformation is also evident in the economic sector, with Windsor being in the process of diversifying beyond just manufacturing and into research and development. The city has also been attracting people from around the world, with its postsecondary institutions now attracting hundreds of international students each year. Meanwhile, the neighbouring Towns of LaSalle and Tecumseh have also experienced great bursts of growth. All of these changes mean that *strategic plans that made sense for the future when written in 2006 may no longer reflect how the community has evolved in the last decade*.

*The Way Forward* emphasized the need to grow the transit mode share in Windsor and a need for interregional transit. *More Than Transit* builds on the goals outlined in *The Way Forward* but goes further by setting more ambitious targets which can be reached with today's technology and evidence-backed best practices. With these tools in the back pocket, the time for Transit Windsor to update, refresh, rethink, and be better is now.

## 2.1. Existing Transit Situation

Transit Windsor's existing transit network is downtown focused, with 10 of its 14 fully-accessible routes passing through or starting/terminating in Downtown Windsor. Four of Transit Windsor's routes are interregional – Transit Windsor runs a popular Tunnel Bus service connecting Windsor to downtown Detroit via the Windsor-Detroit Tunnel; a route that serves the bordering Town of LaSalle and connects to the rest of the Transit Windsor network at the St. Clair College terminal; a route that dips into the industrial part of the neighbouring Town of Tecumseh for a very short portion of the route; and, as of July 2019, a pilot route connecting Windsor to the Municipality of Leamington, with stops in the Towns of Kingsville and Essex.

*Of the 14 routes, many have low frequencies* even during the weekday peak period when the most frequent operation is expected. For context, a bus coming every 20 minutes (or more frequently) during peak periods gives riders more opportunities to make their transfers and ensures that users are not forced to wait a long time for the next bus if they miss one or if a bus is full (especially in inclement weather). A bus coming less frequently than every 20 minutes can add a lot of time to an individual's trip if they miss their connection or are a couple minutes late. This makes taking transit very inconvenient and undesirable for someone who has access to other transportation alternatives.

The operating characteristics of the existing routes (as of October 2019) are shown in **Table 1**.

Table 1: Operating Characteristics by Route

Route	Weekday Span of Service	Weekday Headway (minutes)		Saturday Span of Service	Saturday Headway (minutes)		Sunday/Holiday Span of Service	Sunday/Holiday Headway (minutes)	
		Peak	Off-Peak		Peak	Off-Peak		Peak	Off-Peak
TRANSWAY 1A	6:00 – 24:00	20	30	7:00 - 23:00	20	30	10:00 - 20:00	30	
TRANSWAY 1C	5:30 - 25:30	10	30	5:30 - 25:30	20	30	6:00 - 20:30	40	60
CROSTOWN 2	5:30 - 25:30	10	30	5:20 - 25:30	20	30	7:00 - 20:00	60	35
CENTRAL 3	6:00 - 19:00	22	33	8:00 - 18:00	30		n/a	n/a	
CENTRAL 3 WEST	19:00 – 24:30	n/a	60	18:30 - 24:30	60		9:00 - 19:30	60	
OTTAWA 4	5:30 - 25:30	20	45	6:00 - 25:00	30	45	9:00 – 21:00	50	
DOMINION 5	6:00 - 24:00	20	20	7:00 - 20:00	30		9:30 - 19:30	60	
DOUGALL 6	6:00 - 22:30	40	70	6:00 - 23:00	40		9:00 - 19:30	70	
SOUTH WINDSOR 7	7:00 - 19:30	30	30	7:00 – 20:00	50		n/a	n/a	
WALKERVILLE 8	6:00 – 24:00	30	45	7:30 – 24:00	70		8:30 – 20:00	70	
LAUZON 10	6:30 – 20:00	35	35	7:30 - 19:30	70		n/a	n/a	
PARENT 14	7:00 - 18:30	40	60	8:00 - 18:00	60		n/a	n/a	
LASALLE 25	7:00 – 19:00	45	90	7:00 – 19:00	90		n/a	n/a	
TUNNEL	5:30 – 25:30	30		5:30 – 25:30	30		8:00 – 25:00	30	
LEAMINGTON 42	5:15 – 19:10	n/a 3 trips/day		7:45 – 19:10	n/a 2 trips/day		n/a	n/a	

*The productivity of existing routes varies.* The performance of the Transit Windsor system can be measured by route productivity, which is equivalent to the number of passenger boardings the route generates per provided revenue-generating service hour of operation for that route. A typical rule of thumb is that routes with 25 to 40 boarding per revenue service hour have optimal utilization. Below 25 is a sign that a route may be under-utilized, which means that it may not be generating an acceptable level of revenue through fares when compared to the cost of the route’s operation. Often, under-utilized routes receive complaints about “empty buses.” On the other hand, routes that are over-utilized, typically those with 40 boarding per revenue service hour or more, may signal a need to increase service along the route. An over-utilized route will manifest itself as constantly having overcrowded buses. The productivity of the same route can vary by day of the week and/or time of day.

The detailed 2017 productivity by route is shown in **Table 2**. Note that the utilization codes in the last column represent over-utilized (O), under-utilized (U), and well-utilized (W). Certain routes like the Transway 1C and Dominion 5 are clearly being highly utilized (and likely overcrowded based on the numbers alone). Meanwhile, other routes like the Lauzon 10 generate less ridership per amount of service hours provided.

**Table 2: Productivity by Route (2017)**

Route	Passenger Boardings per Revenue Service Hour								AVERAGE UTILIZATION
	Weekday Average	Peak AM (6:00 - 9:00)	Midday (9:00- 15:00)	Peak PM (15:00- 18:00)	Early Evening (18:00- 22:00)	Late Evening (22:00- 30:00)	Average Saturday	Average Sunday	
TRANSWAY 1A	37.7	19.8	31.5	42.7	28.8	10.6	29.0	41.4	W
TRANSWAY 1C	40.1	31.8	43.8	36.0	36.2	17.5	29.4	26.0	W
CROSTOWN 2	34.0	23.5	34.6	26.8	35.4	13.1	34.9	28.1	W
CENTRAL 3	15.6	12.9	13.4	15.0	10.4	n/a	14.4	n/a	U
CENTRAL 3 WEST	4.3	n/a	n/a	n/a	4.3	3.9	10.2	13.4	U
OTTAWA 4	18.0	16.6	17.4	22.4	15.0	6.1	10.1	14.3	U
DOMINION 5	51.8	49.7	46.5	68.7	54.8	28.7	29.8	15.1	O
DOUGALL 6	20.4	15.4	20.6	30.0	15.7	20.5	22.1	27.0	U
SOUTH WINDSOR 7	13.3	23.3	11.3	14.1	8.8	n/a	8.9	n/a	U
WALKERVILLE 8	24.2	25.9	20.5	27.8	20.3	44.0	13.5	33.6	W
LAUZON 10	8.3	12.6	6.5	11.2	4.5	n/a	4.4	n/a	U
PARENT 14	15.5	19.3	13.4	12.8	9.6	n/a	13.2	n/a	U
LASALLE 25	7.6	5.4	8.5	7.7	8.8	n/a	4.5	n/a	U
TUNNEL	9.2	12.9	5.3	15.1	8.4	13.6	9.8	16.5	U

One of the unique things about Transit Windsor's service area is that, as shown in **Table 3**, Windsor's population has stayed relatively stagnant and at times even declined slightly over the last 10 years. Transit Windsor's ridership has displayed the same patterns as Windsor's population in the same time period - ridership is on the rise once more after years of remaining stable or experiencing some minor decline. However, behind the scenes, Transit Windsor is facing several challenges that may threaten its momentum.



**Table 3: Transit Windsor Statistics 2007 – 2018 (Source: Canadian Urban Transit Association)**

	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Service Area Population	217,187	217,187	216,473	219,345	210,891	210,891	210,891	210,891	210,875	217,188	217,188	224,134
Ridership (1,000,000s)	6.29	6.86	6.16	6.10	6.39	6.41	6.44	6.37	6.35	6.51	6.72	8.18
Total Operating Revenues (1,000,000s)	\$11.7	\$12.4	\$11.8	\$11.8	\$11.8	\$11.8	\$12.1	\$126	\$12.2	\$13.2	\$13.9	\$15.6
Total Direct Operating Expenses (1,000,000s)	\$23.3	\$25.0	\$24.4	\$24.9	\$26.4	\$27.5	\$27.8	\$29.0	\$28.1	\$28.4	\$28.6	\$31.2
Revenue Vehicle Kilometres (1,000,000s)	5.12	4.98	4.83	4.99	4.99	5.00	5.08	5.08	5.21	5.14	5.14	5.06
Revenue Vehicle Hours	254,014	260,058	255,056	254,391	247,864	247,864	216,708	231,921	235,133	236,123	236,123	257,896

**Table 3** also shows that both operating revenues and expenses for Transit Windsor have been increasing in the past decade. However, expenses have increased by over two times as much as the operating revenues have. During the same amount of time, the revenue vehicle hours and kilometres have both remained relatively level, despite rising costs. While some of the rising costs can be attributed to inflation (the average annual rate of inflation in Ontario was 1.68% between 2007 and 2017), operating expenses increased by a rate higher than inflation (2.16% on average annually between 2007 and 2017). Meanwhile, revenues increased by a rate of 1.84%.

However, Windsor is changing. Today, the city is growing and transforming. New developments and facilities are either in construction or in the works. *This means that Transit Windsor must also change to meet the evolving demands of its community.*

## 2.3. Existing Transit Market

The *More Than Transit* plan gives Transit Windsor the opportunity to ensure that it is serving all of its customers – regardless of socioeconomic barriers, backgrounds, or abilities - in a way that best meets their needs.

As mentioned in the previous section, 10 of Transit Windsor’s 14 routes pass through or start/terminate in Downtown Windsor. However, analysis of travel patterns shows that the commuting period travel demand for trips completed by all modes of travel is distributed across the city rather than centred in the core. The analysis also shows that in the morning peak period, less than 10% of trips are destined to Downtown Windsor. This is in contrast to many other major municipalities where the share of downtown, or Central Business District (CBD), trip destinations is significantly higher. **Figure 2**, **Figure 3**, and **Figure 4** show some of the AM peak period insights gathered using Streetlight Data, a mobility analytics platform that uses anonymous data from location-enabled devices to provide insights into travel behaviour within a study area. Refer to **Figure 1** for a map of the sub-zones that the Transit Windsor Service Area was divided into for the Streetlight Data analysis. This data was used to understand existing travel patterns and demands within Windsor, as well as between Windsor, LaSalle, and Tecumseh. For more details of the Streetlight Data analysis findings, refer to **Appendix A**.

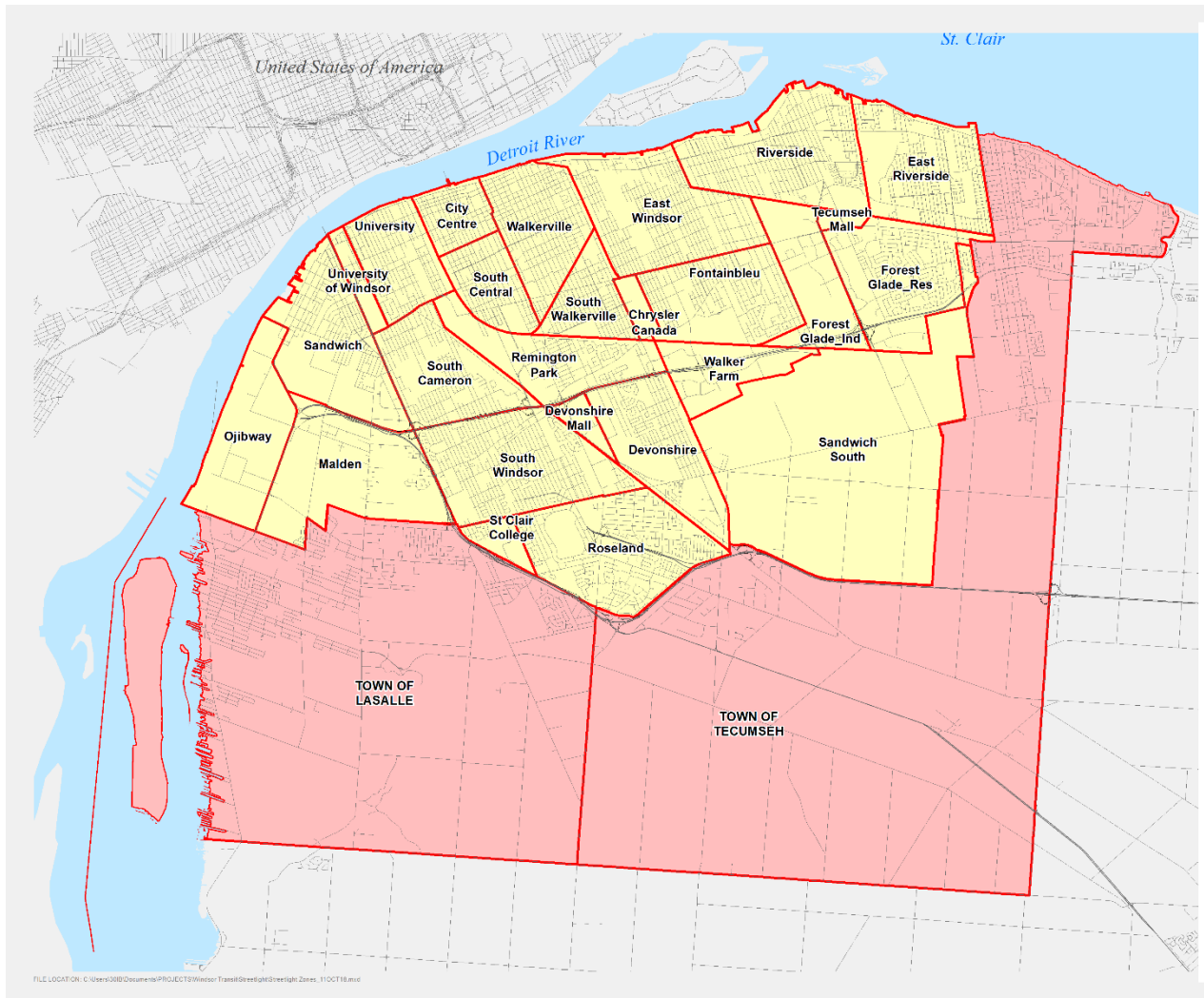


Figure 1: Zones within the Transit Windsor Service Area Used for Streetlight Data Analysis

