

City Council Meeting

Date: Monday, January 16, 2023

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

Location: Council Chambers, 1st Floor, Windsor City Hall

All members will have the option of participating in person in Council Chambers or electronically and will be counted towards quorum in accordance with Procedure 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

Item #	Item Description
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1.	ORDER OF BUSINESS
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2.	CALL TO ORDER - Playing of the National Anthem
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INDIGENOUS LAND ACKNOWLEDGEMENT STATEMENT

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.	DISCLOSURE OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF
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4.	ADOPTION OF THE MINUTES
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5.	NOTICE OF PROCLAMATIONS
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Proclamations

“Crime Stoppers Month” – January 2023

6.	COMMITTEE OF THE WHOLE
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7.	COMMUNICATIONS INFORMATION PACKAGE (This includes both Correspondence and Communication Reports)
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7.2.	2022 Audit Planning Report (C 223/2022)
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7.3.	CQ21-2020 Howard Avenue Corridor Assessment - Ward 9 (C 129/2022)
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8. **CONSENT AGENDA**

- 8.1. Council Report - Audit and Accountability Fund - Consultant's Report of Digital Modernization Review - City Wide **(C 229/2022)**
- 8.2. Approval to Create By-Law for the Safe Restart Agreement - City Wide **(C 224/2022)**
- 8.3. POA Annual Write-Off Policy-City Wide **(C 217/2022)**
- 8.4. Capital Power Request for Municipal Support Resolution for Natural Gas Expansions - Ward 5 **(C 222/2022)**
- 8.5. Zoning Bylaw Amendment Z 028-22 [ZNG-6846] WinValco Ltd, 1235 St Luke Rd to add "outdoor storage yard" as an additional permitted use - Ward 5 **(SCM 318/2022) (S 134/2022)**
- 8.6. Rezoning – Gansil Inc. - 0 Campbell Avenue - Z-031/22 ZNG/6866 - Ward 2 **(SCM 319/2022) (S 130/2022)**
- 8.7. Rezoning - Stoyshin Enterprises (Windsor) Ltd. - 849 Walker Road - Z-034/22 ZNG/6870 - Ward 4 **(SCM 320/2022) (S 133/2022)**
- 8.8. Closure of east/west alley between Aubin Road and north/south alley between Seminole Street and Reginald Street, Ward 5, SAA-6751 **(SCM 321/2022) (S 129/2022)**
- 8.9. Closure of north/south alley between Alice Street & Milloy Street, Ward 5, SAA-6652 **(SCM 322/2022) (S 131/2022)**
- 8.10. Downtown CIP Grant Application made by Bay 20 Inc. for 880 Ouellette Avenue Ward 3 **(SCM 323/2022) (S 128/2022)**
- 8.11. Brownfield Community Improvement Plan (CIP) application submitted by Agri-Box Inc Inc. for 3324 Marentette Avenue and 3350 Devon Drive (Ward 9) **(SCM 324/2022) (S 132/2022)**

9. **REQUEST FOR DEFERRALS, REFERRALS AND/OR WITHDRAWALS**

10. **PRESENTATIONS AND DELEGATIONS**

- 10.1. Mr. Dartis Willis - Owner/CEO Windsor Express RE: Windsor Express 10th Anniversary Season

11. **REGULAR BUSINESS ITEMS (Non-Consent Items)**
 - 11.1. Declaration of a Vacant Parcel of Land Municipally Known as 0 Huron Church Road Surplus and Authority to Offer for Sale - Ward 10 **(C 230/2022)**
 - 11.2. Proposed expropriation from Kenneth and Pamela Golish, 6015 Riverside Dr. East, and Rachel and William Mechanic, 6065 Riverside Dr. East for the Riverside Drive Vista Project-Ward 6 **(C 221/2022)**
 - 11.3. Pre-approval of Additional 2023 Capital Projects **(C 226/2022)**
 - 11.4. Ojibway Trunk Sewer Maintenance Hole Rehabilitation - City Wide **(C 231/2022)**
 - 11.5. Award of Tender: 141-22 - Wellesley Avenue Rehabilitation – Ypres Avenue to Terminal Street (Ward 4) **(C 3/2022)**
 - 11.6. Award of RFT 155-22 for the Supply and Delivery of Fuel - City Wide **(C 213/2022)**

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)
 - 12.2. Minutes of the Meetings of the Executive Committee and Board of Directors, Willistead Manor Inc., held September 8, 2022 **(SCM 297/2022)**
 - 12.3. Minutes of the Meetings of the Executive Committee and Board of Directors, Willistead Manor Inc., held October 13, 2022 **(SCM 298/2022)**
 - 12.4. Minutes of the Meetings of the Executive and Board of Directors, Willistead Manor Inc., held November 10, 2022 **(SCM 334/2022)**
 - 12.5. Minutes of the Windsor Accessibility Advisory Committee of its meeting held November 1, 2022 **(SCM 312/2022)**

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**

Development & Heritage Standing Committee
Monday, January 9, 2023
4:30 p.m., Council Chambers

2023 Operating Budget Review Committee
Monday, January 23, 2023 – Thursday, January 26, 2023
350 City Hall Square W., Room 204
9:00 a.m.

Environment, Transportation & Public Safety Standing Committee
Wednesday, January 25, 2023
4:30 p.m., Council Chambers

21. **ADJOURNMENT**

Subject: 2022 Audit Planning Report

Reference:

Date to Council: January 16, 2023
Author: Stephen Cipkar
Manager of Financial Accounting
scipkar@citywindsor.ca
519-255-6100 ext. 6234
Financial Accounting
Report Date: December 19, 2022
Clerk's File #: AF/14041

To: Mayor and Members of City Council

Recommendation:

THAT City Council **RECEIVE FOR INFORMATION** the 2022 KPMG Audit Planning Report for the year ending December 31, 2022.

Executive Summary:

N/A.

Background:

Section 296 of the *Municipal Act* requires that all municipalities in Ontario undertake an annual audit of their accounts and that the external auditor is responsible for expressing an opinion on the financial statements based on that audit. The City's external auditor is KPMG LLP (KPMG) and their audit plan for the year ended December 31, 2022 is attached as Appendix A.

Discussion:

City Council renewed its approval of the appointment of KPMG as the City's external auditor for 2022-2026 via CR 346/2022. The proposed plan for 2022 is similar in most respects to the approved 2021 audit plan and is reflective of generally accepted auditing standards. As with the 2021 plan, there are significant additions to the 2022 audit plan due to the implementation of additional auditing standards.

Risk Analysis:

The additional audit activities required by the implementation of new audit standards is fully discussed in KPMG's report in Appendix A.

Climate Change Risks

Climate Change Mitigation:

N/A.

Climate Change Adaptation:

N/A.

Financial Matters:

As outlined in KPMG's Audit Planning Report, the base fee for the 2022 audit of the City of Windsor Consolidated Financial Statements and Trust Funds statements is \$99,800. This fee has increased by \$8,100 as per the pricing schedule submitted by KPMG during the contract extension process and as approved by CR 346/2022. This cost is part of the Financial Accounting Division's approved operating budget.

