

APPENDIX "A"

CR37/2001 of January 15, 2001:

THAT COUNCIL ADOPT the Conflict of Interest Guidelines set forth in the Appendix attached hereto affecting elected representatives, officials & staff of the City as well as others retained to perform functions under the Transfer Agreement, in relation to POA matters dealt with by the Provincial Offences Division of the Department of Legal & Human Resources:

CONFLICT OF INTEREST GUIDELINES PURSUANT TO THE *PROVINCIAL OFFENCES ACT* ("POA") TRANSFER

WHEREAS the administration of the POA Court by municipal partners pursuant to a transfer agreement with the Attorney General must be conducted in accordance with fundamental principles of justice, which include judicial and prosecutorial independence, fairness, impartiality, competence and integrity;

AND WHEREAS it is deemed expedient to establish guidelines in relation to such matters; AND WHEREAS these Guidelines shall apply to all elected representatives for the City as the province's municipal partner in relation to the transfer of POA matters for the Area, as well as all officials and staff of the City & to other persons retained by the City who perform functions pursuant to the Transfer Agreement;

THEREFORE, the City hereby implements and adheres to these Guidelines & other requirements as set out below on behalf of the elected representatives, officials and staff of the City as well as to other persons retained, for all matters relating to the transfer of POA Court matters in the Area:

0.0 Interpretation

0.1 In these Guidelines:

- 0.1.1 **Area** means the Windsor/Essex Court Service Area, which includes the geographic areas encompassed by the City, the constituent municipalities of The Corporation of the County of Essex, & Pelee Island/Township.
- 0.1.2 **City** means The Corporation of the City of Windsor.
- 0.1.3 **Guidelines** mean these Conflict of Interest Guidelines, as may be amended or replaced from time to time.
- 0.1.4 **LSA** means the agreement entered into between the City & Her Majesty the Queen in Right of Ontario as represented by the Attorney General, dealing with specific matters pertaining to the transfer of POA matters to the City for the Area.
- 0.1.5 **MOU** means the agreement entered into between the City & Her Majesty the Queen in Right of Ontario as represented by the Attorney General, dealing with general matters pertaining to the transfer of POA matters to the City for the Area.
- 0.1.6 **Prosecutor** means a prosecutor employed or retained by the City for the purpose of prosecuting POA matters pursuant to the Transfer Agreement.
- 0.1.7 **Transfer Agreement** means the MOU, the LSA, their respective schedules and any amendments.

0.2 In these Guidelines, where a person is required or directed to report or disclose any matter or thing to the City, such report shall be made to his or her direct supervisor or overseer, as the case may be, or such supervisor's or overseer's superior where circumstances so warrant.

## 1.0 Principles of Conflict of Interest Guidelines

1.1 These Guidelines shall apply to all elected representatives, officials and staff of the City, & to others retained in relation to POA matters. Where any higher or greater obligation is contained in the Transfer Agreement, such higher or greater obligation shall prevail.

1.2 No person shall attempt to influence or interfere, financially, politically or otherwise, with employees or other persons performing duties under the Transfer Agreement.

1.3 All persons involved with the administration, support and prosecution functions of the Provincial Offences Court shall endeavour to carry out such duties in a manner which upholds the integrity of the administration of justice.

## 2.0 Oath of Office

2.1 All staff members or other persons performing functions under the Transfer Agreement, except Prosecutors, shall swear or affirm to the oath as set out in Appendix A of these Guidelines.

2.2 All Prosecutors engaging in prosecutions under the Transfer Agreement shall swear or affirm to the oath as set out in Appendix B of these Guidelines.

## 3.0 Obligation to Report

3.1 An employee or other person performing duties under the Transfer Agreement shall report any attempt at improper influence or interference, financial, political or otherwise, to the City and to the local Crown Attorney. No action shall be taken against the employee or other person for making any such report in good faith.

3.2 An employee or other person performing duties under the Transfer Agreement contacted by an elected representative or other official with respect to the administration of justice or matters before the court shall immediately disclose such contact to the City in order to maintain the integrity of the justice system.

3.3 Where an employee or other person performing duties under the Transfer Agreement has been charged with an offence created under a federal statute or regulation or a provincial statute or regulation, and where continuing to perform his or her duties may erode public confidence in the administration of justice, the charge shall be disclosed to the City by the employee or other person. Upon notification, the City shall determine if any actual or perceived conflict of interest exists, and if so, shall take appropriate action to address the conflict.

3.4 A Prosecutor shall disclose any actual or reasonably perceived conflict as soon as possible to the City.

3.5 Where a Prosecutor is charged with an offence under the *Criminal Code* of Canada or any other federal statute or regulation that is dealt with under *the Criminal Code* of Canada, such charge shall be disclosed to the City forthwith. Where a Prosecutor is charged with an offence under any other federal statute or regulation thereunder or a provincial statute or regulation thereunder and where continuing to perform his or her duties may erode public confidence in the administration of justice, the charge shall be disclosed to the City by the Prosecutor. The City shall determine if any actual or perceived conflict exists and, if so, the City shall take appropriate action to address the conflict.

#### 4.0 Prosecution Guidelines

4.1 Prosecutors acting under the terms of the Transfer Agreement, in addition to the above, shall adhere to the following conflict of interest guidelines & other requirements:

4.1.1 A person employed as a Prosecutor shall not also be employed as an enforcement officer.

4.1.2 A Prosecutor shall be supervised by or report to the Commissioner of Legal and Human Resources or another lawyer designated for such purpose.

4.1.3 A Prosecutor shall not hold or have held a municipal political office within the preceding 12 months.

4.1.4 A Prosecutor shall not be placed or place himself or herself in a position where the integrity of the administration of justice could be compromised.

4.1.5 A Prosecutor shall not, personally or through any partner in the practice of law, act or be directly or indirectly involved as counsel or solicitor for any person in respect of any offence charged against the person under the laws in force in Ontario, unless it relates to his/her own case, except where the LSA provides otherwise.

#### 5.0 Implementation

5.1 All elected representatives of the City shall be provided with a copy of the Guidelines following each municipal election.

5.2 The Guidelines shall form part of the Human Resources orientation for all current and new municipal officials and staff.

#### 6.0 Breach

6.1 Although these are guidelines, it should be noted that a breach may result in charges under the Criminal Code of Canada, Provincial statute, and/or disciplinary action.

6.2. As a result of a breach by an elected representative or official or staff member, the City may be in breach of the MOU.

## **Appendix “A”—Form of Oath/Affirmation for Persons**

### **Other than Municipal Prosecutors**

I swear (or affirm) that I will faithfully discharge my duties, and will observe and comply with the laws of Canada and Ontario, and, except as I may be legally authorized or required, I will not disclose or give to any person any information or document that comes to my knowledge or possession by reason of my employment, so help me God (omit last four words in an affirmation).

## **Appendix “B”—Form of Oath/Affirmation for Municipal Prosecutors**

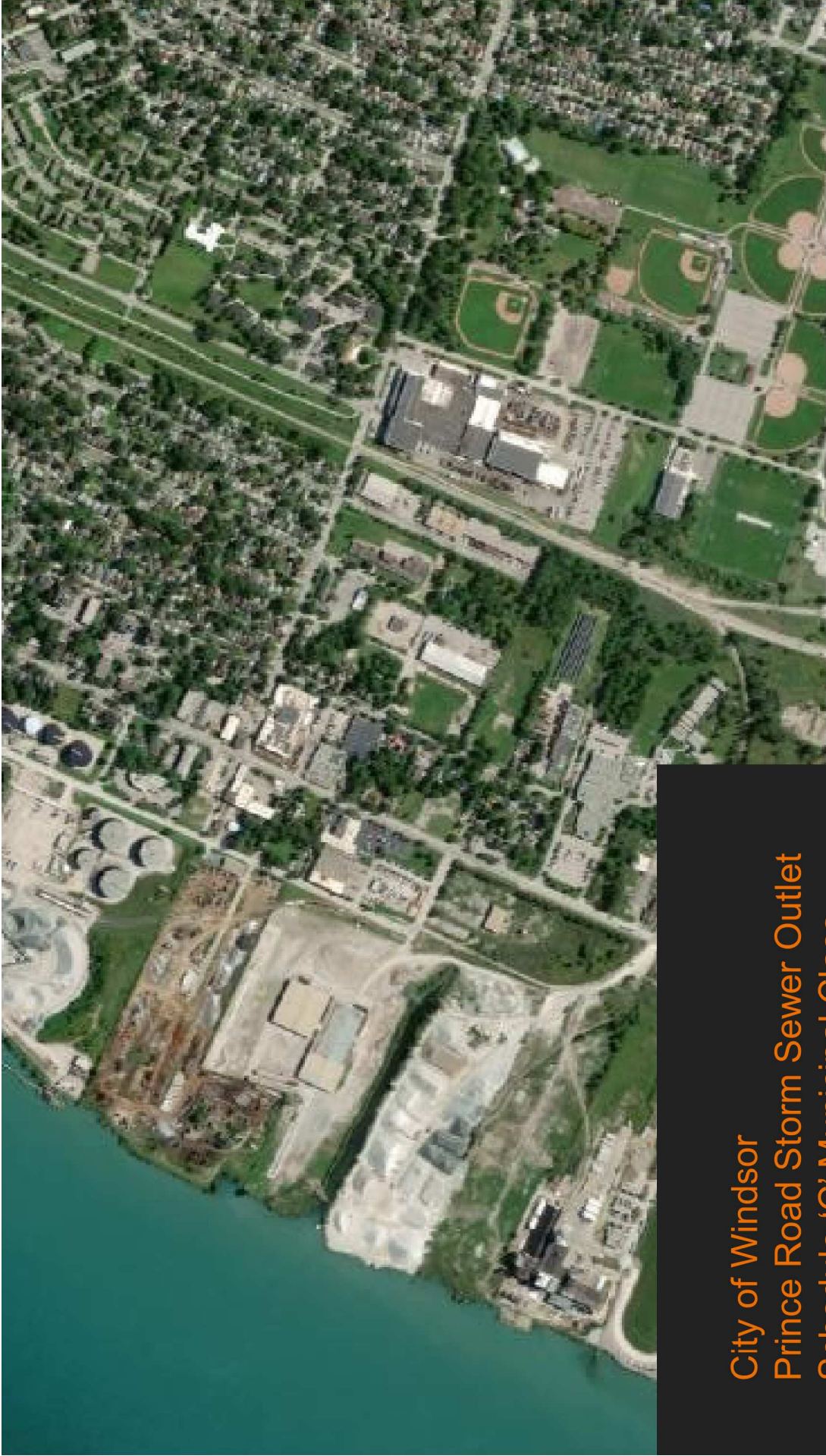
I swear (or affirm) that I will truly and faithfully, according to the best of my skill and ability, execute the duties, powers and trusts of a prosecutor, as an officer of the Court, without favour or affection to any party, so help me God (omit last four words in an affirmation).

I also swear (or affirm) that I will faithfully discharge my duties as a prosecutor, and will comply with the laws of Canada and Ontario, and except as I may be legally authorized or required, I will not disclose or give to any person any information or document that comes to my knowledge or possession by reason of my being a prosecutor, so help me God (omit last four words in an affirmation).