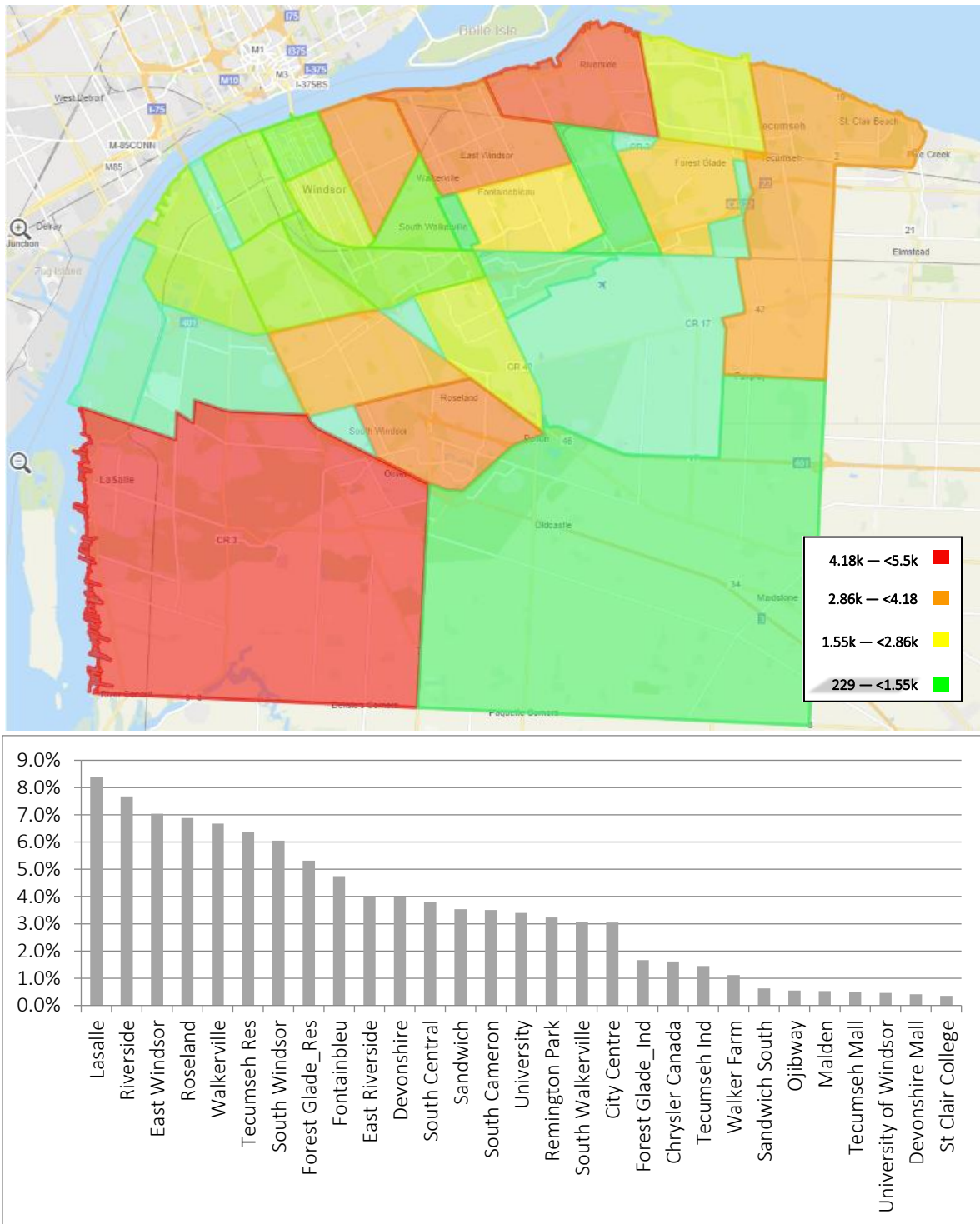


Figure 2: AM Peak Period Trip Origins (including External Trips) in Windsor in 2018

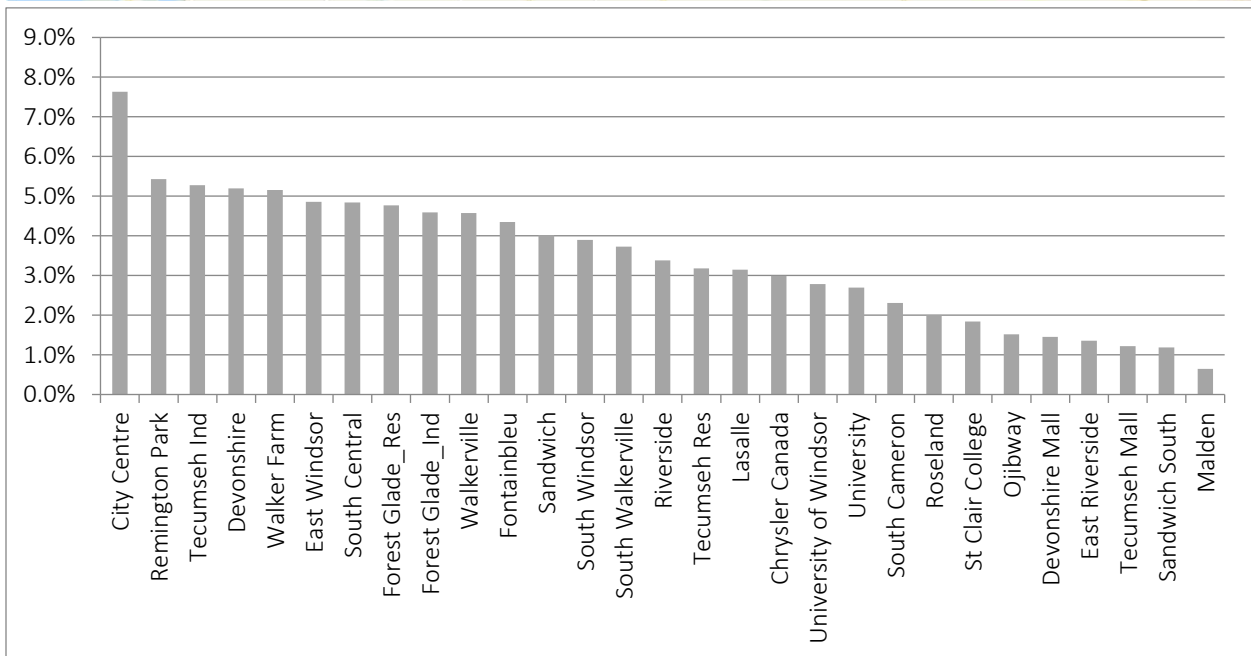
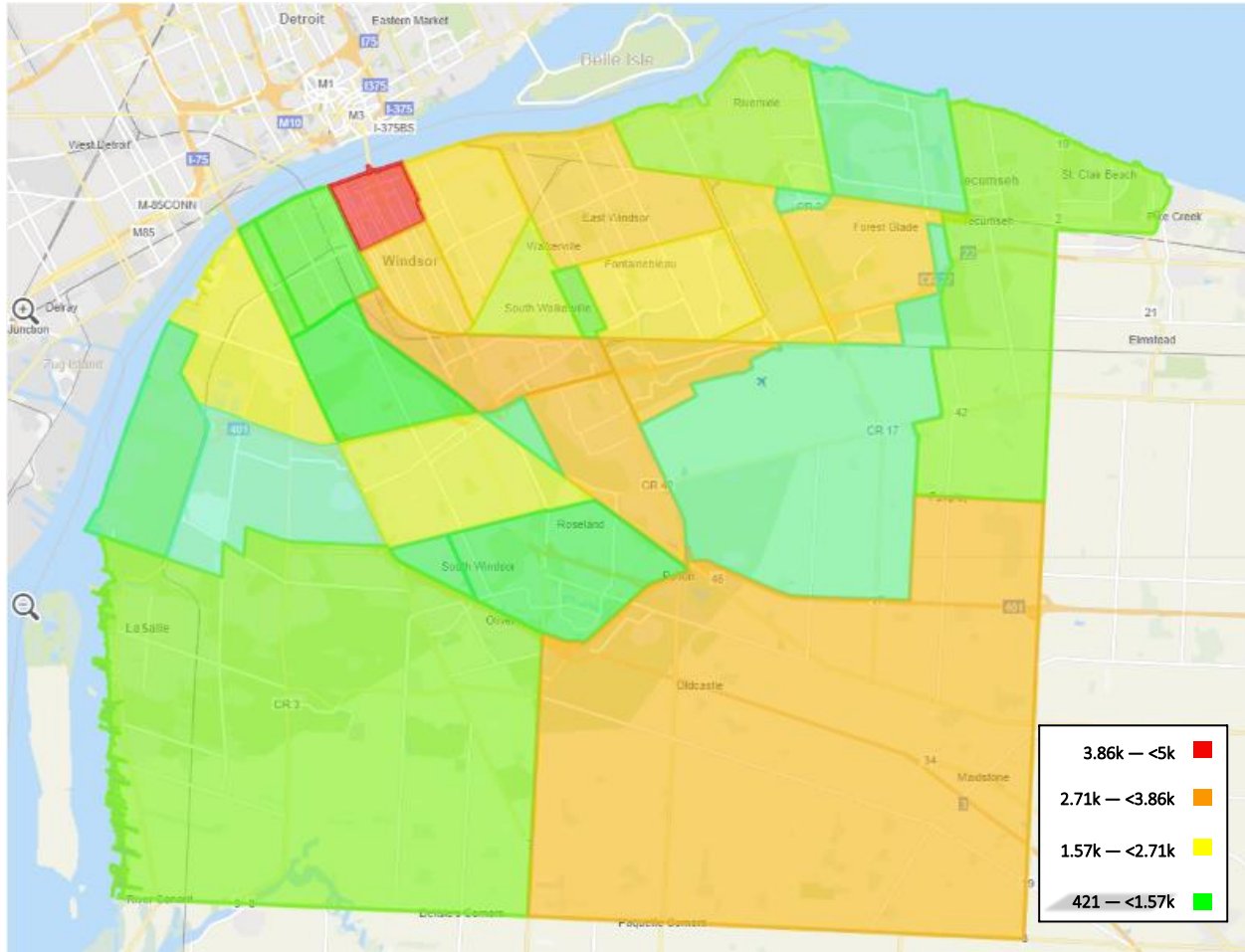


Figure 3: AM Peak Period Trip Destinations (including External Trips) in Windsor in 2018

Insert Figure

Figure 4: Origin-Destination Matrix for the 2018 Weekday AM Peak Period Generated using Streetlight

All of this shows that *commuting trips are destined cross-town, taking commuters from one edge of Transit Windsor's service area to another*. This is in contrast to a common assumption that the biggest number of commuters is coming from various corners of the City of Windsor and nearby towns to converge in downtown Windsor.

In addition, due to the nature of the major industries in the Windsor-Essex area, shift work at local factories is the form of employment for a significant portion of the population. Shift work can result in “workdays” starting late in the evening and ending early in the morning. This means that *commuting occurs throughout the day*.

Round 1 of community outreach and engagement for this project, which ran from October 2018 to January 2019 focused on identifying how Transit Windsor could better serve its users. The engagement methodology, included:

- Six telephone interviews with internal and external key informants including:
  - The Seniors Advisory Committee (SAC)
  - The University of Windsor Student's Alliance (UWSA)
  - The Windsor Accessibility Advisory Committee (WAAC)
  - The Multicultural Council of Windsor-Essex (MCC)
  - The Workforce Windsor Essex
  - The Downtown Windsor Community Collaborative (DWCC);
- A community telephone survey to understand the local travel habits of Windsor residents that collected 700 responses (500 from Transit Windsor's primary service area residents and 200 from residents of the outer edges of the service area and nearby suburbs);
- Four key stakeholder workshops;
- One Transit Windsor Employee Open House;
- 12 Pop-up Information/Engagement Sessions at various activity centres and transit hubs around the city;
- One day “ridealong” with consultant staff spending part of one day riding various routes throughout the Transit Windsor network; and
- An online community survey to identify issues, needs, and transportation expectations that collected 2,040 responses.

The full results of Round 1 of engagement can be found in **Appendix B**.

Round 1 resulted in several key findings about the characteristics of Transit Windsor users and their feedback about existing services offered. These are summarized below.

## User Characteristics

- More of Transit Windsor’s annual trips are Student fare category trips than Adult fare category trips.
- A recent influx of international postsecondary students to Windsor who do not have access to personal vehicles in Canada is a contributor to the increased student demand for transit services.
- Overall, 20% of the city’s population uses public transit regularly or occasionally.
- Younger generations (34 and below) tend to use transit more often than older generations
- Transit Windsor users are not just low-income residents. About 20 % of people in multiple varying annual income brackets are regular transit users, as shown in **Figure 5**.

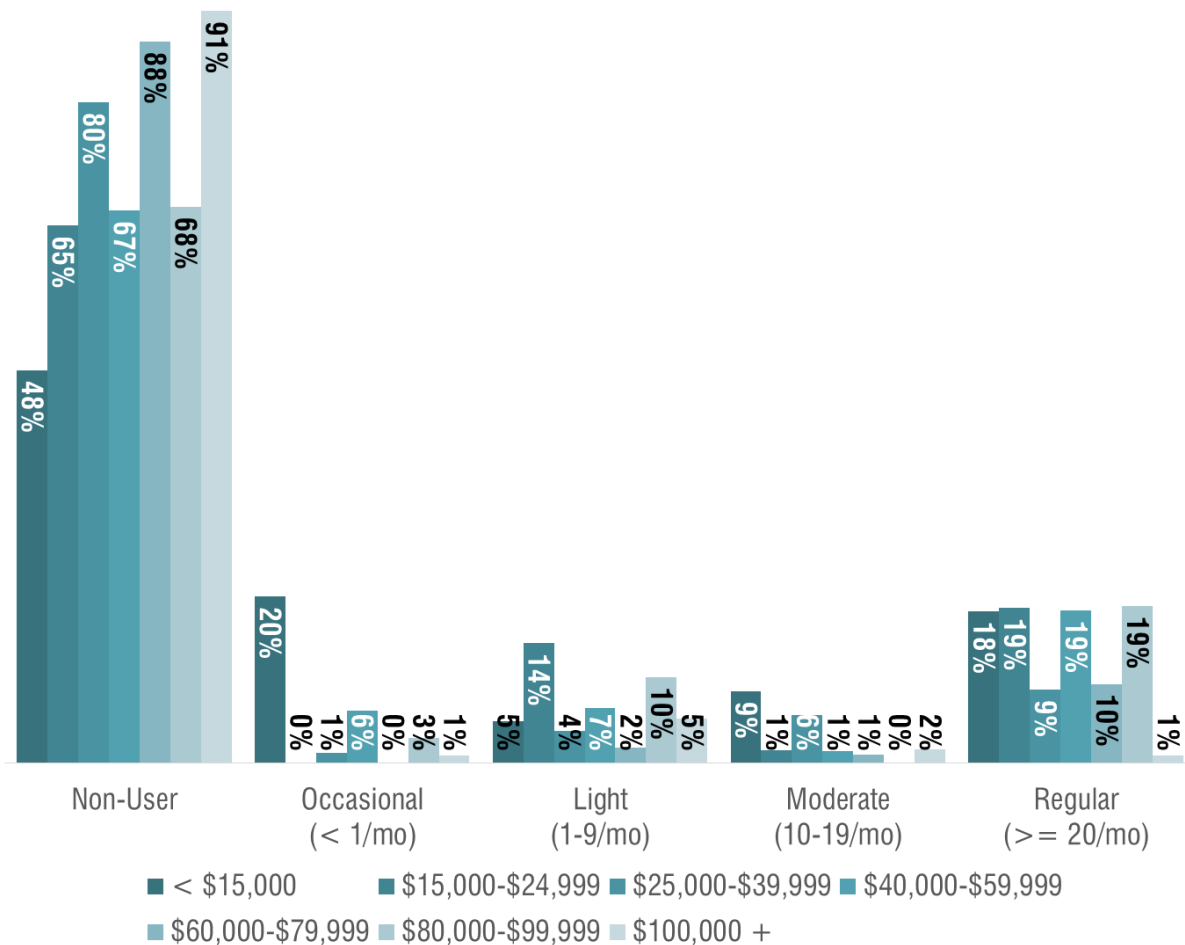


Figure 5: Transit User Type by Household Income



## Community Feedback

- Existing bus riders expressed a strong desire for increased evening, weekend, and holiday service. This is particularly an issue for shift and weekend workers.
- Some users experience an inability to efficiently connect between buses, particularly if one or more of the routes are infrequent.
- Many buses are reported as being overcrowded. Though this frustrates all bus users, it is of particular note to users with accessibility needs.
- The top three reasons for occasional bus riders not taking transit more and for non-bus riders not switching to transit were:
  - *Inconvenience of transit for this trip (by bus it would take too long and/or there would be a need for transfer, which is undesirable);*
  - *Service does not extend to their origin and/or destination;*
  - *Their lifestyle requires a personal vehicle before, during, or after work.*
- The top three improvements that could entice non-transit users to use the public transit service more were:
  - *“Better service” - defined as better routes, more stops, faster service, longer times of service, meeting the needs of shift workers, and/or better adherence to schedules;*
  - *“Modernization” - defined as modern payment systems and/or reduced environmental impact; and*
  - *“Cheaper fares.”*
- Users expressed a desire to see more enforcement by bus operators and more robust passenger education as it relates to “bus etiquette.”
- Some users expressed concerns about poor driver attitudes towards teenagers, those with disabilities, newcomers, and homeless individuals or just overall general bad experiences with customer service.