Consultations:

KPMG LLP

Conclusion:

It is recommended that the KPMG Audit Planning Report for the year ending December 31, 2022 be received and accepted.

Approvals:

Name	Title
Stephen Cipkar	Manager of Financial Accounting
Dan Seguin	Deputy Treasurer – Financial Accounting & Corporate Controls
Joe Mancina	Commissioner, Corporate Services & Chief Financial Officer & City Treasurer
Onorio Colucci	Chief Administrative Officer (A)

Notifications:

Name	Address	Email
Cynthia Swift, KPMG LLP	618-3200 Deziel Drive, Windsor, ON N8W 5K8	caswift@kpmg.ca

Appendices:

- 1 Appendix A - 2022 KPMG Audit Planning Report



The Corporation of the City of Windsor

**Audit Planning Report
for the year ended
December 31, 2022**

KPMG LLP

January 16, 2023



KPMG contacts

Key contacts in connection with this engagement



Cynthia Swift, CPA, CA

Lead Audit Engagement Partner

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Senior Manager

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Digital use information

This Audit Planning Report is also available as a “hyper-linked” PDF document.

If you are reading in electronic form (e.g. In “Adobe Reader” or “Board Books”), clicking on the home symbol on the top right corner will bring you back to this page.



Click on any item in the table of contents to navigate to that section.



Audit quality



KPMG Clara



Highlights



Audit plan



Audit risks



Key milestones and deliverables



Independence



Appendices

This report is intended solely for the information and use of management, the Corporate Services Standing Committee, and City Council and should not be used for any other purpose or any other party. KPMG shall have no responsibility or liability for loss or damages or claims, if any, to or by any third party as this report has not been prepared for, and is not intended for, and should not be used by, any third party or for any other purpose.



Audit Quality: How do we deliver audit quality?

Quality essentially means doing the right thing and remains our highest priority. Our **Global Quality Framework** outlines how we deliver quality and how every partner and staff member contribute to its delivery.

'**Perform quality engagements**' sits at the core along with our commitment to continually monitor and remediate to fulfil on our quality drivers.

Our **quality value drivers** are the cornerstones to our approach underpinned by the **supporting drivers** and give clear direction to encourage the right behaviours in delivering audit quality.

We define '**audit quality**' as being the outcome when:

- audits are **executed consistently**, in line with the requirements and intent of **applicable professional standards** within a strong **system of quality controls**; and
- all of our related activities are undertaken in an environment of the utmost level of **objectivity, independence, ethics and integrity**.



Doing the right thing. Always.





Audit Quality: Indicators (AQIs)

The objective of these measures is to provide more in-depth information about factors that influence audit quality within an audit process. Below are the AQIs that we have agreed with management are relevant for the audit. We would like to obtain agreement of Council that these are the relevant AQIs.

We will communicate the status of the below AQIs on an annual basis.



Team composition

Experience of the team

- Role – number of years experience in the industry, number of years on this engagement



Timing of prepared by client (PBC) items

Timeliness of PBC items

- Number of timely and overdue items received by the audit team.



Technology in the audit

Implementation of technology in the audit

- Increase in use of technology in the audit year over year



Management and Audit Committee responsibilities

Results of internal and external reviews

- Number and nature of findings specific to the audit engagement



Engagement hours

Hours spent by level and phase of the audit

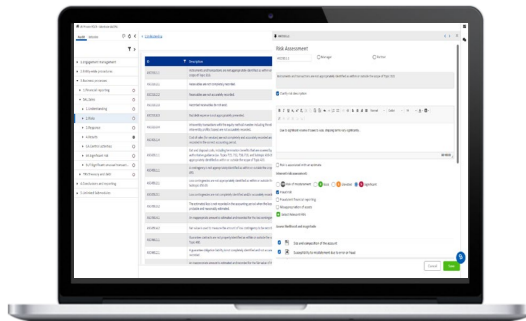
- Number and percentage of hours incurred by EQCR, Partners, Executive Directors by significant risk or key audit matter
- Number and percentage of hours incurred by Directors, Senior Managers and Managers by significant risk or key audit matter
- Number and percentage of hours incurred by audit staff and seniors by significant risk or key audit matter
- Number and percentage of hours incurred by professionals with specialized skills by significant risk or key audit matter



Our audit platform - KPMG Clara

Building upon our sound audit quality foundations, we are making significant investments to drive consistency and quality across our global audit practices. We've committed to an ongoing investment in innovative technologies and tools for engagement teams, such as KPMG Clara, our smart audit platform.

KPMG Clara workflow

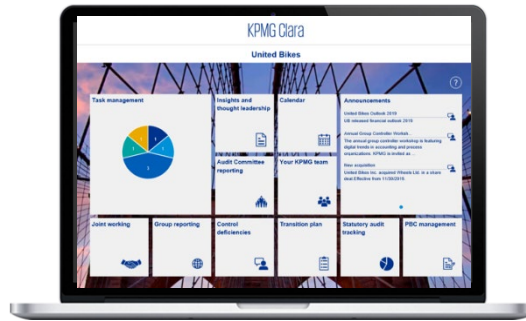


Globally consistent execution

A modern, intuitively written, highly applicable audit methodology that allows us to deliver globally consistent engagements.

[▶ Learn more](#)

KPMG Clara for clients



Real-time collaboration and transparency

Allows the client team to see the real-time status of the engagement and who from our KPMG team is leading on a deliverable.

[▶ Learn more](#)

KPMG Clara analytics



Insights-driven efficient operations

Using the latest technologies to analyze data, KPMG Clara allows us to visualise the flow of transactions through the system, identify risks in your financial data and perform more specific audit procedures.

[▶ Learn more](#)

Advanced Technologies

To ensure quick and efficient access to data, we use one of our available data extractions tools such as **DataShare**. DataShare is a data extraction tool that enables easy and reliable data extraction from compatible accounting systems to support our audit work by fully automating the extraction process.



[Click to learn more](#)



Highlights

Scope of the audit

Our audit of the consolidated financial statements ("financial statements") of The Corporation of the City of Windsor ("the Corporation") as of and for the year ending December 31, 2022, will be performed in accordance with Canadian generally accepted auditing standards (CASs).



Significant risks



We have identified significant risks of material misstatement for the audit. See audit risks section for details.

Rebuttable significant risks



The presumed fraud risk involving improper revenue recognition has been rebutted by us.

Required communications



See Appendix: Engagement letter and Appendix: Other required communications

Materiality



Materiality has been established by considering various metrics with total assets deemed to the presumed benchmark. We have determined materiality to be \$9,200,000.