Council Report: C 192/2022

Subject: Class Environmental Assessment for  
the Prince Road Storm Sewer Outlet - Filing the  
Notice of Study Completion - Ward 2

Appendix A – Summary Material

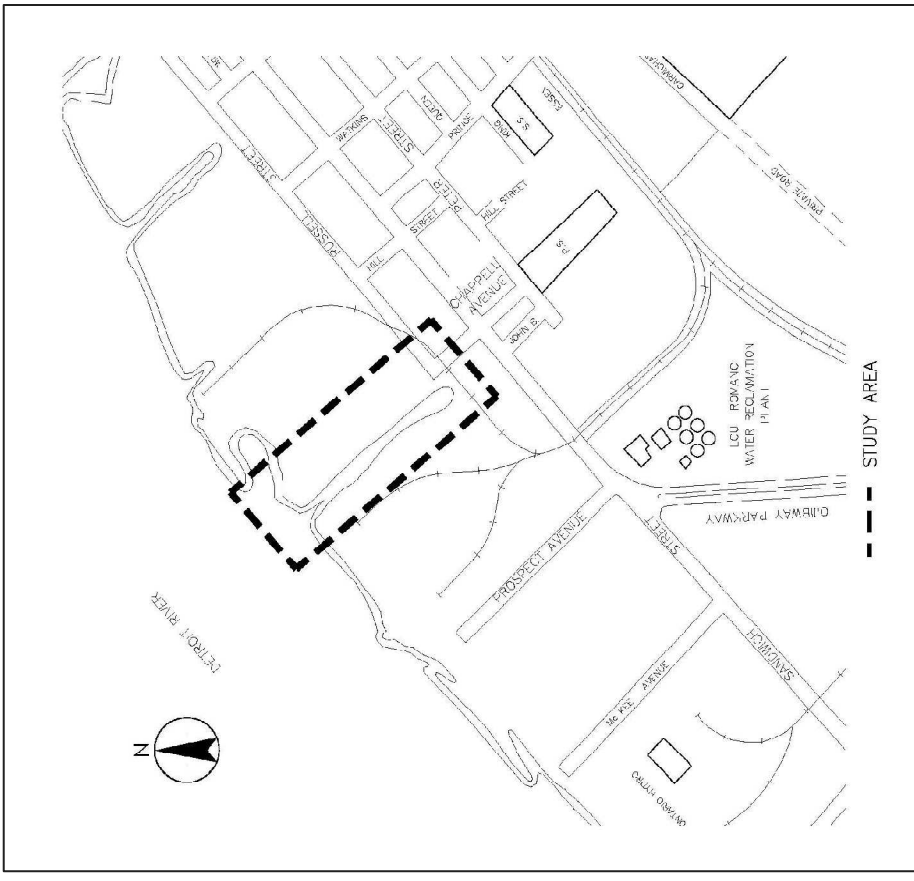


City of Windsor  
Prince Road Storm Sewer Outlet  
Schedule 'C' Municipal Class  
Environmental Assessment

**Summary Material**  
Project Update

# Study Area

The study area is defined to the west by the Detroit River, to the east by the west limit of the existing storm sewer along Chappell Avenue, and to the north and south on either side of McKee Creek by lands owned by Russell Street Property Holdings Inc.





# Existing Drainage Systems

The City of Windsor has three types of existing drainage systems:

## Sanitary sewer systems

- Conveys domestic sewage via local service connections from residential, commercial, industrial, institutional and other land uses to a wastewater treatment plant where it is filtered, treated and discharged.
- The City of Windsor has two major sanitary outlets including Lou Romano Water Reclamation Plant, and Little River Pollution Control Plant.

## Storm sewer systems

- Collect and convey rainwater to open watercourses such as the Detroit River. Rainwater enters the storm system at various sources, including catchbasins and private storm connections.

## Combined sewer systems

- Convey stormwater runoff, sanitary sewage, and industrial wastewater in a single pipe. Under dry-weather conditions, all flows are conveyed to the downstream treatment plant. Under wet weather conditions, stormwater runoff sometimes exceeds the combined sewer's capacity, resulting in overflow to the Detroit River or other waterways.



# Problems & Opportunities

The following problems have been identified within the existing drainage system:

- Capacity** – Exceedances of flow capacity in storm, sanitary and combined sewers due to the excess rainwater entering the municipal drainage system.
- Public Health** – Issues of nuisance, potential health risks, and environmental degradation from flooding conditions.
- Overland Flow** – Issues of surface water directed towards habitable structures.
- Transportation Access** – Issues of limiting access due to coastal flooding and stormwater ponding impacting roads.
- Future Development Capacity** – Limited sewer capacity reducing opportunities for new development.

The following opportunity was identified to address key issues:

**Make improvements to reduce the flooding risks in the existing drainage systems and improve conveyance of flows during severe rain events.**

# Background Studies

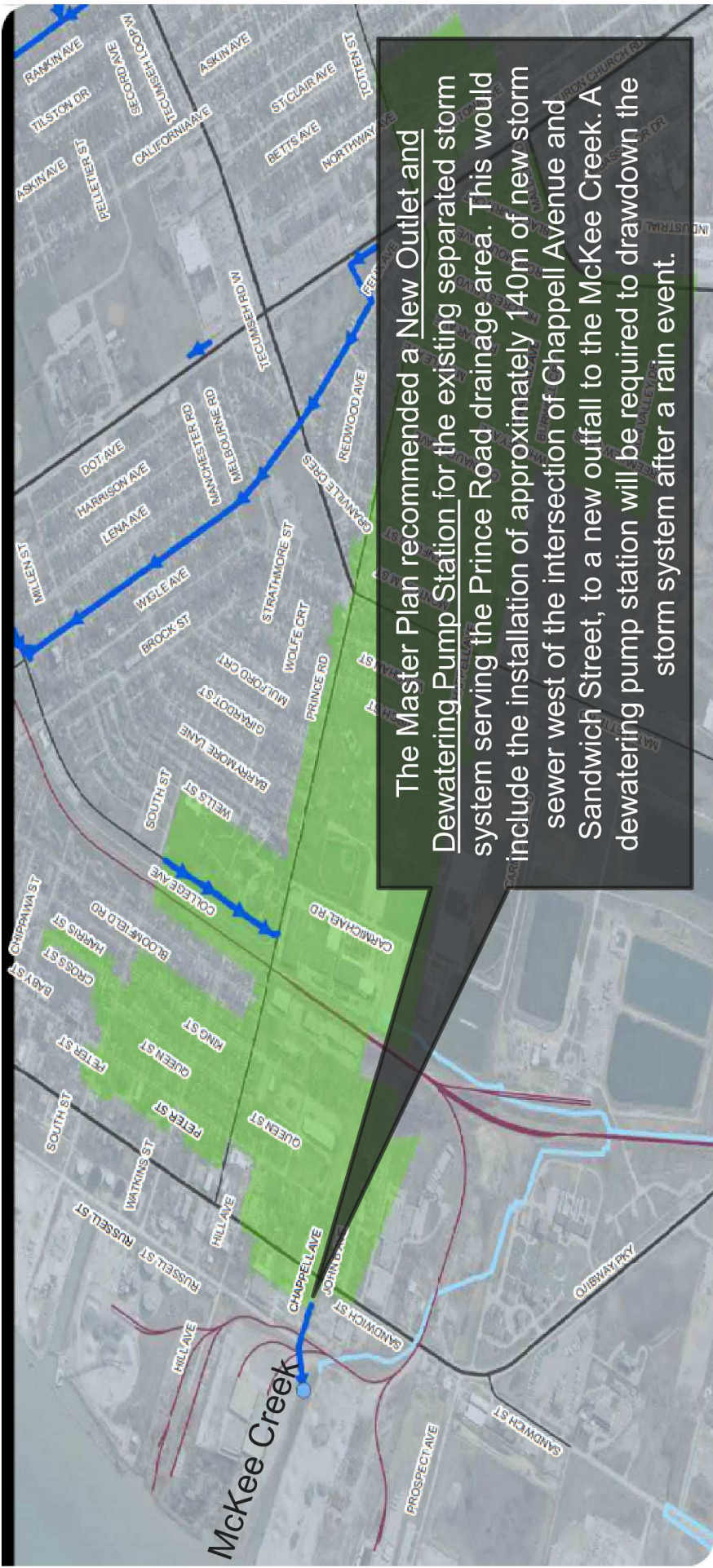
The Prince Road Sewer Study (2001) was the guiding document for the design of this sewer's combined sewer separation. The study recommended construction of the Prince Road trunk sewer to its current location on Chappell Avenue between Sandwich Street and Russell Street.

In 2020, City of Windsor completed Sewer & Coastal Flood Protection Master Plan (SCFPMP) to understand the cause of widespread floods throughout the City and to identify and evaluate short-term and long-term solutions to mitigate the issue.

The Master Plan recommended that the Prince Road storm sewer at Chappell Avenue is to outlet to McKee Creek.

# Recommended Solution

from the Sewer & Coastal Flood Protection Master Plan (SCFPMP), 2020



**CITY OF WINDSOR**  
SEWER AND COASTAL FLOOD PROTECTION MASTER PLAN  
Alternative - Prince Trunk Storm Sewer Outlet (STM-C1, STM-C9)  
Figure 6-8

**DILLON CONSULTING**

**Aquafior Beech**

MAP CREATED BY: LAM  
MAP CHECKED BY: LAM  
MAP PRODUCTION: INCD 1988 12/04 17/16

SCALE 1:10,500

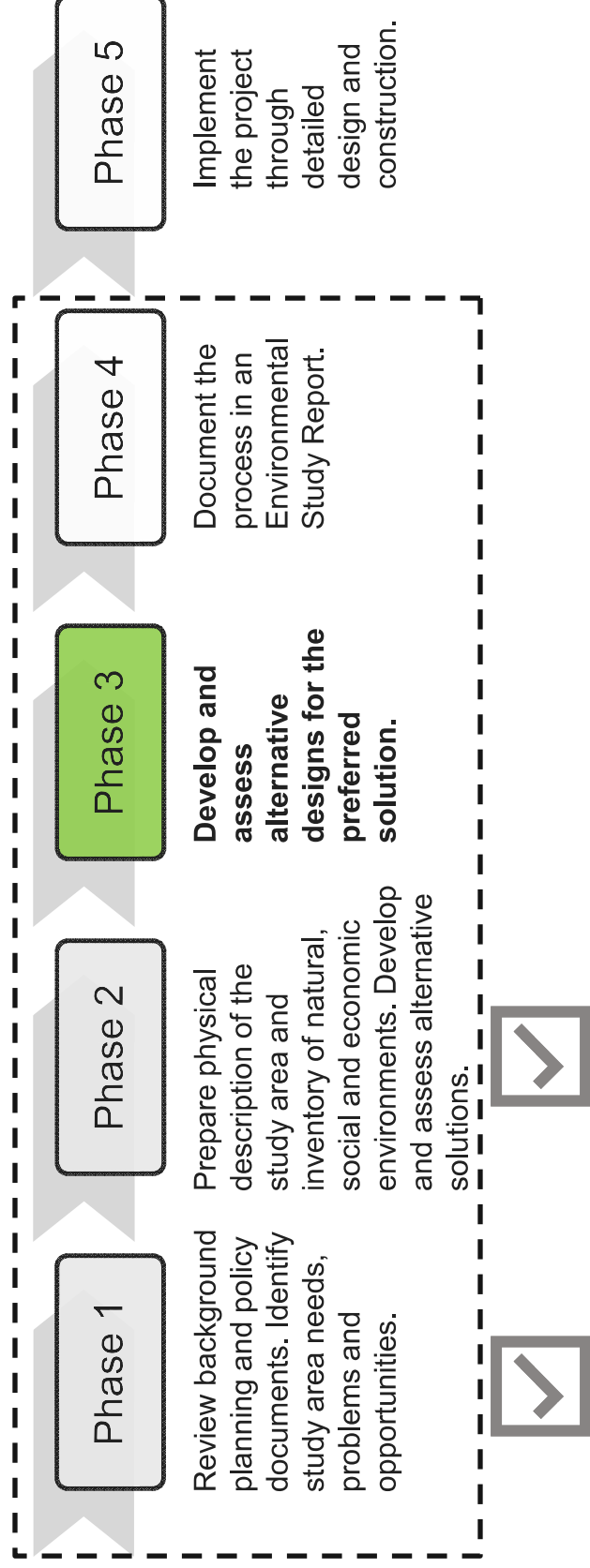
PRODUCT NUMBER: 816418-001  
DATE: OCTOBER 2020

- EXPRESSWAY AND ARTERIAL ROADS
- CLASS 1 AND 2 COLLECTOR ROADS
- RAILWAY
- MUNICIPAL DRAINS
- PRINCE ROAD PROPOSED DRAINAGE AREA
- PROPOSED NEW OR UPGRADED STORM SEWERS
- PROPOSED NEW STORM SEWER OUTFALL

# Municipal Class EA Process

The purpose of this Schedule C Class EA study is to establish a preferred location and design of the outlet and the associated pumping station.