## Summary

Public transit is a public mobility option that cannot succeed if it fails to meet the needs of its users. The study of travel demands and results of community engagement show that *Transit Windsor’s network requires strategic changes to better serve the needs of its users.*

### 2.1. What Do Others Do?

Transit systems are functions of the unique geographic, cultural, and population characteristics of the service area they seek to serve. This means that each system faces unique challenges when providing service for its users. However, using certain standardized performance metrics,

different transit systems can be compared through various lenses of efficiency, utilization, and attractiveness.

This project included a peer review that compared Transit Windsor to five other Canadian transit systems of similar size based on data reported in the annual Canadian Urban Transit Association (CUTA) factbooks.

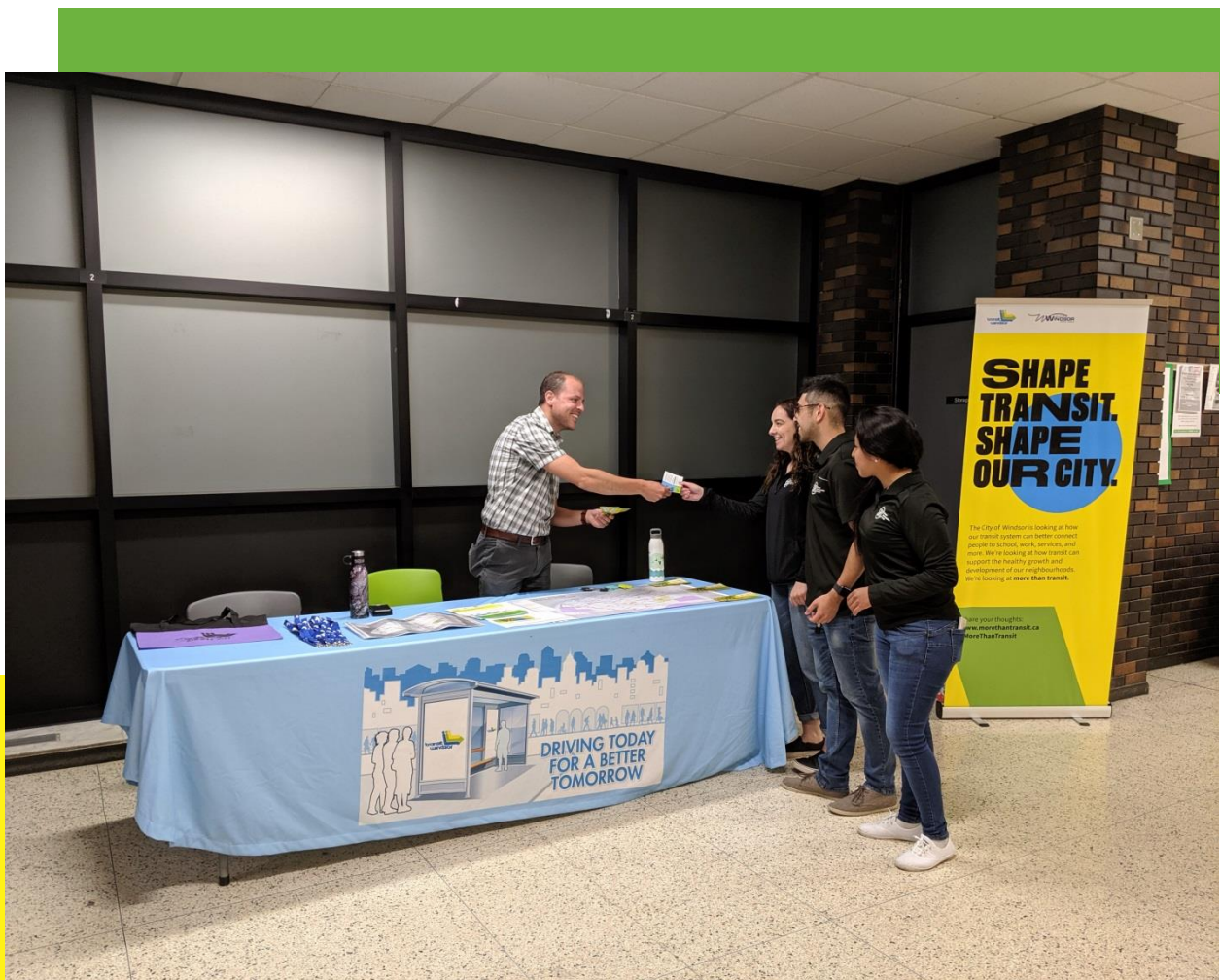
**Table 4** shows a summary of some key characteristics of the systems in the peer group when compared to Transit Windsor. The full peer review report can be found in **Appendix C**.

**Table 4: 2017 Peer Group Statistics and Performance Measures (Source: CUTA)**

	Windsor	Regina	Saskatoon	London	Kingston	Guelph
<b>System Characteristics</b>						
Service Area Population	217,188	230,430	273,010	389,000	121,133	131,794
Ridership (revenue passengers)	6,719,622	5,326,680	12,392,360	22,918,096	6,145,809	6,476,108
Peak Period Buses	85	89	105	171	55	65
Revenue Vehicle Kilometres	5,141,942	5,191,095	7,450,058	11,710,203	4,473,753	3,853,130
Revenue Vehicle Hours	236,123	272,793	409,658	614,210	238,688	205,821
<b>Amount of Service</b>						
Regular Vehicle Hours/Capita	1.09	1.18	1.50	1.58	1.97	1.56
<b>Service Utilization</b>						
Regular Service Passengers/Capita	30.94	23.12	45.39	58.92	50.74	49.14
Regular Service Passengers/Revenue Vehicle Hour	28.46	19.53	30.25	37.31	25.75	31.46
<b>Financial Performance and Cost Effectiveness</b>						
Municipal Operating Contribution/Capita	\$58.61	\$73.04	\$100.15	\$63.59	\$117.45	\$112.94
Net Direct Operating Cost/Regular Service Passenger	\$2.20	\$3.84	\$2.10	\$1.42	\$2.31	\$2.30
Total Direct Operating Expenses/Regular Service Passengers	\$4.26	\$6.00	\$3.17	\$2.83	\$3.50	\$4.18

The peer review found that Transit Windsor was average in terms of service utilization. However, Transit Windsor had the lowest municipal operating contribution per capita and offered the second least cost effective service (in terms of total direct operating expenses to regular service passengers). It was also on the higher range in terms of operating expenses per provided revenue vehicle hour. Additionally, Transit Windsor currently provides the least amount of service out of peer group despite having a relatively average level of service utilization.

With new transit funding commitments of \$145 millions of dollars by the federal, provincial, and local governments over the next decade (as part of the Investing in Canada Plan (ICIP), announced in April 2019), *it is time for Transit Windsor to not only catch up to but to be the leader among its peers.*

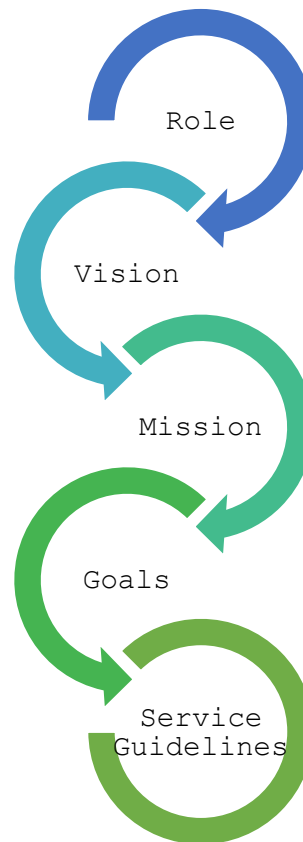


### 3. Focusing the Organization

The commencement of any strategy update requires a review and re-alignment of the organization's overarching policy framework.

The policy framework is a set of high level principles and directions - or *policies* – that guide the direction and decisions of the organization. The new updated policy framework for Transit Windsor is made up of 5 components, visualized in the graphic below.

- The **role** is the primary purpose of the organization.
- The **vision** is a clear and concise statement describing the desired future for the organization in serving its community.
- The **mission** builds on the broad vision statement by succinctly describing how the organization achieves the vision.
- **Goals** are specific paths taken to achieve the vision and mission. They are supported by objectives, which are more detailed measurable targets whose achievement will progress the goals.
- The **service guidelines** are a robust set of planning, design, and operational tools and metrics that link to the goals and objectives.



In response to the existing transit situation discussed in **Section 2**, Transit Windsor's updated policy framework must push the system towards:

- Modernity;
- Becoming a leading transit provider amongst its peers;
- Providing better service to its customers ;
- Better reflecting the travel demands of the community; and
- A tool to enable the creation of long-term liveable and sustainable communities.

The updated *role, vision, mission, goals, and service guidelines* are presented in the following sections. The detailed methodology and rationale used for the development of each element of the policy framework is presented in **Appendix D**.

### 3.1. Role

*The primary purpose of Transit Windsor is to provide mobility services to the residents and businesses in the community and to connect Windsor to surrounding communities.*

To achieve this role, Transit Windsor will do the following:

- Provide local transit service to 90% of residents within the existing City of Windsor service area;
- Provide interregional transit service from Windsor to neighbouring communities through continued partnerships;
- Provide services that are accessible to all people, regardless of their background, economic situation, or ability level;
- Implement partnerships with other mobility providers and identify any approaches that enhance mobility for residents; and
- Implement programs that influence greater use of sustainable mobility approaches.

### 3.1. Vision

*More than transit – Moving you forward*

Within the vision statement, the phrase “more than transit” speaks to themes of modern integrated mobility. It also implies that Transit Windsor is more than just another transit service, a taken-for-granted public service that exists in some form almost everywhere – instead it is an integral component of Windsor’s community.

The second half of the vision focuses on Transit Windsor as a mobility service. The phrase “moving forward” invokes themes of mobility and progress. It also suggests that Transit Windsor will be with “you,” the community every step of the way as the community continues to grow and evolve.

### 3.1. Mission

*Transit Windsor supports the growth of a liveable and sustainable community by providing a reliable, safe and convenient mobility service option that is accessible to all.*

The underlined words in the suggested mission statement imply six specific values of Transit Windsor, which are described in more detail below.

- **Liveable and Sustainable Community** – The desired “liveable community” refers to a community that is healthy (i.e. with a more frequent choice of active transportation or public transit over driving), environmentally sustainable (i.e. has a lesser impact on the environment through reduced emissions due to transit use) and provides its residents with great access to a variety of opportunities.
- **Reliable** – A reliable service is consistently on time, dependable in transporting customers between their origin and destination locations, and available as an option whenever its customers need to travel somewhere.
- **Safe** – This speaks to a service that emphasizes the safety of its customers, employees, and any other roadway user or traveler driving, cycling, or walking near or in potential conflict with the transit vehicles.
- **Convenient** – A service that is *convenient* for the customer is modern (e.g. offers users the ability to get real time information about their trip, incorporates digital fare systems), comfortable to travel on (i.e. comfortable both inside the transit vehicles and while waiting for service), and easy to use.
- **Service** – The word *service* highlights the fact that Transit Windsor focuses on its users and works to ensure that the service it provides is valued by the community.
- **Accessible to All** – *Accessible to all* means both accessible to people of all physical and mental ability levels and accessible to people of all age, gender, ethnic, cultural, and economic backgrounds.

## 3.1. Goals

Goals are specific paths taken to achieve the vision and mission. However they are still relatively broad.

Each of Transit Windsor’s goals for the future has several clear and measurable corresponding objectives. Objectives are more detailed measurable targets whose achievement will progress the goals.

Goals and objectives are more manageable and better aligned when they belong to a clearly defined set of strategic priorities – or themes – that the organization will focus on and prioritize. These strategic priorities flow from the values described in the mission, and are summarized below:

- **Modern Mobility** – this refers to the modernization of transit systems through new technologies such as implementation of on-demand mobility, phone apps, continued implementation of electronic transit card system and mobile ticketing, etc.
- **Customer Focus** – this priority looks at emphasizing the role of transit as a service to residents, putting the transit rider first, and optimizing the overall experience (from transit facilities to vehicle comfort to trip length and more) for transit passengers
- **Liveable Communities** – liveable communities speak to both health of community residents (which can be improved by more people taking transit and using active transportation for first mile/last mile trips) and to optimizing the synergy between transit and land use to create sustainable, vibrant, active, connected, and accessible communities

**Table 5** summarizes the goals for Transit Windsor, broken down by strategic priority. The corresponding objectives for each goal are also presented in the table.