Report highlights

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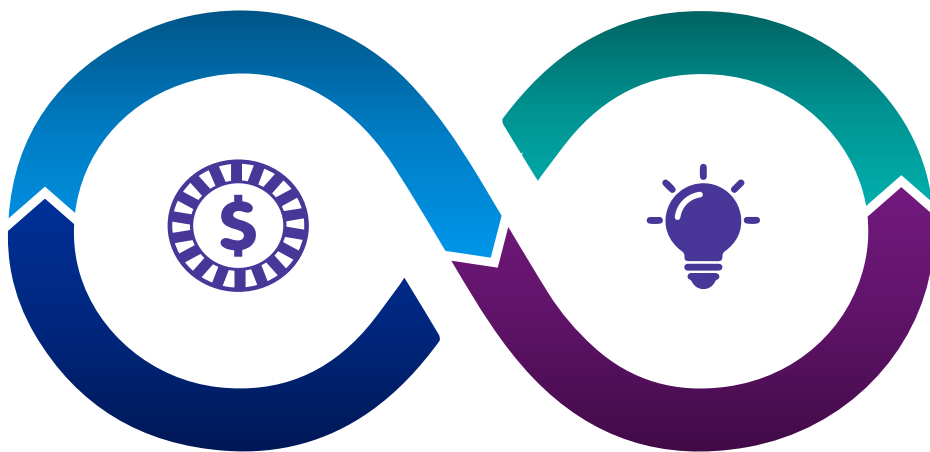
Materiality

11

Audit risks



Materiality



We **initially determine materiality** at a level at which we consider that misstatements could reasonably be expected to influence the economic decisions of users. Determining materiality is a matter of **professional judgement**, considering both quantitative and qualitative factors, and is affected by our perception of the common financial information needs of users of the financial statements as a group. We do not consider the possible effect of misstatements on specific individual users, whose needs may vary widely.

We **reassess materiality** throughout the audit and revise materiality if we become aware of information that would have caused us to determine a different materiality level initially.

Plan and perform the audit

We **initially determine materiality** to provide a basis for:

- Determining the nature, timing and extent of risk assessment procedures;
- Identifying and assessing the risks of material misstatement; and
- Determining the nature, timing, and extent of further audit procedures.

We design our procedures to detect misstatements at a level less than materiality in individual accounts and disclosures, to reduce to an appropriately low level the probability that the aggregate of uncorrected and undetected misstatements exceeds materiality for the financial statements as a whole.

Evaluate the effect of misstatements

We also use materiality to evaluate the effect of:

- Identified misstatements on our audit; and
- Uncorrected misstatements, if any, on the financial statements and in forming our opinion.



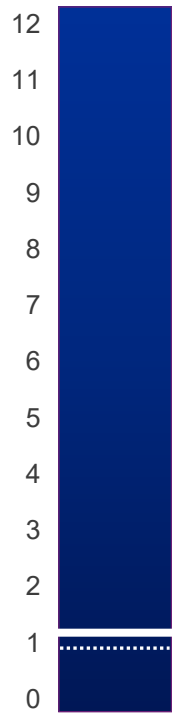
Materiality



Materiality
\$9,200,000
 (2021: \$8,800,000)

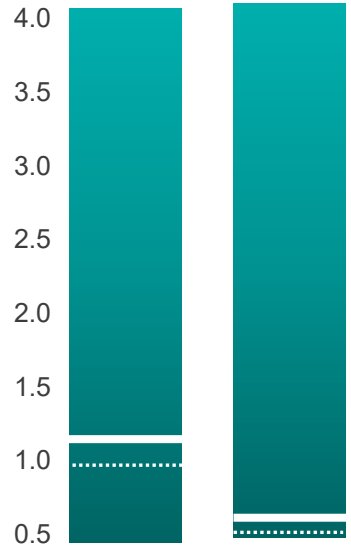
..... Prior year
 — Current year

% Benchmark



Total Revenues

% Other Relevant Metrics



Total Expenses Total Assets

Prior Year Total Revenues

\$920,595,000

(2021: \$886,191,000)

Prior Year Total Expenses

\$816,367,000

(2021: \$780,431,000)

Prior Year Total Assets

\$3,512,632,000

(2021: \$3,346,472,000)



Updates to our prior year audit plan

New significant risks



New audit risks



There are no new audit risks identified for the 2022 year.

Other significant changes



Newly effective auditing standard



- CAS 315 (Revised) *Identifying and Assessing the Risks of Material Misstatement*

Newly effective auditing standards



Newly effective accounting standards



- See Appendix 2

Newly effective accounting standards





Audit risks



Management Override of Controls

RISK OF



FRAUD

Why is it significant?

**Presumption
of the risk of fraud
resulting from
management
override of
controls**

Management is in a unique position to perpetrate fraud because of its ability to manipulate accounting records and prepare fraudulent financial statements by overriding controls that otherwise appear to be operating effectively. Although the level of risk of management override of controls will vary from entity to entity, the risk nevertheless is present in all entities.

Audit approach

As this presumed risk of material misstatement due to fraud is not rebuttable, our audit methodology incorporates the required procedures in professional standards to address this risk. These procedures include:

- testing of journal entries and other adjustments,
- performing a retrospective review of estimates
- evaluating the business rationale of significant unusual transactions.

Technologies

Our **KPMG Clara Journal Entry Analysis Tool** assists in the performance of detailed journal entry testing based on engagement-specific risk identification and circumstances. Our tool provides auto-generated journal entry population statistics and focusses our audit effort on journal entries that are riskier in nature.



[Click to learn more](#)



Audit risks (continued)



Contingent Liabilities

RISK OF



ERROR

Estimate?

Yes – Specifically, the estimation of the outcome of potential lawsuits against the Corporation

Why have we identified this risk?

The Corporation has been named as a defendant in a number of legal actions. These actions are at various stages of their respective proceedings and the Corporation may not be in a position to mitigate its' liability exposure through insurance.

New or changed?

No

Our audit approach

- Evaluation of Administration's understanding of legal claims including their assessment of liability exposure to the Corporation;
- Legal inquiry letters to both internal and external counsel and evaluation of their response;
- Review of Council minutes for the 2022 year and the period subsequent to year-end up to the date of our independent auditors' report;
- Review Administration's basis for estimating the outcome of contingencies and ensure the accruals are reasonable and based on reasonable assumptions.



Audit risks (continued)



Tangible Capital Assets

RISK OF



ERROR

Estimate?

Why have we identified this risk?

New or changed?

No

Capital expenditures represent a significant investment on the part of the City and in certain instances, may involve a degree of subjectivity and/or complexity in terms of whether they meet the criteria for capitalization.

No

Our audit approach

- We will perform substantive testing over recorded capital expenditures, including reviewing source documentation for a sample of capital expenditures, to determine the appropriate classification of costs (capitalization vs. expense).
- We will perform substantive testing over repairs and maintenance expenditures, including reviewing source documentation for a sample of capital expenditures, to identify any instances where items should be capitalized as opposed to expensed.
- We will review financial statement presentation and note disclosure of capital assets and deferred revenues.



Audit risks (continued)



Significant Management Estimates

RISK OF



ERROR

Estimate?

Yes – Specifically relating to landfill post-closure costs and employee future benefits which contain a high degree of estimation uncertainty

Why have we identified this risk?

Management estimates are inherently subjective in nature, requiring the determination of key assumptions that may result in a material misstatement or be influenced by management bias. In addition, Canadian Auditing Standards now requires an increase in audit procedures relating to management estimates. This includes enhanced risk assessment procedures and a comprehensive objectives-based work effort for supporting data and assumptions.

New or changed?