The Master Plan completed Phase 1 and 2 of the Class EA study process. This study will complete Phase 3 and 4:



# Site Constraints/Design Considerations

The following considerations have been included in the development of design alternatives:

- Outlet Chamber and Pump Station footprint requirements
- Culvert locations
- Dispersion channel location
- Access – during and post construction
- Permanent and temporary easement requirements

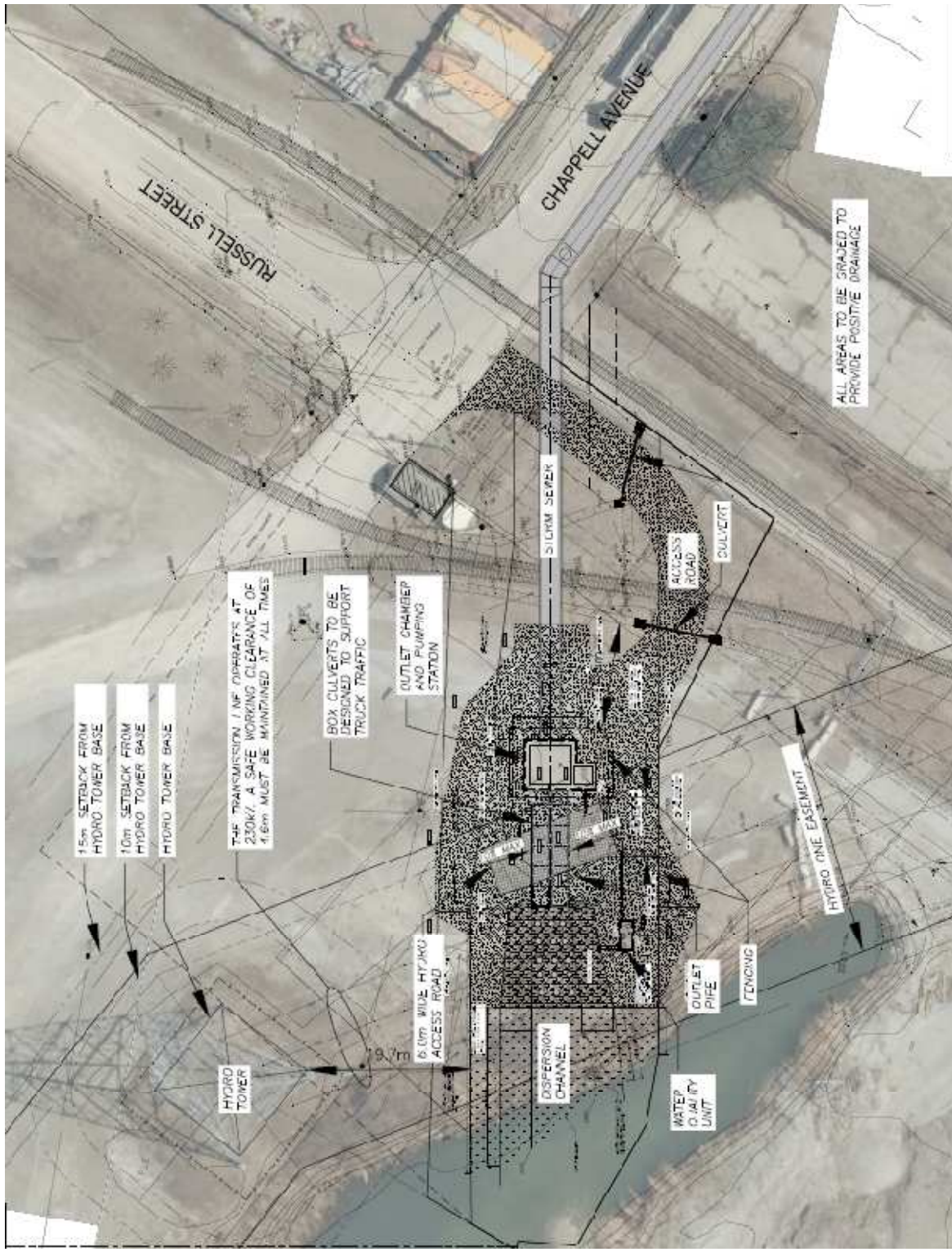
Three design alternatives were developed, including:

- Option 1: Outlet chamber close to hydro easement
- Option 2: Outlet chamber close to rail line
- Option 3: Outlet chamber close to existing office building
- Option 4: Outlet chamber close to roadway



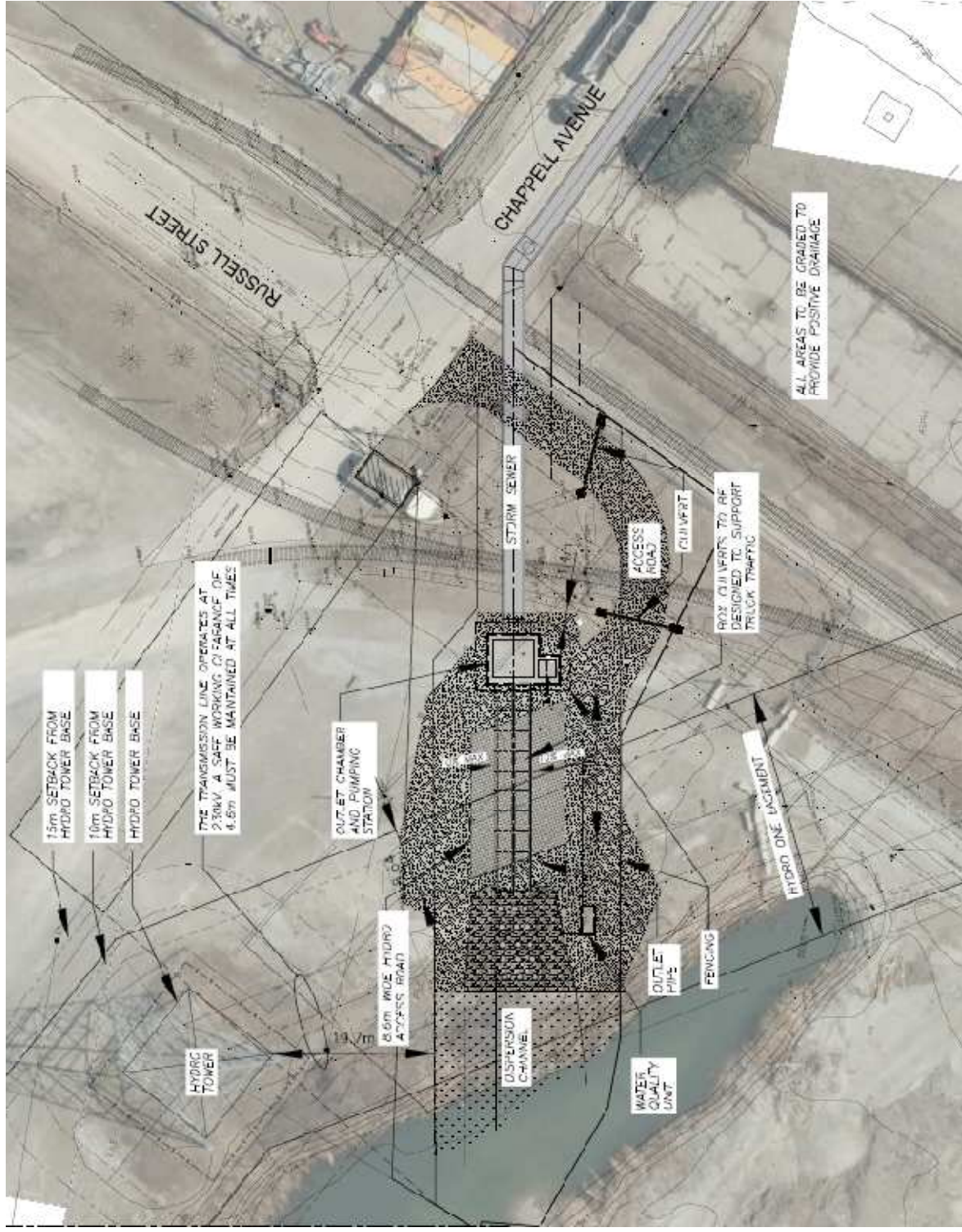
# Option 1:

## Outlet chamber close to hydro easement





# Option 2: Outlet chamber close to rail line



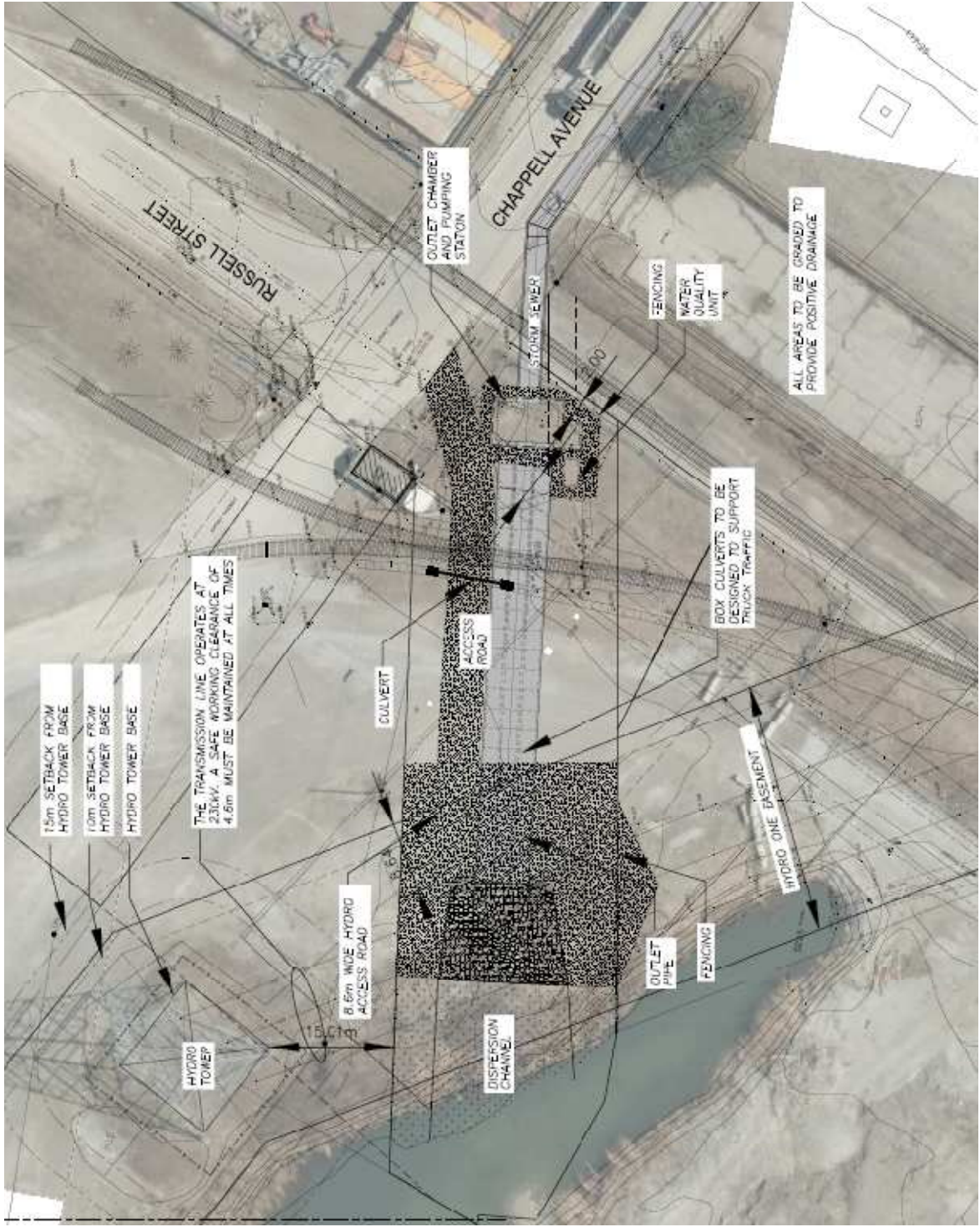


# Option 3:

## Outlet chamber close to existing office building



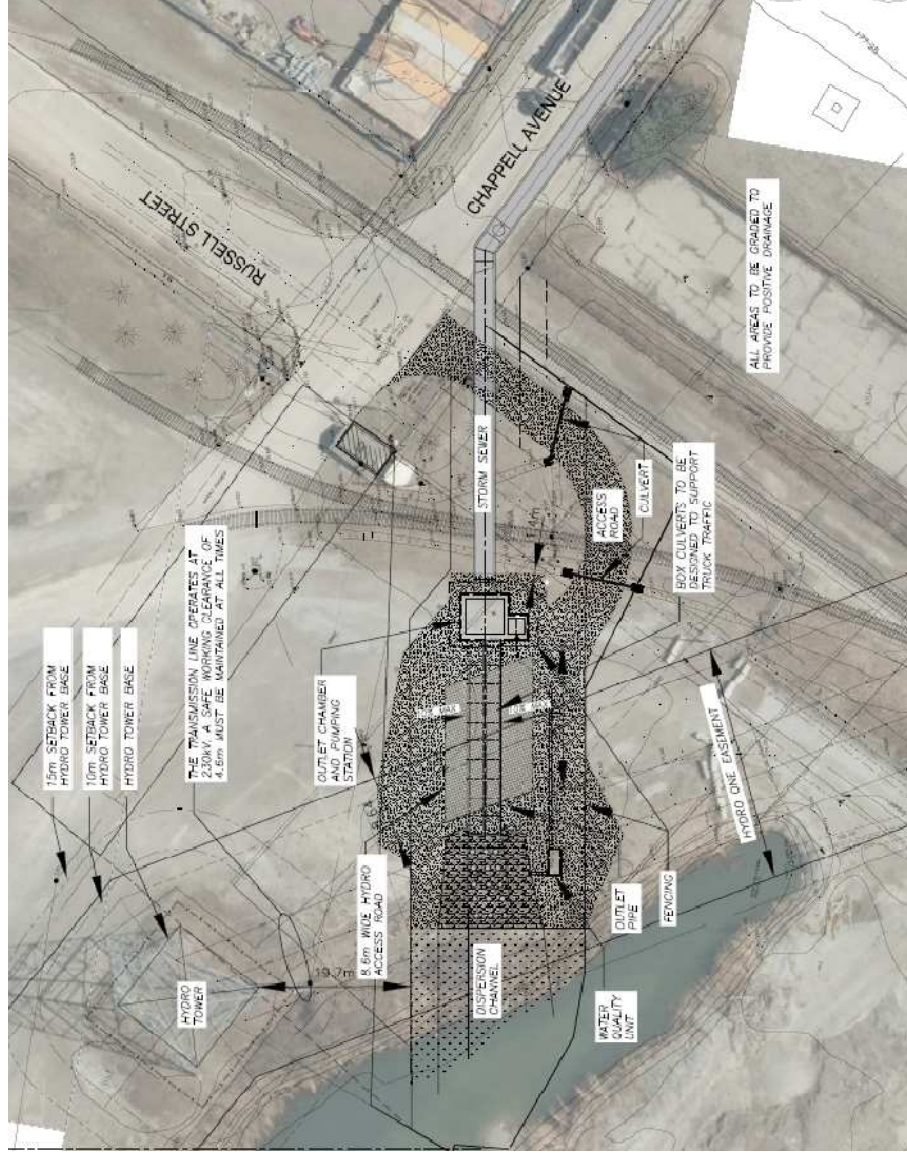
# Option 4: Outlet chamber close to Chappell Ave.





# Preferred Alternative Design Concept

Based on an evaluation and comments received from key stakeholders (property owners, Essex Terminal Railway, Essex Region Conservation Authority, Hydro One), Option 2 (Outlet chamber close to rail line) was selected as the preferred alternative design concept.





## Next Steps

- Draft Environmental Study Report (ESR)
- Notice of Study Completion & Publish ESR for 30-day Review Period

## Contact Information

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Council Report: C 192/2022

Subject: Class Environmental Assessment for  
the Prince Road Storm Sewer Outlet - Filing the  
Notice of Study Completion - Ward 2

Appendix B – Comparison Matrix

# PRINCE ROAD STORM SEWER OUTLET - ENVIRONMENTAL STUDY REPORT

Alternative Design Concepts  
November 2022

**Table 6: Evaluation of Alternative Design Concepts**

Factors & Criteria	Alternative Design Option 1 (outlet chamber close to hydro easement)	Alternative Design Option 2 (outlet chamber close to private rail)	Alternative Design Option 4 (outlet chamber close to Chappell Ave)
<b>Technical Considerations</b>			
3800 Russell (Coco) Property Access	<ul style="list-style-type: none"> <li>City will have separate entrance from 3800 Russell's main entrance, therefore no impact to operations (during and post construction)</li> <li>Chamber may impact access to north and south properties</li> </ul>	<ul style="list-style-type: none"> <li>City will have separate entrance from 3800 Russell's main entrance, therefore no impact to operations (during and post construction)</li> <li>Pushes chamber closer to railway to avoid impacting access to north and south properties</li> </ul>	<ul style="list-style-type: none"> <li>During and post construction, minimal impacts to 3800 Russell's operations are anticipated</li> <li>Access for the pumping station would be from 3800 Russell lands just west of the ETR property from Chappell Ave / Russell St.</li> </ul>
Road Access	<ul style="list-style-type: none"> <li>Potential to leave at least one lane open during construction to allow access</li> </ul>	<ul style="list-style-type: none"> <li>Potential to leave at least one lane open during construction to allow access</li> </ul>	<ul style="list-style-type: none"> <li>Potential to leave at least one lane open during construction to allow access</li> </ul>
Rail Access	<ul style="list-style-type: none"> <li>Temporary closure of rail line during construction for 1-2 weeks</li> <li>Requires open cut across rail lines</li> </ul>	<ul style="list-style-type: none"> <li>Temporary closure of rail line during construction for 1-2 weeks</li> <li>Requires open cut across rail lines</li> </ul>	<ul style="list-style-type: none"> <li>Temporary closure of rail line during construction for 1-2 weeks</li> <li>Requires open cut across rail lines</li> </ul>
Hydro Access	<ul style="list-style-type: none"> <li>Access impacted temporarily during construction</li> <li>Permanently reduced access due to dispersion channel (shown on plan)</li> </ul>	<ul style="list-style-type: none"> <li>Access impacted temporarily during construction</li> <li>Permanently reduced access due to dispersion channel (shown on plan)</li> </ul>	<ul style="list-style-type: none"> <li>Access impacted temporarily during construction</li> <li>Permanently reduced access due to dispersion channel (shown on plan)</li> </ul>
Ease of Maintenance	<ul style="list-style-type: none"> <li>Separate entrance allows for more convenient access for maintenance</li> </ul>	<ul style="list-style-type: none"> <li>Separate entrance allows for more convenient access for maintenance</li> </ul>	<ul style="list-style-type: none"> <li>Separate entrance allows for more convenient access for maintenance</li> </ul>
Impacts to Property/ Footprint Requirements	<ul style="list-style-type: none"> <li>Minor difference in overall footprint to Option 2</li> <li>Requires 14.0 m of outlet pipe on private property</li> <li>Requires 56.0 m of storm sewer on private property</li> </ul> <p><b>Property Impacted:</b> ETR: Property required (0.002ha), Temporary for Construction (0.004ha) <b>Coco Paving:</b> Property required (0.159ha), Temporary for Construction (0.123ha) <b>Hydro One:</b> Property required (0.074ha), Temporary for Construction (0.130ha)</p>	<ul style="list-style-type: none"> <li>Minor difference in overall footprint to Option 1</li> <li>Requires 25.5 m of outlet pipe on private property</li> <li>Requires 45.0 m of storm sewer on private property</li> </ul> <p><b>Property Impacted:</b> ETR: Property required (0.002ha), Temporary for Construction (0.004ha) <b>Coco Paving:</b> Property required (0.163ha), Temporary for Construction (0.123ha) <b>Hydro One:</b> Property required (0.074ha), Temporary for Construction (0.130ha)</p>	<ul style="list-style-type: none"> <li>The outlet chamber would have to be larger than Options 1 or 2 to accommodate a third box sewer outlet to the McKee Creek</li> <li>Requires 54.0m of outlet pipe on private property</li> <li>Requires 13.0m of storm sewer on private property</li> </ul> <p><b>Property Impacted:</b> ETR: Property required (0.002ha), Temporary for Construction(0.004ha) <b>Coco Paving:</b> Property required (0.162ha), Temporary for Construction (0.119ha)</p>

# PRINCE ROAD STORM SEWER OUTLET - ENVIRONMENTAL STUDY REPORT

Alternative Design Concepts  
November 2022

Factors & Criteria	Alternative Design Option 1 (outlet chamber close to hydro easement)	Alternative Design Option 2 (outlet chamber close to private rail)	Alternative Design Option 4 (outlet chamber close to Chappell Ave)
			<b>Hydro One:</b> Property required (0.087ha), Temporary for Construction (0.126ha)
Dispersion Channel Location	<ul style="list-style-type: none"> <li>Dispersion channel located south of Hydro tower</li> <li>Located within the &lt;1m channel depth, inland of McKee Creek</li> <li>Directs/disperses flow of water towards the Detroit River during wet/rain events</li> </ul>	<ul style="list-style-type: none"> <li>Dispersion channel located south of Hydro tower</li> <li>Located within the &lt;1m channel depth, inland of McKee Creek</li> <li>Directs/disperses flow of water towards the Detroit River during wet/rain events</li> </ul>	<ul style="list-style-type: none"> <li>Dispersion channel located south of Hydro tower</li> <li>Located within the &lt;1m channel depth, inland of McKee Creek</li> <li>Directs/disperses flow of water towards the Detroit River during wet/rain events</li> </ul>
Culvert Locations	<ul style="list-style-type: none"> <li>Two culverts required along access road, on north and south side of railway tracks</li> </ul>	<ul style="list-style-type: none"> <li>Two culverts required along access road, on north and south side of railway tracks</li> </ul>	<ul style="list-style-type: none"> <li>Two culverts required along access road, on north and south side of railway tracks</li> </ul>
Cost	<ul style="list-style-type: none"> <li>Estimated total cost is approximately \$7.27M</li> </ul>	<ul style="list-style-type: none"> <li>Estimated total cost is approximately \$7.32M</li> </ul>	<ul style="list-style-type: none"> <li>Estimated total cost is approximately \$8.44M</li> </ul>
<b>Environmental Considerations</b>			
Impacts to Water Quality and Aquatic Habitat	<ul style="list-style-type: none"> <li>Location of dispersion channel can provide increased aeration and mixing throughout McKee Creek to improve water quality in the immediate vicinity</li> <li>16 species of fish have been designated as threatened, endangered or of special concern in the Detroit River including associated tributaries</li> <li>Species observed to be more abundant further inland of McKee Creek, within heavily vegetated areas – Options 1, 2 &amp; 4 dispersion channels have greater potential to disturb fish habitat</li> <li>Option 1, 2 &amp; 4 require permanent removal of vegetation within McKee Creek</li> <li>McKee Creek serves as both a foraging and spawning habitat for many of the fish species</li> </ul>	<ul style="list-style-type: none"> <li>Location of dispersion channel can provide increased aeration and mixing throughout McKee Creek to improve water quality in the immediate vicinity</li> <li>16 species of fish have been designated as threatened, endangered or of special concern in the Detroit River including associated tributaries</li> <li>Species observed to be more abundant further inland of McKee Creek, within heavily vegetated areas – Options 1, 2 &amp; 4 dispersion channels have greater potential to disturb fish habitat</li> <li>Option 1, 2 &amp; 4 require permanent removal of vegetation within McKee Creek</li> <li>McKee Creek serves as both a foraging and spawning habitat for many of the fish species</li> </ul>	<ul style="list-style-type: none"> <li>Location of dispersion channel can provide increased aeration and mixing throughout McKee Creek to improve water quality in the immediate vicinity</li> <li>16 species of fish have been designated as threatened, endangered or of special concern in the Detroit River including associated tributaries</li> <li>Species observed to be more abundant further inland of McKee Creek, within heavily vegetated areas – Options 1, 2 &amp; 4 dispersion channels have potential to disturb fish habitat</li> <li>Option 1, 2 &amp; 4 require greater amount of permanent removal of vegetation within McKee Creek</li> <li>McKee Creek serves as both a foraging and spawning habitat for many of the fish species</li> </ul>
Impacts to Wildlife and/or Species at Risk (SAR)	<ul style="list-style-type: none"> <li>Culverts provide safe crossing for animals under roadway</li> <li>Nearby sites upstream and downstream support populations of 4 SAR, and will need to be considered during construction</li> </ul>	<ul style="list-style-type: none"> <li>Culverts provide safe crossing for animals under roadway</li> <li>Nearby sites upstream and downstream support populations of 4 SAR, and will need to be considered during construction</li> </ul>	<ul style="list-style-type: none"> <li>Culverts provide safe crossing for animals under roadway</li> <li>Nearby sites upstream and downstream support populations of 4 SAR, and will</li> </ul>