Table 5: Goals and Objectives Aligning with the Three Strategic Priorities for Transit Windsor

Strategic Priority	Goal	Objectives
Modern Mobility	1. Increase offering of on-demand transit services	<ul style="list-style-type: none"> <li>a) Explore opportunities for partnership with on-demand mobility providers (e.g. ridesourcing companies, micro-transit providers, carsharing firms, etc.) as a service alternative for               <ul style="list-style-type: none"> <li>a. surrounding communities in the County of Essex</li> <li>b. first-mile/last-mile transit user connections</li> </ul> </li> <li>b) Explore opportunity to provide in-house on-demand transit service for communities within Windsor and surrounding communities in the County of Essex</li> </ul>
	2. Improve passenger access to transit information	<ul style="list-style-type: none"> <li>a) Incorporate GTFS Realtime feed into Google Maps by 2020</li> <li>b) Provide real-time bus scheduling information at digital kiosks and information screens at Transit Windsor terminals by 2022</li> <li>c) Develop a user-friendly website and a social media presence for Transit Windsor</li> </ul>
	3. Modernize transit infrastructure	<ul style="list-style-type: none"> <li>a) Complete a study to investigate potential for Park and Ride facilities by 2024</li> <li>b) Explore opportunities for incorporating latest technological advance into Transit Windsor buses and electrification of the Transit Windsor fleet</li> </ul>



Strategic Priority	Goal	Objectives
Customer Focus	4. Improve rider experience	<ul style="list-style-type: none"> <li>a) Ensure that Transit Windsor is fully implementing a 12-year lifecycle of its fleet.</li> <li>b) Update all major Transit Windsor stations and terminals by 2025</li> <li>c) Re-introduce the CUTA Ambassador program in order to provide enhanced customer service training for front line employees by 2021</li> <li>d) Introduce an employee intranet for sharing key system information, announcements, and examples of great customer service by 2021</li> <li>e) Engage more directly and regularly with the community through social media and other innovative approaches</li> </ul>
	5. Improve transit frequency and level of service	<ul style="list-style-type: none"> <li>a) Increase annual revenue vehicle hours</li> <li>b) Ensure buses operate on-time 95% of the time by 2022</li> <li>c) Ensure that 95% of all trips made can be made within the transfer window on all days and at all times of transit operation by 2024</li> </ul>
	6. Improve transit convenience	<ul style="list-style-type: none"> <li>a) Work with industrial area employers to ensure alignment of service hours on routes serving industrial areas with major work shifts</li> <li>b) Offer evening and weekend service that is within 400m of walking distance for 90% of Windsor's population by 2024</li> </ul>
Liveable Communities	7. Encourage development that creates strong relationship between land use and transit	<ul style="list-style-type: none"> <li>a) Develop transit-oriented development guidelines for developments near major Transit Windsor corridors, stations, and terminals) by 2024</li> <li>b) Collaborate with City of Windsor's Planning and Building Services Department to develop policy that requires consultation with Transit Windsor for all new development and redevelopment applications by 2021</li> </ul>

Strategic Priority	Goal	Objectives
	8. Increase the transit mode share for all trips	a) Increase the transit mode share among for all trips to 10% by 2031 b) Increase the transit mode share for all trips to 12% by 2041
	9. Incorporate transit supportive measures throughout Transit Windsor’s service area	a) Provide and support demand management strategies and programs that can influence and encourage greater use of sustainable mobility approaches
	10. Maximize transit’s environmental performance	a) Reduce Transit Windsor’s environmental footprint including reduced pollution from transit operations b) Reduce Transit Windsor waste while increasing proper waste diversion rates in line with Action D4 of the City of Windsor’s Environmental Master Plan c) Increase energy conservation of all transit offices and facilities in line with Action D2 of the City of Windsor’s Environmental Master Plan d) Ensure continued compliance with the City of Windsor’s Sustainable Purchasing Guide for Transit Windsor’s business operations

### 3.1. Service Guidelines

Transit Windsor’s service guidelines have also been updated as part of the comprehensive service review. The latest version of the guidelines (which is an update to guidelines last updated in 2013) is presented in **Table 6**.

Table 6: Transit Windsor Service Guidelines

Guideline Type	Guideline	Guideline
<p>Planning</p>	<p>Service Area</p>	<p>Transit Windsor will provide service connecting destinations within the <i>primary service area</i> and limited service within the <i>secondary service area</i>. Transit Windsor will connect the <i>secondary service area</i> to the <i>primary service area</i>.</p> <ul style="list-style-type: none"> <li>• The <i>primary service area</i> shall be defined as the area within City of Windsor’s urban boundary.</li> <li>• The <i>secondary service area</i> shall be defined as the County of Essex and the Region of Detroit.</li> </ul>
	<p>Route Structure</p>	<ul style="list-style-type: none"> <li>• <b>Primary and Secondary Routes</b> will travel in a grid-like pattern along major arterial north-south and east-west corridors. Primary routes will be the key “major gridlines,” connecting key destinations across the city. Secondary routes will support the Primary Routes by acting as “minor gridlines” and connecting key destinations to the Windsor core downtown area.</li> <li>• <b>Local Routes</b> will travel primarily along local roads or collectors and be less frequent than the other two route types. Local routes shall feed into either Primary or Secondary Routes.</li> <li>• <b>Alternative Service Delivery (ASD)</b> approaches will be provided in low-density areas and emerging development areas where the ridership to support a primary, secondary or local route may not exist. ASD will connect its service area to the nearest terminal.</li> </ul>

Guideline Type	Guideline	Guideline
	Service Coverage	<p>Routes will be located so that 95% of all urban residences, places of work, secondary and post-secondary schools, shopping centres, and public facilities in the primary service area are within a 400m walking distance (accounting for actual pedestrian path taken (not “as the crow flies” distance) of a bus stop.</p>
	New Service Warrant	<ul style="list-style-type: none"> <li>• The new service area should be greater than 600m from existing <b>Primary and Secondary</b> routes and/or greater than 400m from existing <b>Local</b> routes and must be adjacent to areas served by transit.</li> <li>• If the area is located in a low-density and/or emerging development area, <b>ASD</b> service is recommended to develop a ridership base.</li> <li>• <i>Passenger Revenues and Costs</i> – when forecasting passenger ridership, revenues and operating costs, the demand and location of the development, socio-economic characteristics of the population, physical (geographic and road) constraints, accessibility, the pace and timing of development and transit dependency shall be taken into account.</li> <li>• Forecast ridership and revenues must be sufficient such that the service will achieve a Revenue/Cost ratio of 25% within 12 months and 35% within 18 months</li> </ul>

Guideline Type	Guideline	Guideline
	Discontinuation of Service	<ul style="list-style-type: none"> <li>• <b>Local</b> routes, which fall below 10 passengers per hour should be discontinued.</li> <li>• <b>Local</b> routes between 10 and 15 passengers per hour should be modified or restructured.</li> <li>• If <b>Primary</b> or <b>Secondary</b> routes have less than 25 passengers per hour on weekdays, Transit Windsor shall commence studies to find ways to encourage more people to use the routes by providing better feeder services, marketing, etc.</li> <li>• <b>Primary</b> or <b>Secondary</b> routes should not be discontinued</li> <li>• <b>ASD</b> service should be replaced with a fixed route service if it exceeds 15 passengers per hour.</li> </ul>
	Target R/C Ratio	<b>System Overall</b> 50% (annual average)
Design	Location of Bus Stops	<ul style="list-style-type: none"> <li>• Minimum bus stop spacing along any route should be 150m.</li> <li>• There is no preference on bus stop location (i.e. near-side, far-side, and midblock) as it depends on the unique characteristics of the location.</li> <li>• Refer to Bus Stop Planning and Design Guidelines for further details.</li> </ul>
	Passenger Shelter Coverage	25% - 30% of stops should have shelters
	Bus Bays	The use of bus bays should be discouraged except in certain circumstances where lengthy bus dwell times would significantly interfere with overall traffic movement or on high speed (>60 km/hr) roads.

Guideline Type	Guideline	Guideline
	<p style="text-align: center;"><b>Frequency of Service</b></p>	<p>The transit routes should have the following minimum service frequencies, subject to modification based on the context and popularity of each individual route:</p> <p><b>Peak Periods Weekdays</b>                      Primary – 20 minutes                      Secondary - 20 minutes                      Local - 30 minutes (60 minutes for each direction for bi-directional loop routes)</p> <p><b>Off-Peak Period Weekdays</b>                      Primary – 30 minutes -                      Secondary - 30 minutes                      Local - 30 minutes</p> <p><b>Early Mornings/Late Evening Weekday Periods</b>                      Primary – 30 minutes                      Secondary - 60 minutes                      Local - 60 minutes</p> <p><b>Saturday and Sunday Midday Periods</b>                      Primary – 20 minutes                      Secondary - 30 minutes                      Local - 45 minutes</p> <p><b>Saturday and Sunday Off-Peak Periods</b>                      Primary – 30 minutes                      Secondary - 60 minutes                      Local - 60 minutes</p>

Guideline Type	Guideline	Guideline
	Ridership Levels	<p><b>Primary and Secondary Routes:</b></p> <ul style="list-style-type: none"> <li>• <u>Minimum:</u> 25 passenger boardings per revenue hour</li> <li>• <u>Target:</u> 35 passenger boardings per revenue hour</li> </ul> <p><b>Local Routes:</b></p> <ul style="list-style-type: none"> <li>• <u>Minimum:</u> 10 passenger boardings per revenue hour</li> <li>• <u>Target:</u> 15 passenger boardings per revenue hour</li> </ul> <p><b>ASD:</b></p> <ul style="list-style-type: none"> <li>• <u>Minimum:</u> 4 passenger boardings per revenue hour</li> <li>• <u>Target:</u> 10 passenger boardings per revenue hour</li> </ul>
	Hours of Service	<p>The transit routes should have the following minimum hours of service:</p> <p><b>Monday – Friday</b> 5:00am – 1:30am</p> <p><b>Saturdays</b> 6:00am – 1:00am</p> <p><b>Sundays/Holidays</b> 6:00am – 12:00am</p>
	Transfers	<p>Buses at designated transfer points should wait no longer than 5 minutes for arriving buses.</p>







Guideline Type	Guideline	Guideline
	<b>Vehicle Occupancy</b>	<p>The maximum number of passengers per bus should not exceed 150% of the seating capacity of large buses and 125% of small buses.</p> <p>Assumed values:</p> <ul style="list-style-type: none"> <li>• 30 ft. – 45 pas. (Rated seating = 30)</li> <li>• 35 ft. – 50 pas. (Rated seating = 35)</li> <li>• 40 ft. – 60 pas. (Rated seating = 40)</li> <li>• 60 ft. – 75 pas. (Rated seating = 50)</li> </ul>
	<b>Schedule Adherence</b>	<p>No bus should leave early from any time point.</p> <p>Buses should not leave more than 5 minutes late from the time point, 95% of the time.</p>
<b>System Performance</b>	<b>Ridership/Capita</b>	The system goal is $\geq 40$ revenue passengers/capita.
	<b>Cost Effectiveness</b>	The system goal is $\leq \$4.00$ total direct operating expenses per regular service passenger



## 4. The Plan

In Round 1 of the community engagement for the 2019 Transit Master Plan (the “Plan”), the community provided significant feedback on what worked, what didn’t work, and what they would like to see from Transit Windsor in the future. As detailed in the Round 1 Engagement Report (refer to **Appendix B**), the received comments and concerns were organized into 6 main themes. These themes and their corresponding descriptions are presented in **Table 7**.

**Table 7: Round 1 Engagement Feedback Themes**

Theme	Description
 <b>1</b> Routes and Reliability	Issues related to frequency of service, overcrowding, the desire for new or expanded routes, and improvements around connections and transfers
 <b>2</b> Service	Issues related to service levels, service standards, customer service and the opportunities for improved service through the adoption of new technologies and innovation
 <b>3</b> Equity	Priority on providing safe, accessible and reliable transit services
 <b>4</b> Better Buses, Improved Infrastructure	Opportunities to improve the current Transit Windsor fleet and transit infrastructure
 <b>5</b> Transit for the Common Good	Importance of transit as a tool for positive impacts to the environment, community health, and social justice
 <b>6</b> Other	Themes relating to branding, interregional travel, etc.

The new 8-year Transit Master Plan for Transit Windsor addresses each of these issues through a number of planned actions and initiatives. These actions and initiatives are organized under the following five headings:

1. Policy Updates
2. Route Network and Operations
3. Assets and Infrastructure
4. Sustainability and Integrated Mobility
5. The Brand

Actions falling under each of these headings are linked back to the Round 1 engagement themes. Using the graphics that represent each theme in **Table 7**, each action is tied back to the issue theme that it addresses.

The Plan described in the following sections is supported by additional service plan material in **Appendix E**.

## Community Response to the New Plan

This section discusses some key highlights of the community’s response to the draft Plan.

The initial draft of the plan was presented to the public as part of Round 2 of public engagement. Round 2 (detailed in the report in **Appendix F**) included:

- A public Open House;
- A Stakeholder Workshop;
- A Transit Windsor Employee Open House;
- Eight Pop-Up Information/Engagement Sessions;
- An interactive online map of the proposed route network which collected 276 comments; and
- An online survey about the new plan, which received 168 responses.

In general, the community responded positively to the new plan. In the online survey, an overwhelming majority of respondents agreed that doubling the amount of service was a step in the right direction for transit Windsor while nearly half of respondents liked the coverage of the new network (meanwhile, about 30% disliked it). These responses are shown in **Figure 6**.

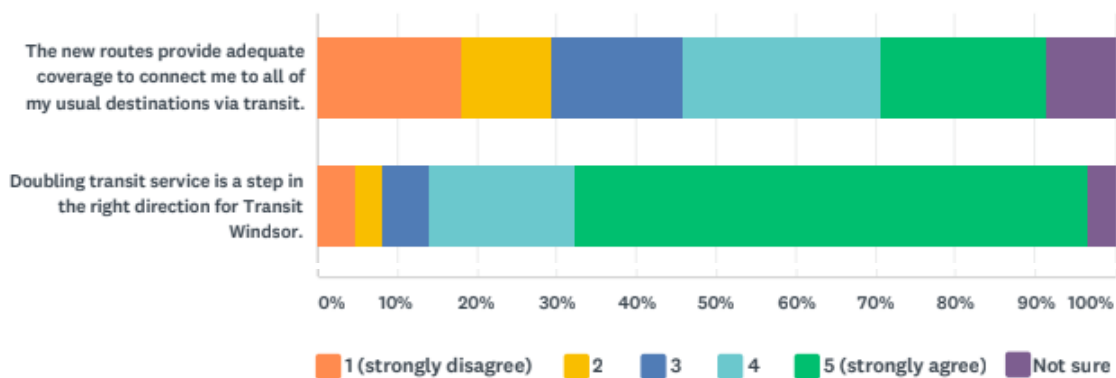


Figure 6: Online Survey Responses Regarding the Draft Route Network

One of the comments received through the interactive online map stated:

*“As a transit user for the past 11 years, I think this is a huge improvement. The city is connected like never before. Routes have been broken up which will help with staying on time. I love the use of the Expressway too. I feel it addressed all of my frustrations over the years. It will be so much better for accessibility too because there are more bus options.”*

Community feedback also showed great support for the plan’s recommendations to expand inter-regional service in the future. Another comment received through in interactive online map said:

*“The use of a tiered transit system with clear designations between the different routes (primary, secondary, local) is a great step in the right direction. There is a net increase in the number of high-frequency routes (<15min frequency) and they cover the key corridors. This brings us closer to other cities which utilize a tiered transit system such as OC Transpo in Ottawa and the TTC in Toronto. With the addition of the new 42 route to Leamington, this a good start to a regional transit system.”*

However, the draft plan also received several valid concerns. Participants in the community engagement process had several suggestions for and concerns about details of the proposed new routes. Some also expressed concerns about the safety of having buses on or near the E. C.