No

Our audit approach

- Our audit approach will reflect the requirements of the auditing standards relating to management estimates and will include, among other procedures,
 - Assessing the spectrum of inherent risk in management estimates that considers estimation uncertainty, complexity and subjectivity
 - Developing a separate assessment of inherent risk and control risk for significant management estimates
 - Obtaining evidence from events occurring up to the date of the audit report
 - Developing a point estimate or range to test the appropriateness of management's estimates
 - Undertaking a "stand back" review that involves evaluating the reasonableness of estimates based on corroborative and contradictory audit evidence



Audit risks (continued)



Property Taxes and Appeals

RISK OF



ERROR

Estimate?

Yes – Specifically relating to the estimation of collections and expected rate of appeals

Why have we identified this risk?

The Corporation's municipal tax base includes manufacturing and industrial properties with significant outstanding balances coupled with environmental sensitivities. In recent years, the City was required to pay settlements resulting from property tax appeals on significant properties.

New or changed?

No

Our audit approach

- Review Administration's evaluation of properties with significant outstanding tax balances including any environmentally sensitive properties and assess the reasonableness of the valuation allowance with audit procedures as required by the standard for management estimates;
- Obtain an understanding of outstanding property tax appeals through review of Council reports and inquires with Administration and ensure that such appeals are recognized in the consolidated financial statements in accordance with Corporation's significant accounting policies;
- Review subsequent appeal settlements to ensure the Corporation's accounting at year-end is appropriate.



Audit risks (continued)



Government Funding

RISK OF



ERROR

Estimate?

No

Why have we identified this risk?

The City receives funding from the Federal and Provincial governments under a variety of programs, including programs with specific revenue recognition criteria. This can result in potential financial reporting issues with respect to the amount of revenue recognized and the treatment of unearned funds at year-end (deferral vs. payable).

Grant revenues represent a major component of the City's revenues, accounting for 29% of reported revenues in the prior year.

New or changed?

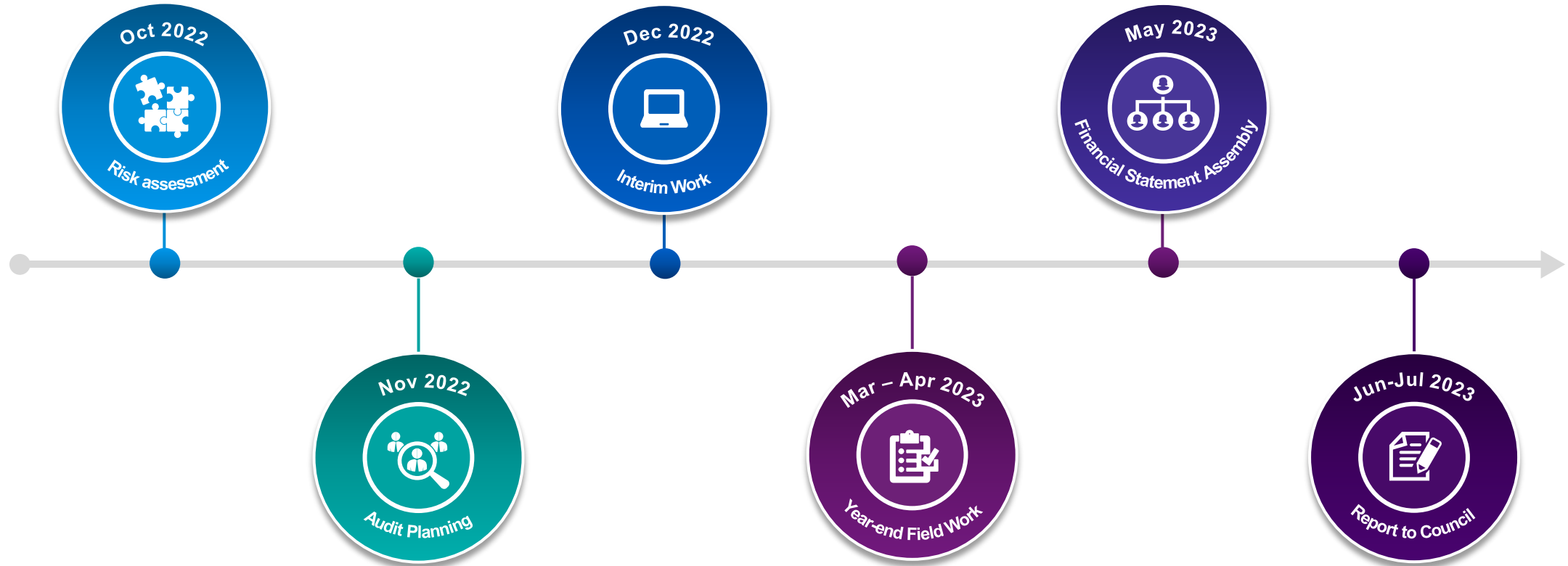
No

Our audit approach

- We will review administration's calculation of revenues and identified revenues that are conditional in nature, including new funding programs in response to COVID-19. For significant conditional revenue sources, we will review and test supporting documentation demonstrating that the revenue recognition criteria have been achieved.
- We will review administration's treatment of unearned revenues. For significant unearned revenue balances, we will test administration's determination as to whether these represent deferred revenue or payable balances.
- We will review administration's treatment of prior year unearned revenue accounts (deferred revenues, accounts payable) that are recognized as revenue in the current year. For significant income inclusions from prior year amounts, we will review supporting documentation to ensure that revenue recognition criteria have been met.



Key milestones and deliverables





Independence: Preapproval of services - Request



Our fees for professional services to be performed are in accordance with Council Report C-125/2022 entitled "External Auditor Contract Extension – 2022-2026 – City Wide" dated July 15, 2022 approved at the August 8, 2022 meeting of Council.

Audit services	Country	Fee: CDN	Fee type
The Corporation of the City of Windsor	Canada	\$93,000	Fixed
The Corporation of the City of Windsor Trust Funds	Canada	\$4,800	Fixed



We are submitting the following services for pre-approval by City Council. We will inform City Council on a timely basis of any services performed pursuant to pre-approval previously granted under the policies and procedures approach.