# PRINCE ROAD STORM SEWER OUTLET - ENVIRONMENTAL STUDY REPORT

Alternative Design Concepts  
November 2022

Factors & Criteria	Alternative Design Option 1 (outlet chamber close to hydro easement)	Alternative Design Option 2 (outlet chamber close to private rail)	Alternative Design Option 4 (outlet chamber close to Chappell Ave)
			need to be considered during construction
Vegetation	<ul style="list-style-type: none"> <li>Narrow band of vegetation along the canal banks in the lower area of McKee Creek, providing shade and buffering from adjacent industrial activities</li> <li>Permanent vegetation removal along the canal banks to support dispersion channels – similar removal for all options anticipated</li> <li>No terrestrial floral or faunal SAR observed</li> </ul>	<ul style="list-style-type: none"> <li>Narrow band of vegetation along the canal banks in the lower area of McKee Creek, providing shade and buffering from adjacent industrial activities</li> <li>Permanent vegetation removal along the canal banks to support dispersion channels – similar removal for all options anticipated</li> <li>No terrestrial floral or faunal SAR observed</li> </ul>	<ul style="list-style-type: none"> <li>Narrow band of vegetation along the canal banks in the lower area of McKee Creek, providing shade and buffering from adjacent industrial activities</li> <li>Permanent vegetation removal along the canal banks to support dispersion channels – similar removal for all options anticipated</li> <li>No terrestrial floral or faunal SAR observed</li> </ul>
Archaeological Resources	<ul style="list-style-type: none"> <li>Highly disturbed lands therefore low potential for archaeological finds; however, will be assessed and confirmed during detailed design and upon access to property</li> </ul>	<ul style="list-style-type: none"> <li>Highly disturbed lands therefore low potential for archaeological finds; however, will be assessed and confirmed during detailed design and upon access to property</li> </ul>	<ul style="list-style-type: none"> <li>Highly disturbed lands therefore low potential for archaeological finds; however, will be assessed and confirmed during detailed design and upon access to property</li> </ul>

**APPENDIX A – Summary of Capital Project Variances – September 30, 2022**

Listed below is a summary by Department/Program as to the status of each capital project portfolio. Projects with any projected final variance are detailed in a table within the respective Department/Program summary.

Project explanations denoted with “Project surplus/deficit” are projects that are in a position to be closed and the variance is likely to materialize. Those denoted with “Anticipated surplus/deficit” are projects that are still ongoing and not completed, as such the preliminary variance is merely an estimate which may fluctuate significantly before the project is complete.

**Mayor’s Office**

Mayor’s Office:

There are four active capital projects in this area that are being administered by the Mayor’s Office. One project, the 2022 Can-Am Police-Fire Games project (7175001), is anticipated to be completed with a surplus of \$300,000 and is detailed below.

Projects with Projected Deficit/Surplus	(Deficit)/Surplus Amount	Brief Explanation
2022 Can-Am Police-Fire Games (7175001)	\$300,000	Projected surplus largely due to sponsorship revenue, in-kind contributions, and a Reconnect Ontario Grant. A close-out report was brought forward to Council at the November 28 <sup>th</sup> Council Meeting on the final outcome of the Games which requested that the final surplus be returned to the Tourism Development Infrastructure and Programming Reserve Fund (Fund 214).

**Office of the Commissioner of Economic Development & Innovation**

Economic Development:

There are two active capital projects in this area that are being administered by the Economic Development department. No project variance is anticipated at this time.

Information Technology:

There are 19 active capital projects in this area that are being administered by the Information Technology department. No project variance is anticipated at this time.

Planning Development:

There are 23 active capital projects in this area that are being administered by the Planning and Building department. No project variance is anticipated as all of these projects are currently expected to come in on budget.

## Office of the Commissioner of Infrastructure Services

### Street Lighting:

There is only one active capital project in this area that is being administered by the Engineering department. The Local Improvement – Street Lighting project (7161015), is expected to come in on budget.

### Roadways:

There are 40 active capital projects in this area that are being administered by the Engineering department. There are two projects with a net surplus of \$45,826, identified per below.

Projects with Projected Deficit/Surplus	(Deficit)/Surplus Amount	Brief Explanation
2017 Connaught Street Reconstruction (7171064)	\$43,273	Project is complete and can be CLOSED. Administration recommends that surplus funds be transferred to the Edgar Street Trunk SS Storage Facility project (7151001).
Arch Gateway to Sandwich Street (7171098)	\$2,553	Project is complete and can be CLOSED. Administration recommends that surplus funds be transferred to the Edgar Street Trunk SS Storage Facility project (7151001).

### Sewer Rehabilitation:

There are 44 active capital projects in this area that are being administered by the Engineering department. In total, there are four projects with a net projected surplus of \$82,766. These projects are identified in the table below.

Projects with Projected Deficit/Surplus	(Deficit)/Surplus Amount	Brief Explanation
South National Trunk Sanitary Relining (7134005)	\$106,455	Surplus is a result of favourable tender pricing from initial budget estimates. Project can be CLOSED. Administration recommends that surplus funds, estimated at \$43,798, be transferred to the Strabane Sanitary Sewer project (7152000) to offset an anticipated deficit, with the remaining surplus transferred to the Edgar Street Trunk SS Storage Facility project (7151001).
Memorial - Vimy East of Marentette (7171004)	\$57,345	Project is complete and can be CLOSED. Administration recommends that funds be transferred to mitigate the deficit in Curry / McKay / College (7164008), with remaining surplus funds transferred to the

		Strabane Sanitary Sewer project (7152000), to offset an anticipated deficit.
Curry / McKay / College (7164008)	(\$12,034)	Project is complete and can be CLOSED. Administration recommends that funds be transferred from the Memorial – Vimy East of Marentette project (7171004) to mitigate the deficit in this project.
DMAF – Tranby Road and Park (7191038)	(69,000)	Project is complete, however, some minor work remains. Administration will recommend funding sources to mitigate the deficit at a future point in time.

Storm Sewers:

There are 15 active capital projects in this area that are being administered by the Engineering department. One project, the Lennon Drain Improvements project (7092004), is reporting a surplus of \$73,178, and is detailed below.

Projects with Projected Deficit/Surplus	(Deficit)/Surplus Amount	Brief Explanation
Lennon Drain Improvements (7092004)	\$73,178	Project is complete and can be CLOSED. Surplus is a result of favourable tender pricing from initial budget estimates. Administration recommends that surplus funds be transferred to offset an anticipated deficit in the Strabane Sanitary Sewer project (7152000).

Sanitary Sewers:

There are five active capital projects in this area that are being administered by the Engineering department. One project, the Strabane Sanitary Sewer project (7152000), is projecting a (\$162,287) deficit, and is detailed below.

Projects with Projected Deficit/Surplus	(Deficit)/Surplus Amount	Brief Explanation
Strabane Sanitary Sewer (7152000)	(\$162,287)	Projected deficit is due to unanticipated changes to the work such as mobilization and demobilization costs due to extending the construction period for an additional year into 2021, traffic control cost for additional work related to sanitary sewer construction, road milling and asphalt escalation. After remaining holdbacks are paid, this project can be CLOSED. Administration recommends that deficit be offset with transfers of \$73,178 from the Lennon Drain Improvements project (7092004), \$45,311 from the Memorial –

		Vimy East of Marentette project (7171004), and the remaining deficit, estimated at \$43,798, from the South National Trunk Sanitary Relining project (7134005).
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Corporate Projects:

There are 29 active capital projects in this area that are being administered by the Corporate Projects division. All projects are anticipated to be completed on budget.

Corporate Facilities:

There are 24 active capital projects in this area that are being administered by Corporate Facilities. All projects are anticipated to be completed on budget.

Border Infrastructure Fund:

There are two active capital projects in this area that are being administered by the Corporate Projects division. One project, the Howard / CP Rail Grade Separation project (7059001), is reporting a surplus of \$7,113 and is detailed below.

<b>Projects with Projected Deficit/Surplus</b>	<b>(Deficit)/Surplus Amount</b>	<b>Brief Explanation</b>
Howard / CP Rail Grade Separation (7059001)	\$7,113	Project is complete and can be CLOSED. Administration recommends that surplus funds be transferred to the Edgar Street Trunk SS Storage Facility project (7151001).

Development:

There are five active capital projects in this area that are being administered by the Design & Development division. All projects are anticipated to come in at budget.

Pollution Control:

There are 74 active capital projects in this area that are being administered by the Pollution Control department. The majority of these projects are funded from the dedicated Pollution Control Reserve. All projects are anticipated to be completed on budget.

Environmental Services:

There is one capital project being administered by the Environmental Services division, which is expected to come in on budget.

Contracts & Field Services:

There are four active capital projects in this area that are being administered by the Public Works Operations department. No surpluses or deficits are anticipated at this time, as all four projects are expected to come in on budget.

Road Rehabilitation:

There are 16 active capital projects in this area that are being administered by the Public Works Operations department. There are seven projects as identified in the table below anticipating a combined overall surplus of \$5,494,445.

<b>Projects with Projected Deficit/Surplus</b>	<b>(Deficit)/Surplus Amount</b>	<b>Brief Explanation</b>
2020 City Wide Road Rehab	\$1,497,283	Reported surplus is a result of favourable tender pricing from initial budget estimates. Project can be CLOSED. Administration recommends that surplus funds be transferred to the 2022 Road Rehabilitation project (7221001) to fund work on Ouellette Avenue as well as any other additional priority road work required.
Connecting Links 5 Tecumseh - College (7202007)	\$1,490,000	Anticipated surplus is a result of favourable tender pricing from initial budget estimates. Project can be CLOSED once committed funding from 2023 is transferred into project. Administration recommends transferring anticipated surplus funding of \$107,000 to the Traffic Signal Upgrades & Replacement project (7209000) and \$1,363,000 to the 2022 Road Rehabilitation project (7221001) to complete as much priority work as possible.
2019 City Wide Road Rehabilitation Program (7181040)	\$1,450,162	Anticipated surplus is a result of favourable tender pricing from initial budget estimates. Administration recommends that surplus of \$1,450,162 be transferred to the 2022 Road Rehabilitation project (7221001) to complete as much priority road work as possible with the additional funds.
Connecting Links 4 – Malden - Pool (7192010)	\$925,000	Anticipated surplus is a result of favourable tender pricing from initial budget estimates. Project can be CLOSED once committed funding from 2023 is transferred into project. Administration recommends transferring \$925,000 of surplus funds to the 2022 Road Rehabilitation project (7221001) to complete as much priority work as possible.