Row Expressway. There are no regulations in Ontario or in other Canadian provinces that prohibit buses from operating on Highways, Expressways, Freeways, or other urban or rural high speed roadways. Several modern transit systems in Ontario with strong safety records operate buses on highways, including York Region Transit, GO Transit, and OC Transpo. Transit Windsor will study these and other systems to ensure that highway routes in Windsor will operate safely and effectively.

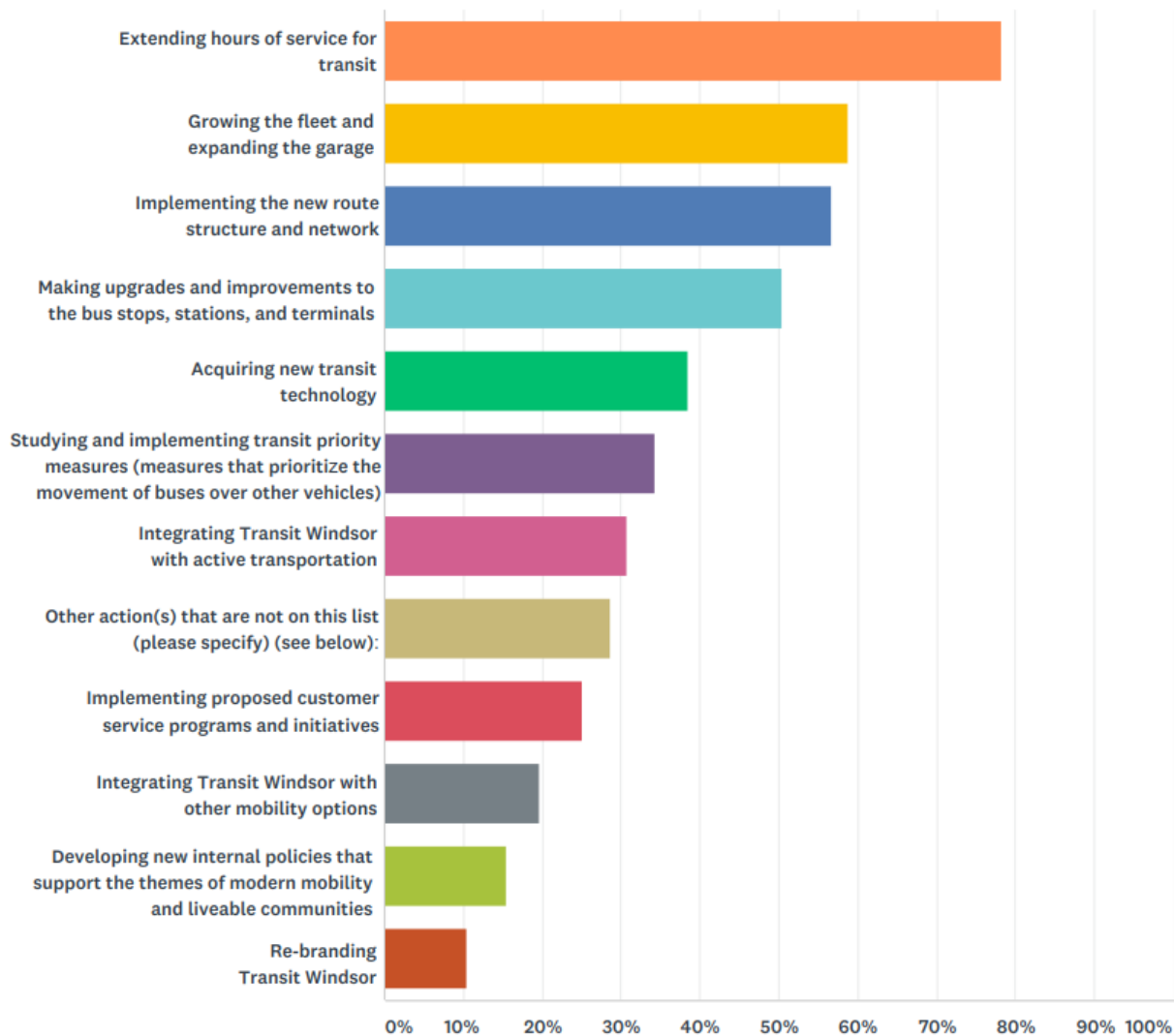
Many engagement program participants and survey respondents had apprehensions about the proposed new network concept of more transfers for more efficient service. Several of the comments received were from worried Transit Windsor users who anticipated that the network changes would add a lot of time to their trips. As discussed further in **Section 4.2**, the fundamental philosophy of the new network will be to *streamline transit trips through the implementation of a grid network*. Though this may mean more transfers, overall transit trip lengths (including transfer time) are anticipated to shorten.

There were also many concerns about removing fixed route service between Devonshire and the Oldcastle industrial park (currently provided by the Walkerville 8 route), and replacing it with Alternative Service Delivery (ASD). Many comments were received from Windsor residents who rely on the route to commute to work in the industrial park and who either did not fully understand how the area would be served by ASD or did not think that ASD would have the capacity to meet current travel demands. Note that while ASD service areas were present on the printed maps that were shown at the open house and pop-up sessions, they were not shown on the Social PinPoint map due to limitations of the software. It is believed that this may have confused some customers about service to the Oldcastle industrial area service and resulted in many of the concerns received through Social PinPoint about this change.



Additionally, multiple requests to extend the Oldcastle ASD area to include the South West Detention Centre were also received. More details about the planned ASD service can be found in **Section 4.2**.

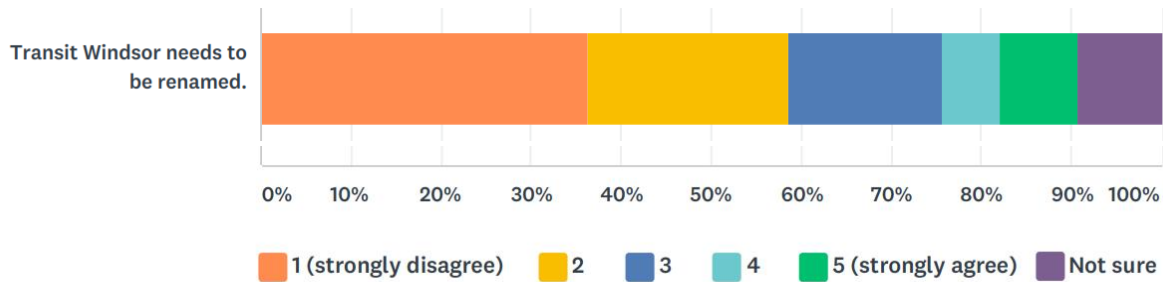
One of the online survey questions asked respondents to prioritize parts of the plan for implementation urgency. **Figure 7** shows a visualization of the responses. The top answer came out to be “extending hours of service for transit,” followed by “growing the fleet and expanding the garage,” and then “implementing the new route structure and network.”



**Figure 7: Implementation Priority Results from the SurveyMonkey Survey**

Finally, one of the recommendations of the new Plan was a future rebranding (and possible renaming) of Transit Windsor. More information about this can be found in the brand analysis

report in **Appendix G**. Note that of the online survey respondents, nearly 60% disagreed that Transit Windsor should be renamed.



Feedback from stakeholders and the general public was incorporated into the final version of the Plan that appears in this document. Some of the routes presented at Stage 2 of community engagement have since been amended in response to the feedback gathered. However, a lot of the additional feedback, concerns, and suggestions on the detailed routing and operation of each route Transit Windsor collected in Round 2 of engagement is of a level of detail more than intended for the high-level overarching *More Than Transit* plan. Therefore, these highly valuable detailed comments have been recorded and will be revisited to inform the final details of each new route as their time of implementation draws closer. Furthermore, each new route in the proposed network will be brought to the community for feedback to iron out final route details, scheduling, stop locations, etc. in advance of Transit Windsor’s implementation of these changes.

For more details about Round 2 of community engagement and what has been modified since that round of engagement was undertaken, please refer to **Appendix F**.

## 4.1. Policy Updates





The first part of the Transit Master Plan includes a commitment to updating Transit Windsor’s policies to align with the three strategic priorities first discussed in **Section 3.4**:

- Customer Focus
- Modern Mobility
- Liveable Communities

Actions related to implementing these policies are presented below.














## Customer Service

Transit Windsor's fundamental purpose is to serve its customers. Therefore, the organization will focus on taking a *user-focused* approach to providing its services. This approach will be supported by **Actions 1.1** and **1.2**.

#	Action	Engagement Theme(s)
1.1	Re-introduce the Canadian Urban Transit Association (CUTA) Ambassador program to provide enhanced customer service training for front line employees	 
1.2	Develop a more robust program to engage more directly and regularly with the community through social media	 

## Modern Mobility and Liveable Communities

To align with the strategic direction, the new Plan will also contain several policies that will support *modern mobility* and *liveable communities* as they relate to Transit Windsor. These include **Actions 1.3** to **1.10**.

#	Action	Engagement Theme(s)
1.3	Study opportunities for partnership with mobility providers for on-demand first mile/last mile options	   
1.4	Develop Transit Oriented Development (TOD) guidelines	
1.5	Collaborate with City of Windsor departments to require consultation with Transit Windsor for all new development and redevelopment applications	
1.6	Study potential for Park and Ride facilities	   
1.7	Reduce Transit Windsor's environmental footprint including reduced pollution from transit operations	
1.8	Reduce Transit Windsor waste while increasing proper waste diversion rates in line with Action D4 of the City of Windsor's Environmental Master Plan	
1.9	Increase energy conservation of all transit offices and facilities in line with Action D2 of the City of Windsor's Environmental Master Plan	

#	Action	Engagement Theme(s)
1.10	Ensure continued compliance with the City of Windsor's Sustainable Purchasing Guide for Transit Windsor's business operations	5

## 4.1. Route Network and Operations



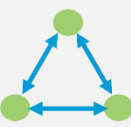



Transit Master Plan for Transit Windsor includes a new route network. The following six key planning principles form the foundational pillars of the new network design:

1. **Grid Route Primary Network Structure** – Transit Windsor will have a grid route network (made up of *Primary Routes*) along highway and arterial roads that allows for the “straightening” of routes, provides a more direct service, and enables improvements in crosstown transit services
2. **Connect Key Destinations** – the *Primary Routes* need to directly connect key activity hubs/nodes to each other - these include Downtown, University of Windsor, St. Clair College, an East End terminal near Tecumseh Mall, Devonshire Mall, the Hotel Dieu Grace Healthcare Terminal, the Windsor International Transit Terminal, and local hospitals.
3. **Focus Local routes on Local Community Connections** - Fixed *Local Routes* will connect neighbourhood residents to a key destination, from where they can transfer to one of the grid routes to avoid leaving areas without adequate access to transit within a reasonable walking distance.
4. **Supplement Grid Routes** – *Secondary Routes* are additional grid routes to fill in the gaps between *Primary Routes*
5. **Alternative Service Delivery (ASD)** – on-demand transit options to provide coverage for low demand areas
6. **Provision for Interregional Service** – continuation and expansion of service provision to neighbouring communities in the area (including LaSalle, Tecumseh, Leamington, and a connection to downtown Detroit)

Combined together, these principles have resulted in the creation of five new route types, presented in **Table 8**.



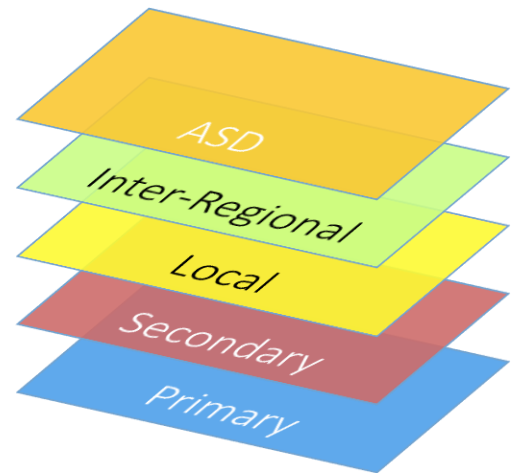
Table 8: New Route Types

Route Type	Description
 Primary - <i>Grid</i>	<ul style="list-style-type: none"> <li>Grid routes on North/South and East/West Arterial Roads</li> </ul>
 Primary - <i>Highway</i>	<ul style="list-style-type: none"> <li>Highway Routes on E.C. Row</li> </ul>
 Secondary	<ul style="list-style-type: none"> <li>Fills in the gaps between Primary Routes</li> <li>Routes connect terminals</li> </ul>
 Local	<ul style="list-style-type: none"> <li>Feeder routes connecting residential and employment areas with local transit terminals</li> </ul>
 Inter-regional	<ul style="list-style-type: none"> <li>Connecting adjacent communities to Transit Windsor Terminals (existing Tunnel Bus, LaSalle, and Leamington)</li> </ul>
 ASD	<ul style="list-style-type: none"> <li>Alternative Service Delivery (ASD)</li> <li>On-Demand Service for low-density and emerging development areas</li> </ul>

In line with the six network design principles, the five route types are essentially “layered” on top of each other to create the final route network.

The following sections describe the route types and new routes (including maps of the routes) in more detail.

Note that there are multiple routes that are proposed to run to the new hospital site in southeast Windsor. These routes are contingent on the construction of the new hospital and would not be implemented to extend to this area if the hospital does not get built. As mentioned in **Section 4**, each route will be brought back to the community for finalization prior to being implemented and are subject to be modified depending on the detailed community feedback and whether assumptions made about the future are still accurate. Further information on the development of the new route network can be found in **Appendix E**.



## Primary Routes

The *Primary Routes* will be the main grid routes traveling along the arteries and highways of Windsor. Primary routes can be sub-classified into two types – *grid* and *highway*.

The *Primary Grid Routes* are east/west and north/south routes along arterial roads that are spaced 2.0 – 2.5km apart. The *Primary Highway Routes* are those that primarily run along the E.C. Row Expressway.

A summary of the new routes is presented in **Table 9**.

**Table 9: Primary Routes**

East-West Routes	
10	Wyandotte
12	Tecumseh Road – University of Windsor ( <i>Skip Stop</i> )
14	Tecumseh Road – Windsor International Transit Terminal
North-South Routes	
11	Windsor International Transit Terminal – St. Clair College via University Dr and Huron Church Rd
13	Dominion
15	Howard
17	Walker
Highway Routes	
16	Hotel Dieu Grace Healthcare Terminal – Airport/Proposed Hospital via E. C. Row
18	East Windsor – St. Clair College via E. C. Row

The *Primary Grid* and *Primary Highway* routes can be seen in **Figure 8** and **Figure 9**, respectively.

The minimum service frequencies planned for the primary routes are presented in **Table 10**.