Audit services	Country	Fee: CDN	Fee type
Implementation of CAS 315	Canada	\$3,000 - \$5,000	One-time



Appendices

1

Other required communications

2

Newly effective and upcoming changes to accounting standards

3

Newly effective auditing standards

4

Insights to enhance your business

5

Audit and assurance insights

6

Environmental, social and governance



Appendix 1: Other required communications



CPAB communication protocol

The reports available through the following links were published by the Canadian Public Accountability Board to inform Audit Committees and other stakeholders about the results of quality inspections conducted over the past year:

- [CPAB Audit Quality Insights Report: 2021 Annual Inspections Results](#)
- [CPAB Audit Quality Insights Report: 2022 Interim Inspections Results](#)
- The 2022 Annual Inspection Results will be available in March 2023



Appendix 2: Newly effective and upcoming changes to accounting standards

Standard	Summary and implications
Asset Retirement Obligations	<ul style="list-style-type: none"> – The new standard is effective for fiscal years beginning on or after April 1, 2022. – The new standard addresses the recognition, measurement, presentation and disclosure of legal obligations associated with retirement of tangible capital assets in productive use. Retirement costs will be recognized as an integral cost of owning and operating tangible capital assets. PSAB currently contains no specific guidance in this area. – The ARO standard will require the public sector entity to record a liability related to future costs of any legal obligations to be incurred upon retirement of any controlled tangible capital assets (“TCA”). The amount of the initial liability will be added to the historical cost of the asset and amortized over its useful life. – As a result of the new standard, the public sector entity will have to: <ul style="list-style-type: none"> • Consider how the additional liability will impact net debt, as a new liability will be recognized with no corresponding increase in a financial asset; • Carefully review legal agreements, senior government directives and legislation in relation to all controlled TCA to determine if any legal obligations exist with respect to asset retirements; • Begin considering the potential effects on the organization as soon as possible to coordinate with resources outside the finance department to identify AROs and obtain information to estimate the value of potential AROs to avoid unexpected issues.
Revenue	<ul style="list-style-type: none"> – The new standard is effective for fiscal years beginning on or after April 1, 2023. The effective date was deferred by one year due to COVID-19. – The new standard establishes a single framework to categorize revenues to enhance the consistency of revenue recognition and its measurement. – The standard notes that in the case of revenues arising from an exchange transaction, a public sector entity must ensure the recognition of revenue aligns with the satisfaction of related performance obligations. – The standard notes that unilateral revenues arise when no performance obligations are present, and recognition occurs when there is authority to record the revenue and an event has happened that gives the public sector entity the right to the revenue.



Appendix 2: Newly effective and upcoming changes to accounting standards (continued)

Standard	Summary and implications
Financial Instruments and Foreign Currency Translation	<ul style="list-style-type: none"> – The accounting standards, PS3450 Financial Instruments, PS2601 Foreign Currency Translation, PS1201 Financial Statement Presentation and PS3041 Portfolio Investments are effective for fiscal years commencing on or after April 1, 2022. The effective date was deferred by one year due to COVID-19. – Equity instruments quoted in an active market and free-standing derivatives are to be carried at fair value. All other financial instruments, including bonds, can be carried at cost or fair value depending on the public sector entity's choice and this choice must be made on initial recognition of the financial instrument and is irrevocable. – Hedge accounting is not permitted. – A new statement, the Statement of Remeasurement Gains and Losses, will be included in the financial statements. Unrealized gains and losses incurred on fair value accounted financial instruments will be presented in this statement. Realized gains and losses will continue to be presented in the statement of operations. – In July 2020, PSAB approved federal government narrow-scope amendments to PS3450 Financial Instruments which will be included in the Handbook in the fall of 2020. Based on stakeholder feedback, PSAB is considering other narrow-scope amendments related to the presentation and foreign currency requirements in PS3450 Financial Instruments. The exposure drafts were released in summer 2020 with a 90-day comment period.
Employee Future Benefit Obligations	<ul style="list-style-type: none"> – PSAB has initiated a review of sections PS3250 Retirement Benefits and PS3255 Post-Employment Benefits, Compensated Absences and Termination Benefits. In July 2020, PSAB approved a revised project plan. – PSAB intends to use principles from International Public Sector Accounting Standard 39 Employee Benefits as a starting point to develop the Canadian standard. – Given the complexity of issues involved and potential implications of any changes that may arise from the review of the existing guidance, PSAB will implement a multi-release strategy for the new standards. The first standard will provide foundational guidance. Subsequent standards will provide additional guidance on current and emerging issues. – PSAB released an exposure draft on proposed section PS3251, Employee Benefits in July 2021. Comments to PSAB on the proposed section are due by November 25, 2021. Proposed Section PS 3251 would apply to fiscal years beginning on or after April 1, 2026 and should be applied retroactively. Earlier adoption is permitted. The proposed PS3251 would replace existing Section PS 3250 and Section PS 3255. This proposed section would result in organizations recognizing the impact of revaluations of the net defined benefit liability (asset) immediately on the statement of financial position. Organizations would also assess the funding status of their post-employment benefit plans to determine the appropriate rate for discounting post-employment benefit obligations.



Appendix 2: Newly effective and upcoming changes to accounting standards (continued)

Standard	Summary and implications
Public Private Partnerships ("P3")	<ul style="list-style-type: none"> – PSAB has introduced Section PS3160, which includes new requirements for the recognition, measurement and classification of infrastructure procured through a public private partnership. The standard has an effective date of April 1, 2023, and may be applied retroactively or prospectively. – The standard notes that recognition of infrastructure by the public sector entity would occur when it controls the purpose and use of the infrastructure, when it controls access and the price, if any, charged for use, and it controls any significant interest accumulated in the infrastructure when the P3 ends. – The public sector entity recognizes a liability when it needs to pay cash or non-cash consideration to the private sector partner for the infrastructure. – The infrastructure would be valued at cost, which represents fair value at the date of recognition with a liability of the same amount if one exists. Cost would be measured in reference to the public private partnership process and agreement, or by discounting the expected cash flows by a discount rate that reflects the time value of money and risks specific to the project.
Purchased Intangibles	<ul style="list-style-type: none"> – In October 2019, PSAB approved a proposal to allow public sector entities to recognize intangibles purchased through an exchange transaction. Practitioners are expected to use the definition of an asset, the general recognition criteria and the GAAP hierarchy to account for purchased intangibles. – PSAB has approved Public Sector Guideline 8 which allows recognition of intangibles purchased through an exchange transaction. Narrow-scope amendments were made to Section PS 1000 Financial statement concepts to remove prohibition on recognition of intangibles purchased through exchange transactions and PS 1201 Financial statement presentation to remove the requirement to disclose that purchased intangibles are not recognized. – The effective date is April 1, 2023 with early adoption permitted. Application may be retroactive or prospective



Appendix 2: Newly effective and upcoming changes to accounting standards (continued)

Standard	Summary and implications
Concepts Underlying Financial Performance	<ul style="list-style-type: none"> – PSAB is in the process of reviewing the conceptual framework that provides the core concepts and objectives underlying Canadian public sector accounting standards. – PSAB released four exposure drafts in early 2021 for the proposed conceptual framework and proposed revised reporting model, and their related consequential amendments. The Board is in the process of considering stakeholder comments received. – PSAB is proposing a revised, ten chapter conceptual framework intended to replace PS 1000 Financial Statement Concepts and PS 1100 Financial Statement Objectives. The revised conceptual framework would be defined and elaborate on the characteristics of public sector entities and their financial reporting objectives. Additional information would be provided about financial statement objectives, qualitative characteristics and elements. General recognition and measurement criteria, and presentation concepts would be introduced. – In addition, PSAB is proposing: <ul style="list-style-type: none"> – Relocation of the net debt indicator to its own statement and the statement of net financial assets/liabilities, with the calculation of net debt refined to ensure its original meaning is retained. – Separating liabilities into financial liabilities and non-financial liabilities. – Restructuring the statement of financial position to present non-financial assets before liabilities. – Changes to common terminology used in the financial statements, including re-naming accumulated surplus (deficit) to net assets (liabilities). – Removal of the statement of remeasurement gains (losses) with the information instead included on a new statement called the statement of changes in net assets (liabilities). This new statement would present the changes in each component of net assets (liabilities), including a new component called “accumulated other”. – A new provision whereby an entity can use an amended budget in certain circumstances. – Inclusion of disclosures related to risks and uncertainties that could affect the entity’s financial position.