Wyandotte – St Rose to Janisse (7183019)	\$74,000	Project is complete and can be CLOSED, once committed funding of \$440,000 is transferred to the project in 2023. Administration recommends transferring surplus funds to the 2023 Road Rehabilitation project (7231000) to facilitate completion of as much priority road work as possible.
Courtland – South National to South National (7183020)	\$44,000	Project is complete and can be CLOSED, once committed funding of \$120,000 is transferred into the project in 2023. Administration recommends transferring surplus funds to the 2023 Road Rehabilitation project (7231000) to facilitate completion of as much priority road work as possible.
Annie St. – Tecumseh to Cul De Sac (7183021)	\$34,000	Project is complete and can be CLOSED, once committed funding of \$90,000 is transferred into the project in 2023. Administration recommends transferring surplus funds to the 2023 Road Rehabilitation project (7231000) to facilitate completion of as much priority road work as possible.

Transportation Planning:

There are 12 active capital projects in this area that are being administered in the Transportation Planning area. No variances to budget are anticipated at this time.

PW Maintenance:

There are eight active capital projects in this area that are being administered by the Public Works Operations department. Three projects are reporting surpluses or deficits, however, in total, these projects are anticipated on budget.

Projects with Projected Deficit/Surplus	(Deficit)/Surplus Amount	Brief Explanation
2020 Sidewalk Rehabilitation Program (7201013)	\$266,122	Projected surplus is a result of favourable tender pricing from initial budget estimates. Project can be CLOSED once holdback is released. Administration recommends that surplus funds be first used to offset an estimated (\$155,271) deficit in the 2021 Sidewalk Rehabilitation Program (7211031), with remaining funds transferred to the 2022 Sidewalk Rehabilitation Program (7221011) to



			complete as much priority sidewalk work as possible.
2022 Rehabilitation (7221011)	Sidewalk Program	(\$110,851)	Work for the 2022 tender is ongoing, however, Administration is recommending that remaining surplus funding in the 2020 Sidewalk Rehabilitation Program (7201013) be transferred to this project to offset the anticipated deficit.
2021 Rehabilitation (7211031)	Sidewalk Program	(\$155,271)	All 2021 tender work is complete and this project can be CLOSED. Administration recommends that the deficit be offset with a transfer of surplus funds in the 2020 Sidewalk Rehabilitation Program (7201013).

Traffic Operations and Parking Services:

There are 16 active capital projects in this area that are being administered by the Traffic Operations and Parking Services division, and in total is expecting to come in on budget.

Fleet Operations:

There are 21 active capital projects in this area that are being administered by the Public Works Operations department. All projects are expected to come in on budget.

Technical Support:

There is only one active capital project in this area that is being administered by the Technical Support division. The Information Hansen Management System project (7209001) is expected to come in on budget.

Transit Windsor:

There are 20 active capital projects in this area that are being administered by Transit Windsor. Five projects, reporting a net deficit of (\$9,920) are detailed below.

Projects with Projected Deficit/Surplus	(Deficit)/Surplus Amount	Brief Explanation
Audit & Accountability – On Demand (7211015)	(\$13)	Deficit is largely due to financing charges resulting from a delay in when funds were spent and when grant funding was received. Administration recommends that the deficit be offset with a transfer of surplus funding from the Enhanced Interim Financing Fund (7145005).
Transit Windsor Garage Rehabilitation – Concrete Surface (7171047)	(\$1,847)	Deficit is largely due to financing charges resulting from a delay in when funds were spent and when grant funding was received. Administration recommends that the deficit be offset with a transfer of

		surplus funding from the Enhanced Interim Financing Fund (7145005).
Transit Windsor Garage Rehabilitation – High Speed Doors (7171048)	(\$2,024)	Deficit is largely due to financing charges resulting from a delay in when funds were spent and when grant funding was received. Administration recommends that the deficit be offset with a transfer of surplus funding from the Enhanced Interim Financing Fund (7145005).
2017 Fuel System Improvements (7171035)	(\$2,517)	Deficit is largely due to financing charges resulting from a delay in when funds were spent and when grant funding was received. Administration recommends that the deficit be offset with a transfer of surplus funding from the Enhanced Interim Financing Fund (7145005).
Transit Windsor Property Safety Assessment (7171036)	(\$3,519)	Deficit is largely due to financing charges resulting from a delay in when funds were spent and when grant funding was received. Administration recommends that the deficit be offset with a transfer of surplus funding from the Enhanced Interim Financing Fund (7145005).

## Office of the Commissioner of Legal & Legislative Services

### Fire and Rescue:

There are 14 active capital projects in this area that are being administered by the Fire and Rescue department, with a surplus of \$5,759 being reported in the WFRS – Posichkek Machine (SCBA) project (7221019) and detailed below.

Projects with Projected Deficit/Surplus	(Deficit)/Surplus Amount	Brief Explanation
WFRS – Posichkek Machine (SCBA) (7221019)	\$5,759	Equipment has been purchased and delivered. Project can be CLOSED. Administration recommends that surplus funds be transferred to the 2021 Fire Fleet Replacement project (7211045).

Legal Services:

There are 12 active capital projects in this area that are being administered by the Legal Department. One project, the 99 CP Railway Cut project (7995537), is reporting a deficit of (\$33,244) and is detailed below.

<b>Projects with Projected Deficit/Surplus</b>	<b>(Deficit)/Surplus Amount</b>	<b>Brief Explanation</b>
99 CP Railway Cut (7995537)	(\$33,244)	Legal proceedings are complete and the project can be CLOSED. Administration recommends funding deficit with surplus funds remaining in the Enhanced Interim Financing Fund project (7145005).

Records and Elections:

There are two active capital projects in this area that is being administered by the Council Services department. Both projects are anticipated to come in on budget.

## **Office of the Commissioner of Corporate Services**

Corporate Asset Planning:

There are 30 active capital projects in this area that are being administered by the Asset Planning department. One project, the Enhanced Interim Financing Fund (7145005), is reporting a surplus of \$483,164 and is detailed below.

<b>Projects with Projected Deficit/Surplus</b>	<b>(Deficit)/Surplus Amount</b>	<b>Brief Explanation</b>
Enhanced Interim Financing Fund (7145005)	\$483,164	This project is complete and can be CLOSED. Administration recommends that funds, estimated at \$43,164, be transferred to offset deficits in five Transit projects and one Legal project as identified above. Additionally, Administration recommends that \$440,000 of these funds be allocated to complete work on the City Hall Square Ice Rink. Any remaining funds would be left in the project to absorb future financing charges related to projects established as part of prior years' Enhanced Capital Budgets.

Financial Accounting:

There are two active capital projects in this area that are being administered by the Financial Accounting department. No project variance is anticipated as all of these projects are currently expected to come in on budget.

Financial Planning:

There are six active capital projects in this area that are being administered by the Financial Planning division. No project variance is anticipated as all of these projects are currently expected to come in on budget.

Taxation and Financial Projects:

There are five active capital projects in this area that are being administered by the Taxation and Financial Projects department. No project variances are being reported at this time.

Human Resources:

There are seven active capital projects in this area that are being administered by the Human Resources department. Two projects are reporting variances as detailed below, with no net variance being reported at this time.

<b>Projects with Projected Deficit/Surplus</b>	<b>(Deficit)/Surplus Amount</b>	<b>Brief Explanation</b>
Accessibility – ODA Requirements (7086008)	\$50,000	Administration has determined that not all funding directed to this project is required at this time and is recommending that \$50,000 of these funds be reallocated to the AODA Implementation project (7091017).
AODA Implementation (7091017)	(\$50,000)	Additional funding is required so that the City can adhere to ongoing Provincial requirements. Administration recommends a transfer of \$50,000 from the Accessibility – ODA Requirements (7086008) to assist with funding these needs.

## **Office of the Commissioner of Human & Health Services**

Huron Lodge:

There are 11 active capital projects being administered by Huron Lodge. No project variance is anticipated as all of these projects are currently expected to come in on budget.

Housing and Children’s Services:

There are two active capital projects being administered by Housing and Children’s Services. No project variance is anticipated as both of these projects are currently expected to come in on budget.

## **Office of the Commissioner of Community Services**

Cultural Affairs:

There are seven active capital projects in this area that are being administered by the Recreation and Culture department. No project variance is anticipated as all of these projects are currently expected to come in on budget.

Recreation Facilities:

There are 14 active capital projects in this area that are being administered by the Recreation & Culture department. No project variance is anticipated as all of these projects are currently expected to come in on budget.

Forestry:

There are three active capital projects in this area that are being administered by the Forestry division. No surpluses or deficits are projected at this time.

Parks Operations:

There are eight active capital projects in this area that are being administered by the Parks Operations division. One project, the Realtor Park – Baseball Diamond project (7211048) is reporting a slight deficit of (\$292) and is detailed below.

<b>Projects with Projected Deficit/Surplus</b>	<b>(Deficit)/Surplus Amount</b>	<b>Brief Explanation</b>
Realtor Park – Baseball Diamond (7211048)	(\$292)	Project is complete and can be CLOSED. Small deficit to be funded by Parks Operations maintenance budget.

Parks Design & Development:

There are 48 active capital projects in this area administered by the Parks Design & Development division. The division anticipates a total deficit of (\$85,000), as noted below:

<b>Projects with Projected Deficit/Surplus</b>	<b>(Deficit)/Surplus Amount</b>	<b>Brief Explanation</b>
Bridgeview Path Shelter Lights (7181042)	\$25,000	Project is complete and can be CLOSED after some minor charges from Traffic are processed. Administration recommends that surplus funds be transferred to the Mic Mac Bleacher Restorations project (7201020).
George Ave Park Redevelopment (7201022)	(\$20,000)	The department is anticipating a deficit of (\$20,000), due to higher than expected costs resulting from inflation. Administration recommends a transfer of \$20,000 from the Parkland Acquisitions Reserve Fund (Fund 151) to mitigate this deficit.
Mic Mac Bleacher Restorations (7201020)	(\$90,000)	Administration anticipates a deficit of (\$90,000) due to higher than anticipated costs for the bleachers and backstop. Administration recommends a transfer of surplus funding from the Bridgeview Path Shelter Lights project (7181042), estimated at \$25,000, with the remaining

		funds needed to offset the (\$90,000) projected deficit coming from the Sports Field Improvements Reserve (Fund 166).
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Facilities Operations:

There are nine active capital projects in this area administered by the Facilities Operations department. No surpluses or deficits are projected at this time.

Windsor Public Library:

There are 10 active capital projects in this area that are being administered by the Windsor Public Library and Corporate Projects. There are no project surpluses or deficits to report on at this time.

**Agencies and Boards**

Windsor Police Services (WPS):

There are 19 active capital projects in this area that are being administered by various WPS divisions. All projects are anticipated to come in on budget.

Roseland Golf and Curling Club:

There are two active capital projects in this area that are being administered by the General Manager at Roseland. No project variance is anticipated as both of these projects are currently expected to come in on budget.

Windsor Airport:

There are four active capital projects in this area that are being administered by the Corporate Projects division. No project variances are anticipated at this time.

Handi-Transit:

There is only one active capital project active in this area that is being administered by Handi Transit/Transit Windsor. The Handi-Transit Bus Acquisitions project (7191019) is expected to come in on budget.