**Table 10: Primary Routes: Tentative Minimum Frequency (minutes)**

Route	10	11	12	13	14	15	16	17	18
Weekday									
Early AM	30	30	30	30	30	30	30	30	30
AM Peak	10	15	15	15	10	15	15	20	30
Midday	15	15	30	20	15	15	15	20	30
PM Peak	10	15	15	15	10	15	15	20	30
Early Evening	30	30	30	30	30	30	30	30	30
Late Evening	30	30	30	30	30	30	30	30	30
Saturday									
Early Morning	30	30	30	30	30	30	30	30	30
Midday	15	15	20	30	15	15	15	20	30
Evening	30	30	30	30	30	30	30	30	30
Sunday / Holiday									
Early Morning	30	30	30	30	30	30	30	30	30
Midday	20	20	30	30	20	20	20	30	30
Evening	30	30	30	30	30	30	30	30	30

Insert Figure

Figure 8: Primary Grid Routes

Insert Figure

Figure 9: Primary Highway Routes

## Secondary Routes and Inter-Regional Routes

*Secondary Routes* will follow a general grid-like structure and are intended to “fill in gaps” between primary routes as well as connect the major transit terminals. As a supplement to the “major gridlines” created by the *Primary Routes*, *Secondary Routes* will run along arterial and collectors roads. They will be less direct than *Primary Routes* but not circuitous in the way of *Local Routes*.

Meanwhile, *Inter-Regional* routes are intended to connect Windsor to adjacent communities. This means that the existing Tunnel Bus route to Downtown Detroit, the existing LaSalle 25 route, and the 3 trips/day service to Leamington from the St. Clair College Terminal will be maintained. In the slightly longer-term future, the *Inter-Regional Routes* may also include potential route extensions to the south and east of Windsor.

A summary of these new routes is presented in **Table 11**.

**Table 11: Secondary and Inter-Regional Routes**

Secondary Routes	
51	Hotel Dieu Grace Healthcare Terminal – Windsor International Transit Terminal via Crawford Ave
52	Windsor International Transit Terminal – East End Terminal via Ottawa St and Seminole St
53	Windsor International Transit Terminal – St. Clair College via Dougall Ave
54	East End Terminal – Windsor International Transit Terminal via Erie St
55	Windsor International Transit Terminal – N Service Rd Industrial ( <i>off-peak</i> )
56	East End Terminal – Hotel Dieu Grace Healthcare Terminal
550	Windsor International Transit Terminal – Rhodes Dr. Industrial ( <i>peak</i> )
Inter-Regional Routes	
Existing	LaSalle 25
Existing	Leamington 42
Existing	Tunnel Bus
200	Hotel Dieu Grace Healthcare Terminal – New Hospital via University Ave, Ojibway Pkwy and Cabana Rd

The *Secondary* and *Inter-Regional* routes can be seen in **Figure 10** and **Figure 11**, respectively.

Insert Figure

Figure 10: Secondary Grid Routes

Insert Figure

Figure 11: Inter-Regional Highway Routes



The minimum service frequencies planned for the *Secondary* and *Inter-Regional* routes are presented in **Table 12**.

**Table 12: Secondary and Inter-Regional Routes: Tentative Minimum Frequency (minutes)**

Route	51	52	53	54	55/550	56	200
<b>Weekday</b>							
Early AM	60	30	60	30	60	30	60
AM Peak	20	20	20	20	30	20	30
Midday	30	30	30	30	30	30	30
PM Peak	20	20	20	20	30	20	30
Early Evening	30	30	30	30	30	30	30
Late Evening	60	60	60	60	60	60	60
<b>Saturday</b>							
Early Morning	60	60	60	60	60	60	60
Midday	30	30	30	30	30	30	30
Evening	60	60	60	60	60	60	60
<b>Sunday / Holiday</b>							
Early Morning	60	60	60	60	60	60	60
Midday	30	30	30	30	30	30	30
Evening	60	60	60	60	60	60	60

## Local Routes

*Local Routes* will be the more traditional circuitous routes that travel through a neighbourhood. The purpose of these routes is to collect passengers in local communities and connect them to the nearest transit terminal or *Primary* or *Secondary* route for the rest of their journey.

To avoid undesirable one-way loops, there will be two-way service on all local routes with the exception of Route 103. Note that for Routes 101, 102, 103, and 104, where several of the routes travel along the same corridors, this means that the policy minimum headways represent the headways that each route will pass along a street in either direction (e.g. 30 min peak service = 60 min headway/direction)

A summary of the new *Local Routes* is presented in **Table 13** while their hours of service and minimum frequencies are shown in **Table 14**. A map of the routes can be found in **Figure 12**.

Table 13: Local Routes

Local Routes	
101	East Riverside
102	North Riverside
103	West Forest Glade – Meadowbrook
104	East Forest Glade – Firgrove
121	Devonshire Heights/Remington Park
122	Devonshire Mall – Walker Road through Roseland
123	St. Clair – Devonshire Mall through South Windsor
160	East End Terminal – Walker Road via Lauzon Pkwy

Table 14: Local Routes: Tentative Minimum Frequency (minutes)

Route	101	102	103	104	121	122	123	160	Min
<b>Weekday</b>									
Early AM	60	30	30	30	60	60	60	60	60
AM Peak	30	20	20	20	30	30	30	30	30
Midday	45	30	30	30	45	45	30	30	45
PM Peak	30	20	20	20	30	30	30	30	30
Early Evening	45	30	30	30	45	45	45	30	45
Late Evening	60	60	45	30	60	60	60	60	60
<b>Saturday</b>									
Early Morning	60	60	60	45	60	60	60	60	60
Midday	45	30	45	30	45	45	45	45	45
Evening	60	60	60	45	60	60	60	60	60
<b>Sunday / Holiday</b>									
Early Morning	60	60	60	60	60	60	60	60	60
Midday	60	45	45	30	45	60	60	45	60
Evening	60	60	60	60	60	60	60	60	60

## Alternative Service Delivery

*Alternative Service Delivery (ASD)* models offer municipalities and transportation operators with a different way to provide public transportation service. ASDs are typically characterized by one or more of the following:

1. The use of technology, such as a mobile application to book, pay and track trips;
2. The use of smaller vehicles that provide demand-responsive service in lower demand neighbourhoods, employment areas or off-peak periods of the day; and
3. The use of third-party providers on an emergent or dedicated basis.

ASD service can be provided through a variety of methods. Sedans, minivans, and shuttle buses are usually vehicles that come to mind but even full-sized buses can be used to provide ASD service. The vehicles size should reflect the anticipated demand for the service. ASD vehicles can provide door-to-door service or have predetermined stops where users have to walk to be picked up and/or a limited number of pre-determined destinations – or do a combination of both. Municipal transit agencies can offer the service fully-in house. Alternatively, they can also choose to contract out the management, software and app development, dispatching and scheduling, and/or operation of the service.

However, despite the obvious convenience of an ASD model, it should not be assumed ASD is the right solution for public transit in every context. In order for ASD to be a reasonable alternative to a traditional fixed route service, the following conditions must be met:

- The relative cost of the service should not exceed the cost of operating a conventional fixed-route in the same area;
- The planned development area will be low-density, which is anticipated to result in low-ridership demand; and/or
- The planned development area will be located on the fringe of the urban area.

ASD will be rolled out to three low-density and low-demand areas within the Transit Windsor service area – the *Oldcastle Business Park* area of the Town of Tecumseh (just south of Highway 401), *West Windsor* (made up of portions of the Ojibway, Sandwich, and Malden planning districts, and the *Sandwich South* planning district while it’s being developed and does not have enough demand to support a fixed route. If the ASD service achieves high ridership, showing the area can support a fixed route service, it can be replaced with a fixed route (in accordance to the Discontinuation of Service Guideline in **Table 6** of **Section 3.5**).

**Table 15** summarizes the three planned ASD areas.

**Table 15: Summary of Planned ASD Areas**

	Area Served
ASD 1	Oldcastle Business Park
ASD 2	West Windsor
ASD 3	Sandwich South

Users of the ASD service will be able to request pick-ups and drop-offs anywhere within the service area. However, outside of the service area, the ASD service will only have one fixed stop at the nearest terminal – Devonshire Mall for the *Oldcastle Business Park*, the West End Terminal

for *West Windsor*, and the potential future Hospital terminal for *Sandwich South*. This will allow the people who live or work in ASD zones to conveniently connect to the rest of the transit system. In implementing ASD, Transit Windsor will ensure that customers with disabilities can access the primary ASD service or some form of equivalent service within the designated three areas.

The three ASD areas are shown in **Figure 12**.

Insert Figure

Figure 12: Local Routes and ASD Areas

## Summary

The new route network will be composed of the following five route types that will provide service to the Transit Windsor service area:

- *Primary Routes*
- *Secondary Routes*
- *Local Routes*
- *Inter-regional Routes*
- *ASD Service*

These routes will ensure a big improvement in the amount of service offered by Transit Windsor. It is anticipated that with the full implementation of the new network, service provided by Transit Windsor will nearly double, pushing Transit Windsor to the front of the peer group pack:



- Annual revenue vehicle hours are expected to increase *from 267,100 hours in 2019 to 554,150 hours in 2028*
- Annual revenue vehicle hours per capita (defined as *amount of service* in **Table 4** of **Section 2.4**) will increase *from 1.11 hours/capita in 2019 to 2.29 hours/capita in 2028*.

Details for the calculation of the increased service can be found in **Appendix E**.

Furthermore, additional staff (in various departments within Transit Windsor, including transit planning staff, technological system staff, operators, supervision, maintenance staff, etc.) will be required to support this system expansion.

The changes to the network are summarized as **Actions 2.1** through **2.4**.

#	Action	Engagement Theme(s)
2.1	Implement the new route network that will provide: <ul style="list-style-type: none"> <li>• Enhanced service coverage</li> <li>• Expanded hours of operation</li> <li>• Added Sunday service for Local routes</li> <li>• An overall doubling of service</li> <li>• Service in-line with service provided by peer systems</li> </ul>	
2.2	Study and optimize the ASD service model to be used in each of the three identified ASD areas low-density and low-demand areas.	

#	Action	Engagement Theme(s)
2.3	Implement an ASD service model in three low-density and low-demand areas that will be provided either in-house or through a partnership with a third party.	
2.4	Increase the number of Transit Windsor staff to implement and maintain the new system.	

The overall new route network is shown in **Figure 13**.

Insert Figure

Figure 13: Overall New Route Network



### 4.3. Assets and Infrastructure

Improvements to Transit Windsor's assets and infrastructure are a major component of the Transit Master Plan. These include both general improvements to enhance the transit user experience and the improvements required to support the new route network, as discussed in Section 4.2.

The asset and infrastructure improvements can be categorized into four sub-categories:

- Improvements to the Maintenance and Storage Facility (MASF);
- Improvements to the bus stops, stations, and terminals;
- Implementation of transit priority measures within the Transit Windsor service area; and
- Improvements to transit technologies used by Transit Windsor

The following sections contain details of each of these subcategories of improvements.

Note that the first improvement, regarding the MASF facility, is urgent and will be of the highest priority for future implementations. As discussed under the following heading, without addressing the limitations of the existing MASF facility, the success of Windsor's new plan will be at risk.



## Maintenance and Storage Facility

The new network will require:

- Up to 45% more buses on the road during peak periods (equivalent to the peak period bus requirement increasing from 82 buses to up to 120 buses)
- A total fleet expansion of up to 60 buses (bringing the total fleet from 114 buses to up to 165 buses, which will leave Transit Windsor with an approximately 38% spare ratio)
- A mix of standard 40-foot buses, articulated 60-foot buses, and 30-foot buses
- Potentially smaller vehicles (e.g. minibuses, vans, etc.) to serve ASD Areas

The existing Maintenance and Storage Facility (MASF) on North Service Road East is not able to accommodate the growing fleet. Today, the facility is at 110% capacity, causing buses to be stored outside and offsite. The future will see more buses being added to the Transit Windsor fleet and the need to accommodate longer 60-foot vehicles (which both storage bays and maintenance stations in the current facility are not designed for). Furthermore, additional buses to Transit Windsor’s fleet will require expanded maintenance service hours over and above the current levels. All of these factors identify an urgent need to expand the existing MASF or construct a new second facility as the planned expansion of Transit Windsor’s system is impossible without a MASF expansion or construction of a new facility.

A study regarding the MASF facility must be completed as soon as possible to prepare for the future expansion; many service changes cannot be implemented until the lack of storage and maintenance capacity is addressed.

For more details of the network requirements, refer to **Appendix E**.

**Action 3.1** refers to the planned action for Transit Windsor’s MASF.

#	Action	Engagement Theme(s)
3.1	Commence a <i>Fleet and Infrastructure Study</i> to fully understand the requirements for a facility expansion/new facility and determine the desired solution as quickly as possible	4

## Stops, Stations, and Terminals

A major component of a transit system’s assets and infrastructure are the:

- **Transit stops** - most common types of areas for transit boarding and alighting, these are designated with a transit flag post and may include concrete pads and/or shelters);
- **Transit stations** – more significant “stops” where two Primary routes meet, these will require facilities to accommodate a larger number of waiting passengers at a given time; and
- **Transit Terminals** – typically the end of the line “stops” with significant passenger facilities where passengers are able to transfer to a number of different routes.

These three areas are the “gateways” into a transit trip and can make or break a person’s perception of transit as a whole. Therefore, the new Plan will have several actions related to the improvement of these spaces.

To support the new route network (see **Section 4.2**), several of the existing transit terminals will require upgrading and expansion. Prior to the upgrades, however, studies need to be completed for each terminal to select sites, sizing, layup requirements, driver facilities, and passenger amenities as well as determine a coordination plan with property owners (if the site is owned by a private entity). Feasibility for a new future terminal at the Airport or Future Hospital also requires studying. These studies, in the form of **Terminal Improvement Plans**, will include:

- St Clair College Transit Terminal
- Devonshire Mall Transit Terminal
- East Windsor Transit Terminal
- Windsor International Transit Terminal
- Airport / Future Hospital
- Phase 2 Expansion of the Hotel Dieu Grace Healthcare Terminal

The plan also requires an update to the **2016 Bus Stop Planning and Design Guidelines**. Updates will include adding a new station classification for select *Primary Route* stops (see summary of transit boarding and alighting station areas above), updating the facility and amenities requirements for each stop type, and a review and updates of the *Terminal Facility Guidelines* to align with the work being done for the **Terminal Improvement Plans**.

And finally, as part of an **Ongoing Bus Stop Investment Program**, Transit Windsor will also constantly and continuously upgrade existing shelters, pads, benches, and signage; improve accessibility at bus stops; and explore the potential for provision of bicycle facilities at stops. For instance, this program will seek to remedy the fact that the current passenger shelter coverage of 19% fails to meet the recommended guideline of 25-30% in **Table 6** of **Section 3.5**.