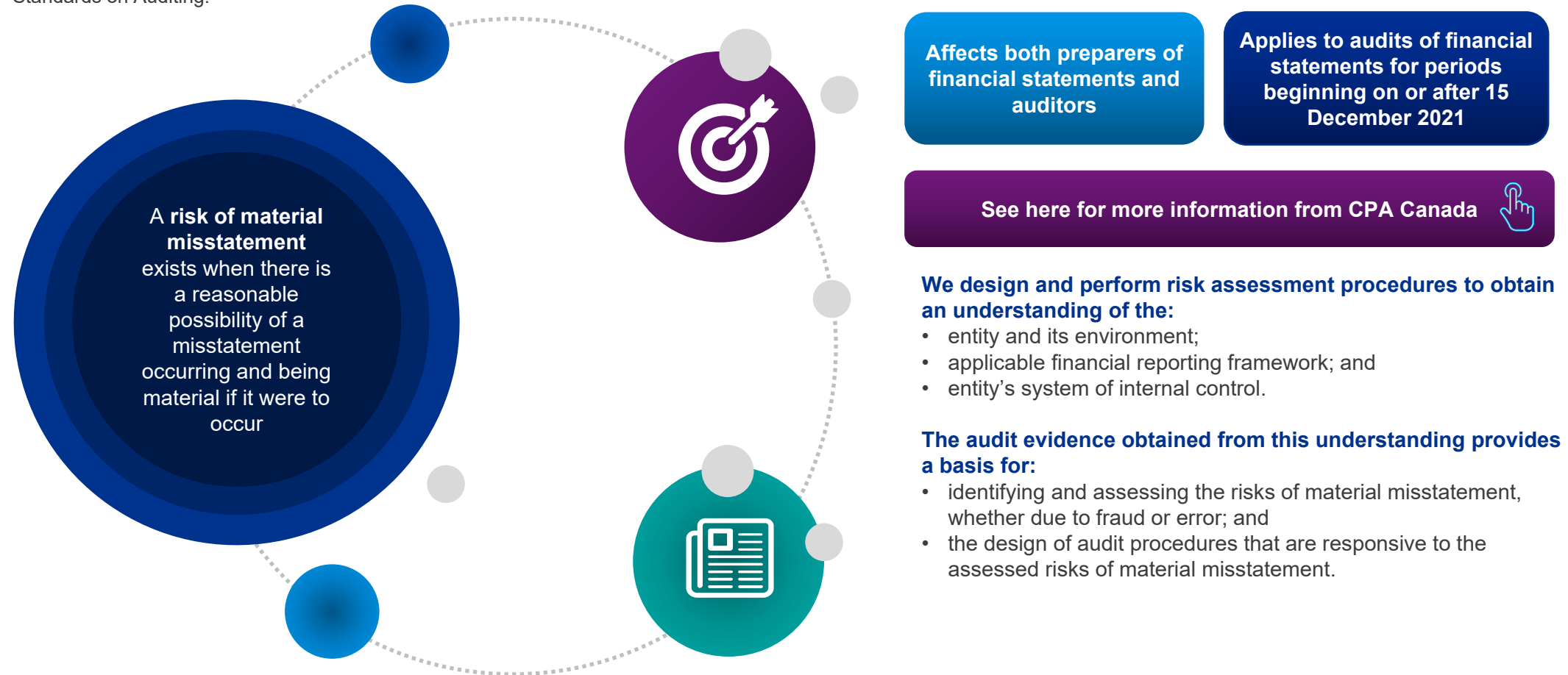
Appendix 2: Newly effective and upcoming changes to accounting standards (continued)

Standard	Summary and implications
2022 – 2027 Strategic Plan	<ul style="list-style-type: none"> – PSAB’s Draft 2022 – 2027 Strategic Plan was issued for public comment in May 2021. Comments were requested for October 6, 2021. – The Strategic Plan sets out broad strategic objectives that help guide PSAB in achieving its public interest mandate over a multi-year period, and determining standard-setting priorities – The Strategic Plan emphasizes four key priorities: <ul style="list-style-type: none"> – Develop relevant and high-quality accounting standards - Continue to develop relevant and high-quality accounting standards in line with PSAB’s due process, including implementation of the international strategy (focused on adapting International Public Sector Accounting Standards for new standards) and completion of the Conceptual Framework and Reporting Model project. – Enhance and strengthen relationships with stakeholders - Includes increased engagement with Indigenous Governments and exploring the use of customized reporting. – Enhance and strengthen relationships with other standard setters – In addition to continued collaboration with other standard setters, this emphasizes strengthened relationship with the IPSASB. – Support forward-looking accounting and reporting initiatives – Supporting and encouraging ESG reporting, and consideration of the development of ESG reporting guidance for the Canadian public sector.



Appendix 3: Newly effective auditing standards

CAS 315 (Revised) Identifying and Assessing the Risks of Material Misstatement has been revised, reorganized and modernized in response to challenges and issues with the previous standard. It aims to promote consistency in application, improve scalability, reduce complexity, support a more robust risk assessment and incorporate enhanced guidance material to respond to the evolving environment, including in relation to information technology. Conforming and consequential amendments have been made to other International Standards on Auditing.





Appendix 3: Newly effective auditing standards

Key change

Overall, a more robust risk identification and assessment process, including:

- New requirement to take into account how, and the degree to which, 'inherent risk factors' affect the susceptibility of relevant assertions to misstatement
- New concept of significant classes of transactions, account balances and disclosures and relevant assertions to help us to identify and assess the risks of material misstatement
- New requirement to separately assess inherent risk and control risk for each risk of material misstatement
- Revised definition of significant risk for those risks which are close to the upper end of the spectrum of inherent risk

Impact on the audit team

When assessing inherent risk for identified risks of material misstatement, we consider the degree to which inherent risk factors (such as complexity, subjectivity, uncertainty, change, susceptibility to management bias) affect the susceptibility of assertions to misstatement.

We use the concept of the spectrum of inherent risk to assist us in making a judgement, based on the likelihood and magnitude of a possible misstatement, on a range from higher to lower, when assessing risks of material misstatement

The changes may affect our assessments of the risks of material misstatement and the design of our planned audit procedures to respond to identified risks of material misstatement.

If we do not plan to test the operating effectiveness of controls, the risk of material misstatement is the same as the assessment of inherent risk.

Impact on management

If the effect of this consideration is that our assessment of the risks of material misstatement is higher, then our audit approach may increase the number of controls tested and/or the extent of that testing, and/or our substantive procedures will be designed to be responsive to the higher risk.

We may perform different audit procedures and request different information compared to previous audits, as part of a more focused response to the effects identified inherent risk factors have on the assessed risks of material misstatement.