## C 197/2022 - 8.3 - Table A

**Table A: Canada Community-Building Fund Transfers**

Project	Project Description	2022 Swaps			Total
		Fund 176 - CCBF	Fund 169 - PAYG	Fund 221 - Serv Sus	
OPS-008-20	Traffic Signal Upgrades and Replacements	(1,000,000)		1,000,000	-
ECP-010-09	Airport Various Asset Replacement/Refurbishment/Upgrades	(943,000)		943,000	-
HCP-010-07	Willistead Complex Capital Rehabilitation Program	(750,000)		750,000	-
PFO-012-12	Park Trails Capital Rehabilitation Program	(600,000)		600,000	-
OPS-001-19	Pedestrian Crossovers	(200,000)	200,000		-
OPS-014-07	Citywide Bikeway Development Initiatives	(200,000)	200,000		-
ECP-014-07	University Avenue / Victoria Avenue	3,025,000		(3,025,000)	-
REC-002-21	Adie Knox Herman Reimagining Project	668,000	(400,000)	(268,000)	-
<b>Total</b>		-	-	-	-



**THE CORPORATION OF THE CITY OF WINDSOR  
POLICY**

Service Area:	<b>Finance</b>	Policy No.:	<b>TBD</b>
Department:	<b>Asset Planning</b>	Approval Date:	<b>TBD</b>
Division:	<b>Asset Planning</b>	Approved By:	<b>TBD</b>
	<b>City-wide</b>	Effective Date:	<b>TBD</b>
Subject:	<b>ASSET MANAGEMENT POLICY</b>	Procedure Ref.:	<b>Multiple</b>
Review Date:	<b>October 16, 2022</b>	<i>Pages:</i>	Replaces:
Prepared By:	<b>AM Governance Project Team</b>		Date:

## **1. POLICY**

**1.1** The City of Windsor manages the community assets by striving to meet defined upon levels of service at the lowest asset lifecycle costs and at acceptable levels of risk.

**1.2** In order to achieve the goals and benefits of Asset Management (AM), the Senior Manager Asset Planning (SMAP) will endeavour to apply the following principles across all aspects of the AM System:

- 1.2.1** Holistic – a comprehensive approach that looks at the “big picture” (i.e. the combined implications of managing all aspects rather than a compartmental approach). This includes the functional interdependencies and contributions of assets within asset systems and the different management of assets across all lifecycle phases.
- 1.2.2** Systematic – a methodical approach to the management of assets that is formal, repeatable and consistent, leveraging available data for evidence-based decision-making.
- 1.2.3** Systemic – making asset investment decisions in an asset system context, not just optimized for each individual asset itself.
- 1.2.4** Risk-based – risk associated with target levels of service is managed by ensuring that resources, expenditures and priorities are allocated based on risk and associated cost/benefit and risk tolerance.
- 1.2.5** Optimal – best possible asset investment decisions are chosen based on evaluations of alternatives that take into account trade-offs between the competing factors of service level benefits (including asset performance), risk and cost over the long term and full lifecycle of assets.
- 1.2.6** Sustainable – the approach to service delivery is financially achievable over the long term, is not wasteful of resources, minimizes or reverses environmental damage, and continuously improves social and inter-generational equality. The approach for estimating asset investment need and developing AM strategies is based on achieving triple-bottom-line outcomes over the long term, and considers the full lifecycle of assets.
- 1.2.7** Integrated – all of the above principles are coordinated to ensure the delivery of justified services and well-defined outcomes.
- 1.2.8** Aligned – the AM System complements and contributes to achievement of the strategic objectives of the City, as well as complying with relevant legislation and regulations.

## **2. PURPOSE**

This Asset Management Policy describes the City of Windsor's intentions and directions for asset management, as formally expressed by its senior management. It confirms the City's commitment to managing community assets in a short and concise document and sets out the principles that will be adopted in applying asset management to achieve the Council's strategic objectives.

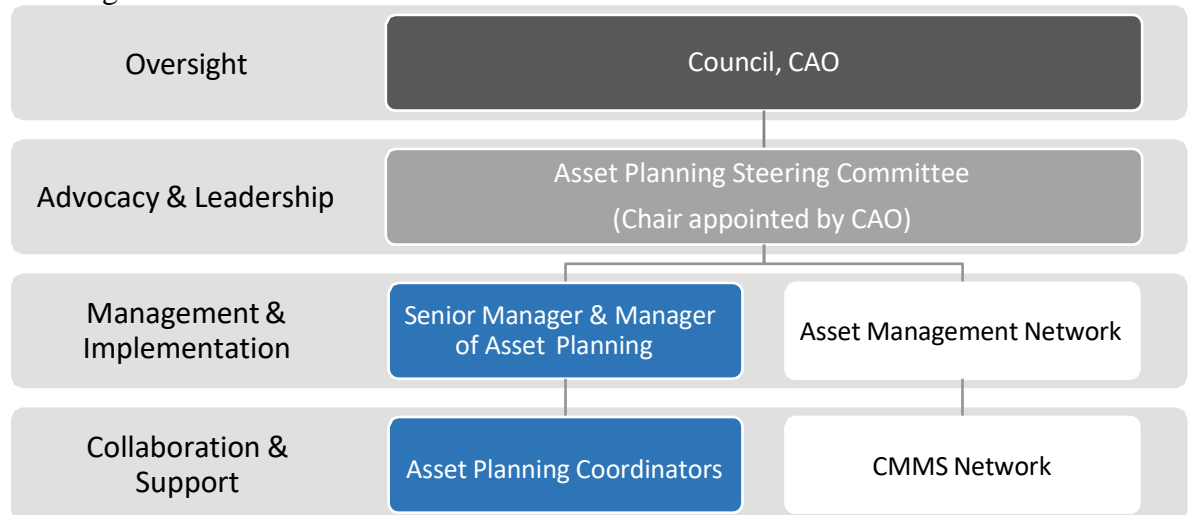
- 2.1** Establish responsible governance for the practice of asset management by the City.
- 2.2** Document the City's commitment to asset management and the continuous improvement of asset management practices.
- 2.3** Guide staff in the development and administration of an asset management approach by defining over-arching principles for asset management, which are appropriate for the City's business, and are reasonable, logical, and necessary for delivery of sustainable, affordable services.
- 2.4** Comply with Ontario Regulation 588/17 requiring municipalities to develop and implement an asset management plan and provide supporting policies for municipal infrastructure.

## **3. SCOPE**

- 3.1** This Policy applies to those departments within the City of Windsor that manage or influence community assets or asset systems that deliver services to the community and citizens in the City of Windsor. City policies are approved by Council and while staff, public and other agencies may provide input on the nature and content of the policy, Council retains the authority to approve, update, amend or rescind policies.
- 3.2** The City of Windsor's asset management system should inform existing corporate strategy, business planning and budget management systems and processes already in place. The asset management system complements and aligns to these initiatives.
- 3.3** The implementation, review and reporting back regarding this policy is expected to be integrated within the City's business processes. Due to the importance of this policy, it will be reviewed in concert with the Asset Management Plan.
- 3.4** This policy will endeavour to work in concert with Council strategic direction and related plans and policies that impact on scope.

## 4. RESPONSIBILITY

4.1 The Organizational Structure for AM Governance shall be as follows:



*Note: CMMS = Computerized Maintenance Management System*

- 4.1.1 Council will be responsible for:
  - 4.1.1.1 Maintaining the necessary corporate capacity (including, but not limited to, resourcing, financial support, staff competencies, business processes, data and integrated information systems) to support the elements and practices of an AM System.
  - 4.1.1.2 Setting priorities for Asset Management and articulating community values.
  - 4.1.1.3 Approving asset funding through the ten-year capital budget and 20 year long-range financial plans.
- 4.1.2 The CAO is responsible for:
  - 4.1.2.1 Directing/facilitating the review of this Policy at a minimum of every five (5) years, or as often as necessary.
  - 4.1.2.2 Implementation of this AM Policy and supporting AM System, including the provision of appropriate and timely advice regarding its effectiveness in supporting the achievement of Council's strategic objectives.
  - 4.1.2.3 Establishing an Asset Planning Steering Committee and appointing of the cross-functional representatives from relevant business areas to serve on the Steering Committee as well as Chair for the Steering Committee.
- 4.1.3 The Steering Committee Chair is responsible for:
  - 4.1.3.1 Ensuring an acceptable accounting structure is developed that supports the sustainable management of assets.
  - 4.1.3.2 Ensuring the development and implementation of funding strategies to support implementation of this policy, based on available resources.
- 4.1.4 Detailed responsibilities within the governance structure are assigned in the AM Philosophy and Framework document (2017).

## **5. GOVERNING RULES AND REGULATIONS**

**5.1** At the direction of City Council the City of Windsor shall use best efforts to:

- 5.1.1** Make informed decisions, based on Triple Bottom Line (TBL) understanding of service performance, cost, and risk associated with community asset decisions, including additions and deletions. Trade-offs should be articulated and evaluated, and the basis for the decision recorded.
- 5.1.2** Integrate corporate, financial, business, land-use, environmental, community, technical, regulatory and budgetary planning for community assets.
- 5.1.3** Establish a clear structure of organizational accountability and responsibility for service delivery, managing risk, and the inventory, condition, use and performance of assets.
- 5.1.4** Define and articulate service levels and outcomes, including required levels of operations, maintenance, and replacements linked to new infrastructure.
- 5.1.5** Consult with stakeholders where appropriate and when sufficient information is available in a format that is useful to stakeholders to make an informed decision.
- 5.1.6** Manage assets to achieve sustainable service delivery, considering financial, social and environmental sustainability goals, including awareness of intergenerational equity, climate change, resource scarcity, and the precautionary principle.
- 5.1.7** Pursue best appropriate practices as applicable to the state of AM, state of the assets, and the data available for evidence-based decision-making.
- 5.1.8** Maintain a prioritized improvement plan for the continuous improvement of the AM System.
- 5.1.9** Recognize that that there are constantly changing financial, social and environmental opportunities, constraints and challenges that surround all services and assets delivered by the City, and that asset management practices must be proactive and responsive to changing environments.
- 5.1.10** Consider climate change impacts, how they may directly affect levels of service, and systematically build resiliency characteristics into assets, systems, and services.

**5.2** Terms and definitions used to describe actions required.

- 5.2.1** Asset Management Plans - will contain strategic, tactical and operational guidance for asset classes. These Asset Management Plans will assess the current status of types of assets and will become guiding documents for data management, condition assessment, operations, maintenance, renewal and replacement, and Capital Improvement Plan planning. They will be developed for all major asset classes (e.g., roads, bridges, water, wastewater, storm water, buildings, and vehicles). These plans will have, at a minimum, a 20-year outward focus and will be updated on a 5-year basis.

- 5.2.2 Organizational Capacity - The City will work to clarify roles and responsibilities throughout the organization and ensure that the right skills and competencies are available for effective asset management.
- 5.2.3 Risk Management - The City will have a good understanding of its corporate, asset, and operational risks in order to be confident that it is appropriately investing in any risk mitigation activities needed to manage service levels. In addition, the City will need to assess and quantify risk and consider the probability and consequence of failure when making Capital Improvement Plan, Operation & Maintenance, and other resource allocation decisions.
- 5.2.4 Triple Bottom Line (TBL) Approach – staff will assess projects and initiatives based on a TBL and Life Cycle Cost (LCC) approach, wherein the City will consider financial, social and environmental costs and benefits.
- 5.2.5 Asset Data and Business Support Systems - Asset data and supporting data systems, such as computerized maintenance management systems (CMMS) and geographic information systems (GIS), will be used by staff to enable asset management business processes and decision-making.
- 5.2.6 Life Cycle Management - investment decisions (Capital and Operating), whether large or small, are based on an understanding and optimizing of the balance between total life-cycle costs, risks and benefits.
- 5.2.7 Regulations – The City will adhere to all applicable regulations regarding their assets.

### 5.3 References and Related Documents

- 5.3.1 Asset Management Philosophy and Framework.