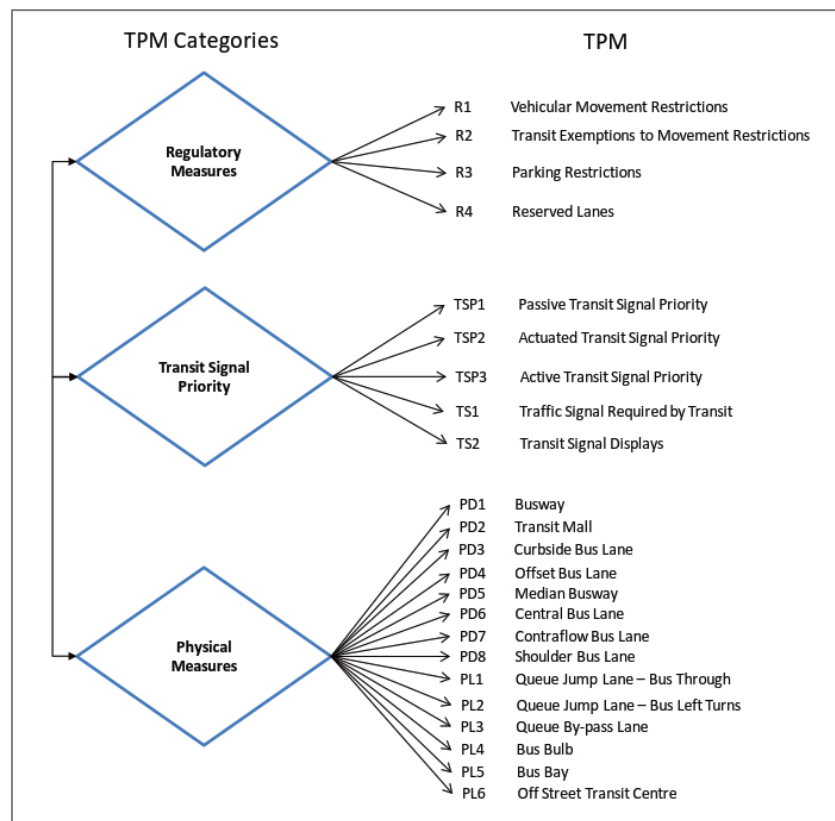
Actions 3.2 to 3.4 speak to the plans for Transit Windsor’s stops, stations, and terminals.

#	Action	Engagement Theme(s)
3.2	Update the <i>2016 Bus Stop Planning and Design Guidelines</i>	1 4
3.3	Complete <i>Terminal Improvement Plans</i> for St Clair College, Devonshire Mall, East Windsor Terminal, Windsor International Transit Terminal, and Airport/Future Hospital terminal HDGH terminal	1 4
3.4	Operate an ongoing <i>Bus Stop Investment Program</i>	4

### Transit Priority

Transit users desire a modern mobility experience that’s smooth, convenient, time efficient, and ensures predictable travel times. Transit priority measures (TPM) are a tool for transit systems to help ensure that type of experience. There are three main types of transit priority measures - *regulatory* (i.e. restrictions, exceptions, and space reservations), *transit signal priority*, and *physical* (e.g. physical separation, queue jumps, by-passes, etc.).

Currently, Transit Windsor’s system does not include any transit priority measures. However, as part of the new Plan, Transit Windsor will study the potential and best locations for transit priority measures.



(Source: Guidelines for Planning and Implementation of Transit Priority Measures in Urban Areas, 2013, TAC, pg. 8)

First, a **Network Review Study** will examine the overall network-level performance of the transit system to identify areas in the network with high passenger volumes, slow travel speeds, and/or large variability in on-time performance and may require TPM. This study will use a data driven approach using “Big Data” sources from the bus’s on-board systems including *Automated Passenger Count* (which counts the “on’s” and “off’s” at bus stops), *Automated Vehicle Location*, (the bus’s GPS), and *Scheduling Data* (which assesses on-time performance).

Next, **Corridor Studies** will be completed for those areas identified in the Network Review Study. These studies will include operational assessments, modelling, and a review of road configuration to identify and recommend a series of coordinated transit priority measures that are best suited for the corridor.

Once transit priority measures are implemented, Transit Windsor will be continuously completing **Site Specific Transit Priority Studies** for day to day management and mitigation of issues. These studies will require coordination with various City of Windsor departments to form solutions for the site that accommodate the needs of all of the stakeholders.

These are summarized as **Actions 3.5 to 3.7** in this Plan.

#	Action	Engagement Theme(s)
3.5	Complete a transit priority <i>Network Review Study</i> to identify corridors and sites that would benefit from transit priority measures	1 2 4
3.6	Complete several transit priority <i>Corridor Studies</i> at locations identified in the network review stage to determine the measures that will be best suited for the location.	1 2 4
3.7	Continuously complete <i>Site Specific Transit Priority Studies</i> for day to day management and mitigation of issues at sites with transit priority measures	1 2 4

## Technologies

Modern transit systems use various technologies to provide the best experience for their users. New technology can support a transit system in a wide variety of ways – for instance, it can expedite the movement on buses on municipal roads, make fare collection more convenient and efficient, and/or collect data that can be used to optimize future transit system planning.

Actions for transportation include renewing, upgrading, or replacing technology that Transit Windsor already has because it will require maintenance or become outdated within the span of this Plan. It also requires Transit Windsor to obtain brand new technology.

The actions related to transportation technologies for Transit Windsor are summarized as **Actions 3.8** through **3.20** in this Plan.

#	Action	Engagement Theme(s)
<b>On-Board Systems</b>		
3.8	Upgrade Automated Vehicle Location (AVL) technology	2 4
3.9	Update the Next Stop Announcements/Displays to reflect the new route network	2 4
3.10	Improve the Automatic Passenger Counters (APCs) technology and increase the proportion of buses equipped with APCs	4
3.11	Upgrade the Automated Fare Collection (AFC) system	2 4
<b>Passenger Information Systems</b>		
3.12	Expand Variable Message Sign (VMS) technology to all Transit Windsor terminals and explore potential for VMS at all Major Stops	2 4
3.13	Regularly update Traveller Information Systems to take advantage of the latest technology	2 4
<b>Transit Signal Priority Technologies</b>		
3.14	Investigate potential for and implement Actuated Transit Signal Priority measures at appropriate locations based on results of <b>Action 3.5, 3.6, and 3.7</b>	1 4
3.15	Investigate opportunities for and effort associated with upgrading traffic signal hardware and systems to include Active Transit Signal Priority measures at appropriate locations based on results of <b>Action 3.5, 3.6, and 3.7</b>	1 4
<b>Fleet</b>		
3.16	Upgrade and expand the Maintenance and Storage Facility (MASF) storage systems to accommodate increased fleet and new vehicle models	4
3.17	Invest in a Vehicle Health Module for the existing fleet	4
3.18	Study potential for more sustainable propulsion systems with attention paid to industry trends & uptakes	4 5
<b>Other</b>		

#	Action	Engagement Theme(s)
3.19	Investigate data-driven statistical approaches for transit data management and increase the number of staff dedicated for data management	4
3.20	Increase the amount of IT staffing dedicated to implementing and maintaining Transit Windsor's IT systems	4

## 4.1. Sustainability and Integrated Mobility

### *Sustainability*

Transit can be a great tool for positive change in the communities we live in. Along with walking and cycling, transit is a more environmentally sustainable mode of travel than single vehicle trips. Therefore, the Transit Master Plan seeks to capitalize on opportunities to use transit to make the Windsor community healthier and more environmentally sustainable.

**Actions 1.3 to 1.10 of Section 4.1** (which refer to implementing policies with regards to building Liveable Communities) already speak to Transit Windsor's commitments to being more environmentally conscientious and accountable. They also help fulfill the goals and objectives of the City's Environmental Master Plan (specifically Goals A and D). As such, these actions are not repeated in this section.

The 2019 Windsor Active Transportation Master Plan (ATMP), *Walk Wheel Windsor*, identified 8 actions to improve integration between walking and cycling and transit. Transit Windsor will incorporate and commit to the relevant actions from *Walk Wheel Windsor*, which include:

- **Action 1D.1:** Improve walking and cycling connections to transit service consistent with the concurrent Transit Windsor service review.
- **Action 1D.2:** Prioritize amenities at bus stops such as benches, shelters, and customer information.
- **Action 1D.3:** Install secure bicycle parking at high activity bus stops and transit exchanges.
- **Action 1D.4:** Continue to provide bike racks on all buses throughout the year.
- **Action 1D.5:** Continue to work towards a fully accessible transit system, making improvements to bus stops to ensure that they are accessible year-round, and have sidewalk access.
- **Action 1D.6:** Prioritize the installation of sidewalks and crossings along designated bus routes.
- **Action 1D.7:** Ensure the design of bicycle facilities considers the location of, and access to bus stops.

- **Action 1D.8:** Undertake a campaign to encourage all residents to consider transit as a viable and comfortable means of transportation.

## Integrated Mobility

In addition to being an inherently “greener” mode of travel than the personal vehicle, modern transit has to respond to today’s travel demands and expectations – with the rise of an “on-demand” culture in all aspects of life, people want transit to meet individual lifestyle needs rather than being forced to conform to what is being offered. In this context, transit has the opportunity to be a fundamental component of the concept of *integrated mobility*, defined by the Canadian Urban Transit Association (CUTA) as “the ability for people to move easily from place to place according to their own needs.” Studies and best practices show that when used in a context-sensitive way, *transportation systems that embrace the integrated mobility philosophy have the potential to greatly enhance the overall sustainability of a community.*

As part of the Transit Master Plan, Transit Windsor will identify potential mutually beneficial integrated mobility partnerships with mobility service providers, including (but not limited to):

- Transportation network companies (TNCs) such as Uber and Lyft;
- “Sharing economy” mobility providers (such as carsharing and bikesharing companies; and
- Handi-Transit

## Summary

**Actions 4.1** and **4.2** summarize the actions for Sustainability and Integrated Mobility that are part of the Plan.

#	Action	Engagement Theme(s)
4.1	Incorporate Recommendations from Walk-Wheel-Windsor	5
4.2	Explore partnership opportunities with other mobility service providers	2

### 4.1. The Brand

Part of the Comprehensive Review included a review of the Transit Windsor brand (refer to **Appendix G** for the full brand analysis report).

Public opinion gathered during community and stakeholder engagement as part of this project suggests that the general public finds the Transit Windsor brand to be outdated. There is some



lack of consistency in visual cues and messaging, which makes the service look less cohesive and more fragmented.

There are five key reasons for Transit Windsor to rebrand. They include:

1. **Timing with the transit service review** – Since the Transit Windsor service will undergo a major transformation, rebranding at the same time can help signal this change and can be especially helpful in attracting new riders.
2. **New route network** – With a new route network being implemented, it makes sense to integrate the rebranded wayfinding now to save money.
3. **Regional expansion** – There is currently a potential of expanding the Transit Windsor service area to include neighbouring communities (i.e. Tecumseh, LaSalle, and Leamington). A rebrand can better integrate and appeal to surrounding communities and riders outside of the City of Windsor.
4. **Outdated brand** – With focus on a better transit service and goals to present Transit Windsor as contemporary and relevant, updating the outdated brand will help to reflect the modern kind of experience that Transit Windsor wants to provide.
5. **Consistency and clear communication** – The current brand is fragmented and communications are inconsistent. A rebrand presents a good opportunity to develop a more consistent voice along with brand standards for future application.

A future rebranding of Transit Windsor is part of the 2019 Transit Master Plan and will be prioritized in the first stages of implementation to ensure fiscal responsibility (i.e. to avoid spending money twice by changing brands halfway through the process of implementing this Plan). Transit Windsor will develop a new brand that signals the major positive transformations to the transit service. The rebrand, which will include a new logo and consistent visual brand for Transit Windsor, will use the findings of and the momentum generated by the *More Than Transit* Plan.



Final details of the rebrand will be determined at a future date. However, if a new name for Transit Windsor will be considered, naming exercises will be included in the branding process.

**Action 5.1** is the Plan action for the Transit Brand.

#	Action	Engagement Theme(s)
5.1	Undertake the process of rebranding Transit Windsor, starting with completing a full <i>Rebranding Study</i>	6

## 5. Implementing the Plan

An implementation schedule, system transformation forecasts, and a financial plan are all aspects of the Plan that are crucial to grounding it in reality and making it feasible.

This section presents the schedule for each of the actions discussed in **Section 4**, a list of forecasted changes to the systems characteristics, the fleet plan, and a financial plan. These pieces must be read in conjunction with each other for the overall implementation plan.

It should be noted that because of a significantly increased level of unknowns beyond the first five years of this 8-year Plan there will be increasing unknowns such as rate of development, changes in funding, and technological advances. As a result, all of the schedules are presented year-by-year for the first five years but combined together for longer-term actions (i.e. five years or more into the future). It is expected that an annual review of this Plan's progress will be undertaken regularly.

### 5.1. Action Implementation Schedule

Each of the actions from **Section 4** is scheduled for implementation as shown in **Table 16**. In this table, blue shading indicates the timeframe when the action will be taken.

Costs have been shown where considerable construction or external consultant fees is required as part of the action item. These costs are approximate. Squares without costs are actions that will be undertaken in-house (i.e. by Transit Windsor and/or City of Windsor employees).

Additionally, note that for the Route Network, the implementation prioritizes the Primary route network and the replacement of any service that will be removed once each Primary route goes into service.

Though **Table 16** provides an overview of the schedule and the anticipated external cost, variations in timing and costs may occur due to unforeseen circumstances. Therefore, the details in the table may change subject to funding, available budgets, and additional unknowns at the time of writing.