Appendix 3: Newly effective auditing standards

Key change	Impact on the audit team	Impact on management
<p>Overall, a more robust risk identification and assessment process, including evaluating whether the audit evidence obtained from risk assessment procedures provides an appropriate basis to identify and assess the risks of material misstatement</p>	<p>When making this evaluation, we consider all audit evidence obtained, whether corroborative or contradictory to management assertions. If we conclude the audit evidence obtained does not provide an appropriate basis, then we perform additional risk assessment procedures until audit evidence has been obtained to provide such a basis.</p>	<p>In certain circumstances, we may perform additional risk assessment procedures, which may include further inquires of management, analytical procedures, inspection and/or observation.</p>
<p>Overall, a more robust risk identification and assessment process, including performing a 'stand back' at the end of the risk assessment process</p>	<p>We evaluate whether our determination that certain material classes of transactions, account balances or disclosures have no identified risks of material misstatement remains appropriate.</p>	<p>In certain circumstances, this evaluation may result in the identification of additional risks of material misstatement, which will require us to perform additional audit work to respond to these risks.</p>



Appendix 3: Newly effective auditing standards

Key change

Modernized to recognize the evolving environment, including in relation to IT

New requirement to understand the extent to which the business model integrates the use of IT.

When obtaining an understanding of the IT environment, including IT applications and supporting IT infrastructure, it has been clarified that we also understand the IT processes and personnel involved in those processes relevant to the audit.

Based on the identified controls we plan to evaluate, we are required to identify the:

- IT applications and other aspects of the IT environment relevant to those controls
- related risks arising from the use of IT and the entity's general IT controls that address them.

Examples of risks that may arise from the use of IT include unauthorized access or program changes, inappropriate data changes, risks from the use of external or internal service providers for certain aspects of the entity's IT environment or cybersecurity risks.

Enhanced requirements relating to exercising professional skepticism

New requirement to design and perform risk assessment procedures in a manner that is not biased toward obtaining audit evidence that may be corroborative or toward excluding audit evidence that may be contradictory. Strengthened documentation requirements to demonstrate the exercise of professional scepticism.

Impact on the audit team

Impact on management

We will expand our risk assessment procedures and are likely to engage more extensively with your IT and other relevant personnel when obtaining an understanding of the entity's use of IT, the IT environment and potential risks arising from IT. This might require increased involvement of IT audit professionals.

Changes in the entity's use of IT and/or the IT environment may require increased audit effort to understand those changes and affect our assessment of the risks of material misstatement and audit response.

Risks arising from the use of IT and our evaluation of general IT controls may affect our control risk assessments, and decisions about whether we test the operating effectiveness of controls for the purpose of placing reliance on them or obtain more audit evidence from substantive procedures. They may also affect our strategy for testing information that is produced by, or involves, the entity's IT applications.

We may make changes to the nature, timing and extent of our risk assessment procedures, such as our inquires of management, the activities we observe or the accounting records we inspect.



Appendix 3: Newly effective auditing standards

Key change

Clarification of which controls need to be identified for the purpose of evaluating the design and implementation of a control

Impact on the audit team

We will evaluate the design and implementation of controls that address risks of material misstatement at the assertion level as follows:

- Controls that address a significant risk.
- Controls over journal entries, including non-standard journal entries.
- Other controls we consider appropriate to evaluate to enable us to identify and assess risks of material misstatement and design our audit procedures

Impact on management

We may identify new or different controls that we plan to evaluate the design and implementation of, and possibly test the operating effectiveness to determine if we can place reliance on them.

We may also identify risks arising from IT relating to the controls we plan to evaluate, which may result in the identification of general IT controls that we also need to evaluate and possibly test whether they are operating effectively. This may require increased involvement of IT audit specialists.



Appendix 4: Insights to enhance your business

We have the unique opportunity as your auditors to perform a deeper dive to better understand your business processes that are relevant to financial reporting.

Lean in Audit

Lean in Audit™ is KPMG’s award-winning methodology that offers a new way of looking at processes and engaging people within your finance function and organization through the audit.

By incorporating Lean process analysis techniques into our audit procedures, we can enhance our understanding of your business processes that are relevant to financial reporting and provide you with new and pragmatic insights to improve your processes and controls.

Clients like you have seen immediate benefits such as improved quality, reduced rework, shorter processing times and increased employee engagement.

How it works

<p>Standard Audit</p>	<p>Typical process and how it's audited</p>	
<p>Lean in Audit™</p>	<p>Applying a Lean lens to perform walkthroughs Typically 95% + is considered redundant through a customer's lens</p>	
<p>How Lean in Audit helps businesses improve processes</p>	<p>Make the process more streamlined and efficient for all</p>	

- **Value:** what customers want (**maximize**)
- **Necessary:** required activities (**minimize**)
- **Redundant:** non-essential activities (**remove**)

🔒 Process controls ✔ Key controls tested



Appendix 5: Audit and assurance insights

Our latest thinking on the issues that matter most to Audit Committees, board of directors and management.

[KPMG Audit & Assurance Insights](#)

Curated research and insights for Audit Committees and boards.

[Board Leadership Centre](#)

Leading insights to help board members maximize boardroom opportunities.

[Current Developments](#)

Series of quarterly publications for Canadian businesses including Spotlight on IFRS, Canadian Securities & Auditing Matters and US Outlook reports.

[Audit Committee Guide – Canadian Edition](#)

A practical guide providing insight into current challenges and leading practices shaping Audit Committee effectiveness in Canada

[KPMG Learning Academy](#)

Technical accounting and finance courses designed to arm you with leading-edge skills needed in today's disruptive environment.

[IFRS Breaking News](#)

A monthly Canadian newsletter that provides the latest insights on international financial reporting standards and IASB activities.

[KPMG Climate Change Financial Reporting Resource Centre](#)

Our climate change resource centre provides insights to help you identify the potential financial statement impacts to your business.

[Momentum](#)

A quarterly newsletter providing curated insights for management, boards and Audit Committees.

[Uncertain Times Financial Reporting Resource Centre](#)

Uncertain times resource center provides insights to support clients facing challenges relating to COVID-19, natural disasters and geopolitical events.

[Environmental, social and governance \(ESG\)](#)

Building a sustainable, resilient and purpose-led organization

[Other Insights](#)





Appendix 6: Environmental, social and governance

The time is now to begin a discussion on your entity's ESG journey.

Environmental, Social and Governance (ESG) has revolutionized how organizations in all sectors and markets are delivering their services. ESG refers to a framework to integrate environmental, social, governance risks and opportunities into an entity's strategy to build long-term sustainability and value creation. KPMG's 2021 CEO Outlook highlighted that 30% of CEO's are planning to invest more than 10% of their revenues towards becoming more sustainable. Stakeholder expectations have changed significantly — ESG is no longer a nice-to-have, or an initiative that can be pursued independent of an entity's other objectives.

To be successful, ESG needs to become an integral component of an entity's strategy, and all facets of its operations. Entities need to transform how performance is measured. ESG is also shaping financial reporting requirements. In addition to substantial investments to support sustainability and climate change, the Government of Canada's Budget 2021 announced a commitment to engage with the provinces and territories on adoption of climate disclosures consistent with the Task Force on Climate-related Financial Disclosures (TCFD). Canada's Crown corporations are presently working to adopt the TCFD standards.