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

- 6.1 Identify the filing and retention requirements of items generated.
- 6.2 List names of relevant forms and form numbers.
- 6.3 List attachments.

- 6.3.1 Schedule A - Key Asset Management Terms and Definitions

## SCHEDULE A

### Key Asset Management Terms and Definitions

**Asset Management (AM):** Coordinated activity of an organization to realize value from its assets. AM involves the balancing of costs, opportunities and risks against the desired performance of assets, to achieve organizational objectives (balancing may need to be considered over multiple timeframes). AM enables an organization to examine the need for, and performance of, assets and Asset Management Systems at different levels and in conjunction with non-asset solutions. Additionally, it enables the application of analytical approaches towards managing assets over the different stages of their lifecycle.

**Asset Management System (AM System):** The complete set of interrelated or interacting elements used to effect the AM Policy and objectives and the processes to achieve those objectives. The elements that make up the AM System can include documents, procedures, tools, data, and the assets.

**Asset Management Strategy (AM Strategy):** Documented information that specifies: how organizational objectives are converted into AM Objectives; the scope and role of the Asset Management System in supporting achievement of the AM Objectives; and the approach for developing AM Plans (Framework).

**Asset Management Plan (AMP):** A plan developed for the management of infrastructure assets that combines multi-disciplinary management strategies (including technical and financial) over the lifecycle of the asset in the most cost-effective manner to deliver a specified Level of Service. It specifies the activities, resources and timescales required for individual assets (or asset groups) to achieve the organization's AM Objectives. A significant component of the AMP is therefore a long-term program of works and cash flow projection for the activities. Examples of AMPs include Pavement Management Plans, Bridge Management Plans, and Fleet Management Plans. Each plan will vary in complexity depending on the asset group it pertains to.

**Community assets:** Assets managed or stewarded by the city on behalf of the community to deliver, or support delivery of, essential services. Includes traditional assets (roads and utilities), cultural assets (museums, monuments), and natural resources that are used in or impacted by the delivery of services (trees, parks, land, water).

**Business Case Evaluation (BCE):** A formal process undertaken to evaluate the best alternative for a project or initiative. The evaluation involves documenting the activity's Benefits/Cost ratio using life-cycle analysis.

**Level of Service (LOS):** the parameters or combination of parameters that reflect the social, political, economic, and environmental outcomes that the organization delivers. Levels of service statements describe the outputs or objectives an organization or activity intends to deliver to customers.

**Lifecycle Costs:** Lifecycle costs refer to the total cost of ownership over the life of an asset. This may include but is not limited to capital costs, operating costs, maintenance costs, renewal costs, replacement costs, environmental costs, and user delay.

**Probability of Failure:** The likelihood that a risk will occur (ref: City of Windsor risk policy).

**Risk Management:** The application of a formal process to assess organizational risks in order to determine the resultant ranges of outcomes, their probability of occurrence, and what actions may be taken to reduce the organization's overall risk exposure.

**Triple Bottom Line:** Expands on the traditional view of an organization's financial bottom line by also measuring the organization's commitment to economic, socio-cultural and environmental factors.

**Table A: Operating & Capital Budget Development Timeline**

<b>Description</b>	<b>Date</b>
1. Council Committee Documents Prepared	December, 2022
2. Council Committee Documents Distributed	Jan. 9, 2022
3. Council Committee Review	Jan. 23, 2023 – Jan. 27, 2023
4. Council Committee Recommendations	Jan. 30, 2023 – Feb. 24, 2023
5. Recommended Budget Prepared	Feb. 27, 2023 – Mar. 10, 2023
6. Recommended Budget Tabled	Mar. 13, 2023 – Mar. 31, 2023
7. Recommended Budget	April 3, 2023



**APPENDIX "A"**  
**Commercial / Industrial / Multi-Residential Property Classes**

2022						
Roll Number	Property Address	Amount of Assessment	Tax Class	Number of days in 2022 Affected by Application	Tax Reduction	Reason for Application
040 030 06300	300 OUELLETTE AVE	\$ 1,197,700	XT> E	333	\$ 47,044.07	EXEMPT
040 030 06300	300 OUELLETTE AVE	\$ 2,359,500	ZT>E	333	\$ 92,678.03	EXEMPT
<b>TOTAL</b>					<b>\$ 139,722.10</b>	

C 210/2022 - 11.4 - Appendix B

APPENDIX "B"  
CITY OWNED PROPERTIES

2021						
Roll Number	Property Address	Amount of Assessment	Tax Class	Number of days in 2021 Affected by Application	Tax Reduction	Reason for Application
070 720 01207	8787 MCHUGH	\$ 75,000	CT>E	365	\$ 3,175.98	EXEMPT

2022						
Roll Number	Property Address	Amount of Assessment	Tax Class	Number of days in 2022 Affected by Application	Tax Reduction	Reason for Application
040 590 03300	451 TECUMSEH RD W	\$ 168,000	CT> E	184	\$ 3,646.19	EXEMPT
050 170 06400	4255 SANDWICH ST	\$ 1,441,000	CT>E	319	\$ 54,219.83	EXEMPT
070 890 00600	0 BANWELL RD	\$ 313,000	RF>E	205	\$ 2,956.06	EXEMPT
070 890 06840	3017 TROUP CRES	\$ 11,300	RT>E	193	\$ 6,731.75	EXEMPT
070 090 00400	3324 HOWARD AVE	\$ 188,000	RT>E	108	\$ 1,031.20	EXEMPT
070 090 00500	3326 HOWARD AVE	\$ 175,000	RT>E	108	\$ 959.89	EXEMPT
090 040 03450	TWIN OAKS DR	\$ 176,000	CT>E	156	\$ 2,566.00	EXEMPT
090 040 03465	0 EC ROW AVE E	\$ 406,000	CT>E	156	\$ 5,922.00	EXEMPT
090 040 03503	0 EC ROW AVE E	\$ 374,000	IX>E	156	\$ 6,108.00	EXEMPT
090 040 03600	0 EC ROW AVE E	\$ 145,000	FT>E	156	\$ 152.06	EXEMPT
090 040 03700	0 EC ROW AVE E	\$ 334,000	FT>E	156	\$ 448.06	EXEMPT
090 040 03800	11055 EC ROW AVE E	\$ 44,900	FT>E	156	\$ 216.00	EXEMPT
090 040 03900	3447 BANWELL RD	\$ 45,400	RT>E	156	\$ 312.00	EXEMPT
090 040 04000	3455 BANWELL RD	\$ 434,000	RT>E	233	\$ 4,888.12	EXEMPT
090 040 04100	0 BANWELL RD	\$ 61,000	FT>E	156	\$ 20.06	EXEMPT
090 040 04200	1845 BANWELL RD	\$ 84,000	FT>E	156	\$ 56.06	EXEMPT
090 040 04300	2087 BANWELL RD	\$ 485,000	FT>E	156	\$ 686.06	EXEMPT
TOTAL					\$ 90,919.34	

TOTAL TAX REDUCTION FOR CITY OWNED PROPERTIES	\$ 94,095.33
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**APPENDIX "C"**  
**SEC. 354 - UNCOLLECTABLE AMOUNTS**

**Residential/Farmland Tax Cancellation**

Roll	Address	Tax Class	Year	Uncollectable Amount
3739-070-150-01500-0000	0 SIXTH CONCESSION RD	FT	2007	\$ 2,130.41
3739-030-020-05600-0000	397 PIERRE AVE	RT	2013	\$ 861.43
3739-050-120-10000-0000	223 SUNSET BLVD	RT	2021	\$ 1,603.95
3739-050-120-13500-0000	189 PATRICIA RD	RT	2018	\$ 18,672.33
3739-060-300-08400-0000	0 EASTLAWN AVE	RT	2010	\$ 886.14
3739-060-460-18200-0000	0 WYANDOTTE ST E	RT	2009	\$ 3,843.23
3739-070-120-15401-0000	0 HOLBURN ST	RT	2007	\$ 162.70
3739-070-140-70133-0000	0 TUMBLEWEED CRT	RT	2005	\$ 3,421.77
3739-070-140-70134-0000	0 TUMBLEWEED CRT	RT	2005	\$ 3,699.07
3739-070-150-00800-0000	0 SIXTH CONCESSION RD	RT	2007	\$ 3,192.12
3739-070-150-00900-0000	0 SIXTH CONCESSION RD	RT	2007	\$ 1,543.62
3739-070-240-19100-0000	3345 WOODWARD BLVD	RT	2006	\$ 48,275.23
3739-070-420-00800-0000	2592 PILLETTE RD	RT	2003	\$ 14,368.98
3739-060-460-18220-0000	0 WYANDOTTE ST E	RT	2010	\$ 4,315.49
3739-070-730-07790-0000	0 KATELLA AVE	RT	2010	\$ 491.11
				<b>\$ 107,467.58</b>

**Commercial, Industrial & Multi-Res. Tax Cancellation**

3739-040-330-07000-0000	0 BILLBOARDS	CT	2013	\$ 1,472.76
3739-020-100-00801-0000	0 CHESEPEAKE & OHIO RAILWAY	IX	2005	\$ 4,333.95
3739-020-100-02300-0000	0 WALKER RD	IX	2005	\$ 1,044.08
3739-070-270-04000-0000	0 RIBERDY RD	IX	2009	\$ 2,062.98
3739-070-270-04100-0000	0 RIBERDY RD	IX	2009	\$ 1,154.72
3739-070-270-04300-0000	0 RIBERDY RD	IX	2009	\$ 2,839.70
3739-010-010-00560-0000	5000 WYANDOTTE ST E	MT	2005	\$ 89,520.47
				<b>\$ 102,428.66</b>

<b>TOTAL AMOUNTS TO BE CANCELLED PER SEC. 354</b>
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<b>\$ 209,896.24</b>
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**APPENDIX "D"**  
**Summary Tax Distribution**

SUMMARY - DISTRIBUTION OF TAX CANCELLATION, REDUCTION OR REFUND

<b>Tax Class Residential, Farmland</b>	<b>TOTAL TAXES</b>	<b>MUNICIPAL</b>	<b>EDUCATION</b>
2003-2021 - SEC 354 - Residential - Appendix "C"	\$ 107,467.58	\$ 100,712.31	\$ 6,755.27
<b>Residential, Farmland Tax Cancellation</b>	<b>\$ 107,467.58</b>	<b>\$ 100,712.31</b>	<b>\$ 6,755.27</b>

<b>Tax Class Commercial, Industrial, Multi-Res</b>	<b>TOTAL TAXES</b>	<b>MUNICIPAL</b>	<b>EDUCATION</b>
2022 - SEC 357/358 -Commercial - Appendix "A"	\$ 139,722.10	\$ 111,777.68	\$ 27,944.42
2005-2014 - SEC 354 - Commercial Industrial Multi-Res - Appendix "C"	\$ 102,428.66	\$ 92,497.61	\$ 9,931.05
<b>Commercial, Industrial &amp; Multi-Res. Tax Cancellation</b>	<b>\$ 242,150.76</b>	<b>\$ 204,275.29</b>	<b>\$ 37,875.47</b>

<b>Tax Class to Exempt City Owned Properties</b>	<b>TOTAL TAXES</b>	<b>MUNICIPAL</b>	<b>EDUCATION</b>
2021 - SEC 357/358 - City Owned - Appendix "B"	\$ 3,175.98	\$ 2,826.63	\$ 349.36
2022 - SEC 357/358 - City Owned - Appendix "B"	\$ 90,919.34	\$ 74,396.63	\$ 16,522.71
<b>City Owned Properties Tax Cancellation</b>	<b>\$ 94,095.33</b>	<b>\$ 77,223.26</b>	<b>\$ 16,872.07</b>

<b>TOTAL TO BE WRITTEN OFF</b>	<b>\$ 443,713.66</b>	<b>\$ 382,210.86</b>	<b>\$ 61,502.80</b>
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