Table 16: Plan Implementation Schedule

	Year 1 2021	Year 2 2022	Year 3 2023	Year 4 2024	Year 5 2025	Long-Term (2026 to 2028)
Policy Updates						
Reduce Pollution from Transit Windsor Operations						
Reduce Waste while Increasing Diversion Rates						
Improve Energy Conservation						
Implement CUTA Ambassador Program						
Create Social Media Program						
Overhaul Transit Windsor Website						
Develop Development Application Policy						
Introduce Employee Intranet						
Study New Mobility Partnerships						
Introduce Green Procurement Program						
Develop TOD Guidelines						
Study Potential for Park and Ride						
Route Network						
18 - East Windsor – St. Clair College via E. C. Row						
12 – Tecumseh Road – University of Windsor						
10 – Wyandotte						
11 – Windsor International Transit Terminal – St. Clair College via University Dr and Huron Church Rd						
14 - Tecumseh Road – Windsor International Transit Terminal						
101 - East Riverside						
102 - North Riverside						
103 - West Forest Glade – Meadowbrook						
104 - East Forest Glade – Firgrove						
13 – Dominion						

	Year 1 2021	Year 2 2022	Year 3 2023	Year 4 2024	Year 5 2025	Long-Term (2026 to 2028)
53 - Windsor International Transit Terminal – St. Clair College via Dougall Ave						
123 - St. Clair College – Devonshire Mall through South Windsor						
15 - Howard						
51 – Hotel Dieu Grace Healthcare Terminal – Windsor International Transit Terminal via Crawford Ave						
52 - Windsor International Transit Terminal – East End Terminal via Ottawa St and Seminole St						
54 – East End Terminal – Windsor International Transit Terminal via Erie St						
55 - Windsor International Transit Terminal – N Service Rd Industrial						
550 - Windsor International Transit Terminal – Rhodes Dr. Industrial						
56 – East End Terminal – Hotel Dieu Grace Healthcare Terminal						
121 - Devonshire Heights/Remington Park						
16 - West End Terminal to Airport/Proposed Hospital via E. C. Row						
17 - Walker						
200 – Hotel Dieu Grace Healthcare Terminal – New Hospital via University Ave, Ojibway Pkwy and Cabana Rd						
122 - Devonshire Mall – Walker Road through Roseland						
160 – East End Terminal – Walker Road via Lauzon Pkwy						
Study and Plan ASD Implementation						

	Year 1 2021	Year 2 2022	Year 3 2023	Year 4 2024	Year 5 2025	Long-Term (2026 to 2028)
ASD 1 – Oldcastle Business Park						
ASD 2 – West Windsor						
ASD 3 – Sandwich South						
Increase Staffing Levels to Support Plan						
Fleet						
Investment in New Vehicles (including spares)						
Garage Expansion / New Facility (including preliminary study and expansion of inventory system)	\$250k	\$400k	\$4M	\$17.75M	\$17.75M	
Bus Stops						
Update to Bus Stop P+D Guidelines	\$25k					
Bus Stop Investment Program (including expansion of VMS to stations and terminals)	\$1.75M	\$1.7M	\$1.7M	\$1.75M	\$1.75M	\$4.75M
Terminals						
St. Clair College Terminal Improvement Plan		\$2.5M	\$2.5M			
Hotel Dieu Grace Healthcare Terminal Expansion			TBD			
Devonshire Mall Terminal Improvement Plan			\$5M	\$5M		
East Windsor Terminal Improvement Plan				\$7.5M	\$7.5M	
Proposed Hospital Terminal Plan	<i>Dependent on Construction of New Hospital</i>					
Windsor International Transit Terminal			TBD	TBD		
Transit Priority Measures						
Network Study	\$50k					
Corridor Studies		\$50k	\$50k	\$50k	\$50k	\$250k
Site Plans	\$500k	\$500k	\$500k	\$500k	\$500k	\$2.5M

	Year 1 2021	Year 2 2022	Year 3 2023	Year 4 2024	Year 5 2025	Long-Term (2026 to 2028)
Technology						
Upgrade AVL						\$2M
Upgrade AFC						\$1M
Investigate Data Management Approaches		\$50k				
Study VMS for Major Stops						
Improve and Expand APC						\$425k
Allocated IT Staff for Transit Windsor operations						
Acquire Vehicle Health Systems			\$200k			
Study Sustainable Propulsion Systems			\$200k			
Study Possible Active TSP + Hardware Upgrades for Active TSP						
Replace Traveller Information Systems						\$100k
Integrated Mobility						
Implement Recommendations of Walk Wheel Windsor						
Study Mobility Service Partnership Opportunities						
Branding						
Rebrand Study	\$250k					

### 3.1. System Transformation, Fleet Plan, and Staffing Requirements

The purpose of the Plan is to transform the Transit Windsor system. It is anticipated that the general system performance (as well as performance indicators) and the financial system performance will change over time as various parts of the Plan are implemented.

**Table 17** presents the future forecasted system characteristics and performance based on the new Transit Plan. The values in the table show the maximum ridership growth as a result of the implementation of all the actions. However, in reality, it may take a few years immediately following an action or change to service to see the full ridership growth realized.

**Table 17: Forecasted System Performance and Financial Performance**

	Base 2019	Year 0 2020	Year 1 2021	Year 2 2022	Year 3 2023	Year 4 2024	Year 5 2025	Year 8 2028
<b>Population</b>								
Service Area Population	220,260	221,110	221,960	222,500	223,040	223,590	224,130	224,990
<b>Revenue Service Hours</b>								
Total Revenue Service Hours	244,619	244,619	256,159	278,594	329,957	355,908	420,534	514,802
Total Service Hours	273,400	273,400	286,298	311,373	368,779	397,783	470,013	575,373
Total Actual Service Hours (Jan-Dec)	267,070	273,400	277,700	294,657	330,508	378,447	421,860	554,125
<b>TOTAL ANNUAL SERVICE HOURS</b>	<b>267,100</b>	<b>273,450</b>	<b>277,700</b>	<b>294,700</b>	<b>330,550</b>	<b>378,450</b>	<b>421,900</b>	<b>554,150</b>
<b>Ridership</b>								
Ridership (1,000,000s)	8.43	8.51	8.78	9.22	10.11	10.57	11.58	13.00
<b>Performance Indicators</b>								
Rides/ Capita	38.27	38.46	39.55	41.43	45.34	47.29	51.65	57.79
Rides/ Rev. Veh. Hr.	34.46	34.77	34.27	33.09	30.65	29.71	27.53	25.26
Rev. Veh. Hrs./ Capita	1.11	1.11	1.15	1.25	1.48	1.59	1.88	2.29

Additionally, to support the new Transit Windsor network, the Transit Windsor fully-accessible fleet needs to grow. However, the fleet must grow in a way that's steady (since all of the new buses won't be needed until the entire new route network is implemented) and financially feasible (since buying a lot of buses at once is an expensive endeavour).

The fleet expansion plan includes vehicles to accommodate the planned growth in service and the annual replacement of buses to maintain an acceptable (and an overall reduced) average fleet age. Transit Windsor's *2015-2035 Fleet Acquisition Plan* directed that for the purchasing and disposal of buses, the previously used 18-year life cycle for a bus be reduced to 12 years, thereby reducing maintenance requirements and the need for additional spare vehicles.

The planned fleet growth required to support this Plan is shown in **Table 18**. Note that the last column represents a jump from Year 5 requirements to Year 8 requirements. The table costs contain a level of uncertainty and are subject to change subject to actual prices during purchase and funding availability. Note that the costs per bus used are representative of a standard 40-



foot bus. However, Transit Windsor's future fleet mix may include a mix of standard 40-foot buses, articulated 60-foot buses, 30-foot buses, and potentially smaller vehicles (e.g. minibuses, vans, etc.) to serve ASD Areas.

**Table 18: Forecasted Fleet Plan**

	Base 2019	Year 0 2020	Year 1 2021	Year 2 2022	Year 3 2023	Year 4 2024	Year 5 2025	Year 8 2028
Peak Buses	82	82	83	86	89	94	103	120
Spare Buses	32	32	33	34	38	40	38	45
Spare Ratio (%)	39%	39%	40%	40%	43%	43%	37%	38%
<b>Total Buses</b>	<b>114</b>	<b>114</b>	<b>117</b>	<b>120</b>	<b>127</b>	<b>134</b>	<b>141</b>	<b>165</b>
Total Expansion Buses	-	0	3	3	7	7	7	24*
Total Replacement Buses	-	8	8	8	8	8	8	24*
<b>Fleet Cost ** (\$1,000,000s)</b>	<b>-</b>	<b>\$6.03</b>	<b>\$8.44</b>	<b>\$8.44</b>	<b>\$11.66</b>	<b>\$11.66</b>	<b>\$11.66</b>	<b>\$37.41*</b>

\* Represents total fleet changes from 2026 through 2028.

\*\* Reflective of a 2018 quotation for standard 40' Diesel buses ordered after March 31, 2020 (including farebox and other on board systems) -\$753,000 per replacement bus and \$805,600 per expansion bus

And as the fleet and system grow, more staff across the various Transit Windsor departments (including transit planning staff, technological system staff, operators, supervision, maintenance staff, etc.) will be required to support the growth. Without increases to Transit Windsor's existing staff, this Plan will be impossible to implement. Staffing needs for Year 8 of the Plan are presented in **Table 19**. Like with the fleet plan, the forecasted values contain a level of uncertainty and may be subject to change due to available funding, changes to scheduling, and other unforeseen circumstances. Refer to **Appendix H** for a more detailed explanation of how staffing requirements were forecasted.

Table 19: Forecasted Staff Demands

	Base 2019*	Year 8 2028
<b>Forecasted Service and Fleet</b>		
Revenue Service Hours	267,100	554,150
Peak Buses	82	120
<b>Staff Requirements</b>		
Operators	166	250
Other Transportation Operations <i>(includes scheduling, dispatch, radio control, supervision)</i>	13	22
Vehicle Mechanics	19	29
Other Vehicle Maintenance and Servicing <i>(includes storage and supervision)</i>	15	27
Plant and Other Maintenance <i>(includes storage and supervision)</i>	10	15
General and Administration <i>(includes Executive Director's office, planning, marketing, etc.)</i>	21	27
<b>TOTAL</b>	<b>244</b>	<b>370</b>

\*Assumed to be the same as the values reported in the 2018 CUTA Factbook, which were the most recent accurate numbers available.

### 3.1. Paying for It

The Plan is not possible without funding and investment for transit. The new transit funding commitments of several millions of dollars over the next decade by the federal, provincial, and local governments are necessary to make the Plan happen.

Table 20 presents the financial forecasts and financial performance indicators for the new Transit Master Plan. The numbers in the table are based on the *approximated* costs of each of the actions discussed in Section 4 and the fleet plan from Table 18.

Table 20: Financial Plan

	Base 2019	Year 0 2020	Year 1 2021	Year 2 2022	Year 3 2023	Year 4 2024	Year 5 2025	Long- Term 2028
<b>Operating Costs</b>								
Operating Cost/ Platform Hour *	\$123.8 2	\$125.00	\$125.00	\$125.00	\$125.00	\$125.00	\$125.00	\$125.00
Total Operating Cost (\$1,000,000s)	\$33.07	\$34.18	\$34.71	\$36.83	\$41.31	\$47.31	\$52.73	\$69.27
Contribution to Reserves (\$1,000,000s)	\$1.26	\$1.27	\$1.29	\$1.30	\$1.31	\$1.32	\$1.34	\$1.38
<b>TOTAL OPERATING EXPENSES (\$1,000,000s)</b>	<b>\$34.33</b>	<b>\$35.45</b>	<b>\$36.00</b>	<b>\$38.13</b>	<b>\$42.62</b>	<b>\$48.63</b>	<b>\$54.07</b>	<b>\$70.64</b>
<b>Revenue</b>								
Average Fare*	\$1.85	\$1.85	\$1.85	\$1.85	\$1.85	\$1.85	\$1.85	\$1.85
Total Farebox Revenue (\$1,000,000s)	\$ 15.47	\$15.73	\$16.24	\$17.06	\$18.71	\$19.56	\$21.41	\$24.06
Total Other Revenue (\$100,000s)	\$6.00	\$6.00	\$6.00	\$6.00	\$6.00	\$6.00	\$6.00	\$6.00
Total Non- Farebox Revenue	-	-	-	-	-	-	-	-
Total Revenue (\$1,000,000s)	\$16.07	\$16.33	\$16.84	\$17.65	\$19.31	\$20.16	\$22.01	\$24.66
Net Operating Cost** (\$1,000,000s)	\$17.00	\$17.84	\$17.87	\$19.18	\$22.00	\$27.15	\$30.72	\$44.61
Provincial Gas Tax (\$1,000,000s)	\$3.39	\$3.40	\$3.41	\$3.42	\$3.42	\$3.43	\$3.44	\$3.46
Municipal Investment*** (\$1,000,000s)	\$14.87	\$15.72	\$15.75	\$17.06	\$19.89	\$25.04	\$28.62	\$42.52
<b>Performance Indicators</b>								
Revenue/ Cost Ratio	48.58%	47.79%	48.51%	47.93%	46.74%	42.62%	41.75%	35.60%
Net Direct Operating Cost / Passenger	\$2.02	\$2.10	\$2.04	\$2.08	\$2.18	\$2.57	\$2.65	\$3.43

	Base 2019	Year 0 2020	Year 1 2021	Year 2 2022	Year 3 2023	Year 4 2024	Year 5 2025	Long-Term 2028
Operating Expenses/ Rev. Veh. Hr.	\$140.34	\$144.91	\$140.53	\$136.87	\$129.18	\$136.64	\$128.58	\$137.23
Municipal Operating Contribution/ Service Hour	\$55.69	\$57.48	\$56.72	\$57.90	\$60.19	\$66.16	\$67.83	\$76.74
Municipal Operating Contribution/ Capita	\$67.52	\$71.08	\$70.97	\$76.68	\$ 89.18	\$ 111.98	\$ 127.67	\$189.00

\* These values have been kept constant over the life of the plan for simplification purposes and due to the fact that future values cannot be accurately forecasted at the time of writing. In reality, these costs will increase due to inflation and wage increases alone. For planned fare increases, refer to Transit Windsor’s 2018 Fare Structure and Strategy Review report

\*\* Excludes contributions to reserves

\*\*\* Includes contributions to reserves



## 6. Conclusion

Transit Windsor (through its precursors) has a rich history of providing innovative transit service to the Windsor area. In the late 19<sup>th</sup> and early 20<sup>th</sup> centuries, Windsor was home to several transit firsts, including Canada’s first electric street railway, Canada’s first city with an all-electric transit system, and Canada’s first trolley bus. Though things have changed in the many decades since, *the time is now to put Windsor at the forefront of its transit system peers once again.*

*More Than Transit* is an ambitious long term vision for a modern and efficient transit system for Windsor. Put together, the recommendations of this report will result in a comprehensive overhaul of Transit Windsor’s system and a substantial growth in the services it offers. The intention of this plan is to lead Transit Windsor in a direction that is *user-focused*, that offers transit service on par with the expectations of *modern mobility*, and that supports *liveable communities*.

### 5.1. Early Wins

As of October 2019, several “early wins” have already occurred or are planned for the near future, putting Transit Windsor on track to fulfil its implementation goals and targets. These early wins include:

- Transway 1C is planned to be rerouted off Rivard Avenue in early 2020. This will “straighten out” the route in preparation for Routes 12 and 14, as recommended in this Plan.
- Transit Windsor has plans in place to improve Sunday service throughout its network in the first year of the Plan (2020).
- Transit Windsor also has plans to implement a new Primary Highway **Route 18** (Tecumseh Road – St. Clair College via E. C. Row) in the first year of the Plan (2021).
- In 2018, Transit Windsor completed a *Fare Structure and Strategy Review* report, which contains recommendations for a new fare structure and updated fare policies. Stemming from this report, Transit Windsor is adopting a fare policy that will see an annual 2% fare increase each July 1<sup>st</sup>, effective July 1, 2020. These smaller incremental increases will be less impactful than a larger sudden fare hike. The recommendations for the fare policies and structure have been approved by the City of Windsor Environment, Transportation & Public Safety Standing Committee in October 2019.

- As of May 2019, Transit Windsor implemented a personalized electronic Smart Pass system for fare payments, which can be loaded and re-loaded with 15 or 30 days' worth of fare.
- In 2019, Windsor City Council raised the cost of monthly parking passes at City-owned facilities by \$10, despite the administration's recommendation of only a \$5 increase. As an increase in parking costs/loss of parking spaces disincentives driving (especially to areas such as downtown), this is a win for growing Transit Windsor's ridership and further actions with regards to parking are desired.

### 3.1. Next Steps

Following the approval of this report by the Windsor City Council, Transit Windsor will embark upon the implementation of this Plan's recommendations, in accordance with the schedule shown in **Table 16** of **Section 5.1**.

As Transit Windsor prepares to implement the various elements of the Plan, it will consult the valuable feedback already collected regarding the individual new route details. Transit Windsor will also bring each new route or route change in the proposed network back to the community for feedback to finalize route details, scheduling, stop locations, etc. in advance of Transit Windsor's implementation of these changes.