KPMG shares your passion for ESG. Recently, KPMG launched a transformative ESG global strategy to embed ESG in every one of the services we provide, the learning and development of our professionals, and commits the firm to achieve net-zero carbon emissions by 2030. Globally, KPMG is investing over \$1.5 billion over the next three years to accelerate global solutions for environmental, social and governance issues. Our sustainability and impact service offerings cover the full range of requirements, from strategy setting, to impact measurement, decarbonization, reporting and assurance. The time is now to begin a discussion on your entity's ESG journey.

Contact us to discuss how KPMG can advise you on your ESG journey!



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KPMG member firms around the world have 227,000 professionals, in 145 countries.

Subject: CQ21-2020 Howard Avenue Corridor Assessment - Ward 9

Reference:

Date to Council: January 16, 2023
Author: Jeff Hagan
Transportation Planning Senior Engineer
519-255-6100 ext 6003
jhagan@citywindsor.ca
Public Works - Operations
Report Date: 12/14/2022
Clerk's File #: SW2023

To: Mayor and Members of City Council

Recommendation:

1. THAT report C 129/2022, "CQ21-2020 Howard Avenue Corridor Review" **BE RECEIVED** for information.

Executive Summary:

N/A

Background:

At the July 27, 2020 meeting of Council, Councillor McKenzie asked the following Council Question:

CQ 21-2020

That given the significant cluster of developments through the Howard Avenue corridor between Cabana and South Cameron and increasing concerns among current residents around the capability of the municipal infrastructure directly impacted to support these developments, that Administration prepare a report evaluating those capacities and what if any appropriate investments should proceed in order to accommodate the new developments. The analysis should include a consolidated traffic impact study, an analysis of the condition of the roadway, the need for traffic management infrastructure and/or traffic calming as well as active transportation capacities or deficiencies.

This report provides the requested information.

Works Currently Underway

Future works have been identified for Howard Avenue between South Cameron Boulevard and Cabana Road East as part of the Howard Avenue Corridor Infrastructure Improvements capital project (ECP-003-08) and are currently scheduled as follows:

- South Cameron / Howard intersection redesign:
 - 2023-2024: engineering, design and utility relocation
 - 2026-2027: construction

It is the intention of Administration to bring forward a request to pre-commit the 2026/2027 funding in order to accommodate a spring 2023 construction.

- Kenilworth to Cabana widening:
 - 2028: engineering and design
 - 2028-2030: construction

The detailed design for the South Cameron / Howard intersection is currently underway. The approved preliminary design for this intersection from the Central Box Environmental Assessment is provided in Appendix A. This project will improve roadway capacity through the Howard Avenue/South Cameron Boulevard/Division Road intersection as well as provide important new connections in the cycling and pedestrian networks.

Other portions of the Central Box Environmental Assessment approved design that are currently in the detailed design phase:

- Dominion Boulevard (Northwood Street to Ojibway Street): road reconstruction, including the addition of bicycle lanes. Construction is planned for 2023.
- Dougall Avenue (Ouellette Place to Eugenie Street): road reconstruction, including the addition of protected bicycle lanes. Construction is underway and is planned to be complete spring 2023.

Portions of the Central Box Environmental Assessment approved design that have already been constructed:

- Dominion Boulevard & Northwood Street: intersection reconstruction, including the addition of bicycle lanes
- Dougall Avenue (South Cameron Boulevard to Ouellette Place): multi-use trail, tunnel, and intersection signalization

Howard Avenue Environmental Assessment

The Howard Avenue Environmental Assessment was completed in 2003 and established a preliminary design for Howard Avenue between Grand Marais Road and Highway 3.

Portions of the design from the Howard Avenue Environmental Assessment have been updated by more recent studies or designs, including:

- Cabana/Division Environmental Assessment (2005)
- Detroit River International Crossing Study (2009 – MTO project)
- Central Box Environmental Assessment (2016)

Walk Wheel Windsor, the City of Windsor Active Transportation Master Plan (2019) also made high-level recommendations for the Howard Avenue corridor. These recommendations will necessitate an update to the Howard Avenue Environmental Assessment preliminary design.

Discussion:

The Council Question touched on several issues related to Howard Avenue between South Cameron Boulevard and Cabana Road East; each is dealt with separately below:

- Capacity of municipal infrastructure to accommodate existing and future development. This was broken down further into the following categories:
 - Transportation capacity
 - Capacity of municipal services
- Active transportation
- Traffic management and traffic calming
- Roadway condition

Transportation Capacity

A traffic analysis for the Howard Avenue corridor between Cabana and South Cameron was carried out, building upon the traffic analysis that was done for the Howard/South Cameron intersection detailed design.

This review focused on 2041 conditions and found that traffic will flow well at intersections with a minimum of delay for through traffic on Howard and turns off of Howard Avenue, even with the existing two-lane cross-section. The level of service for turns onto Howard Avenue from cross streets along the corridor varies from level of service “C” (satisfactory) to “E” (at functional capacity).

The level of service analysis does not take into account the numerous low-volume driveways along the corridor. Existing daily traffic on Howard Avenue (13,300 vehicles per day as of 2016) is already above the threshold where the addition of a two-way left turn lane is normally recommended for consideration (6,000 vehicles per day, typically). Providing a two-way left turn lane along Howard Avenue would provide an increase in capacity for through traffic by reducing the delay created by left turning vehicles waiting for gaps in opposing traffic.

Further details are available in the traffic analysis memo (attached as Appendix B).

Capacity of Municipal Services

As part of the work for the Howard/South Cameron Intersection project, Dillon Consulting recently carried out a servicing study for the lands served by the Howard Avenue storm and sanitary sewers. This study found that the existing sanitary sewer has sufficient capacity for full buildout of the lands east of Howard Avenue, as well as partial buildout of the lands west of Howard Avenue, and confirmed previous recommendations to convert Howard Avenue to an urban cross-section with a storm sewer installed and open drains eliminated.

Several development applications have been approved recently for the lands east of Howard Avenue; it is anticipated that this area will be approaching full buildout in the next few years. It is not anticipated that full buildout will occur on the lands west of Howard Avenue due to fragmented property ownership. The Dillon servicing report allowed for a conservative estimate for development west of Howard Avenue.

Active Transportation

Pedestrians

Under existing conditions, between South Cameron Boulevard and Cabana Road East, sidewalks are provided on one side of Howard Avenue. Both the Howard Avenue Environmental Assessment Environmental Study Report and the Active Transportation Master Plan recommend that sidewalks be provided on both sides of Howard Avenue. This would also be consistent with the Official Plan, which requires sidewalks on both sides of all collector and arterial roads.

Cyclists

Currently, no cycling infrastructure is provided on this segment of Howard Avenue.

The Active Transportation Master Plan, endorsed by Council in 2019 (CR 378/2019), identifies Howard Avenue between South Cameron Boulevard and Cabana Road East as an important link in the future AAA cycling network, as shown in Figure 1.

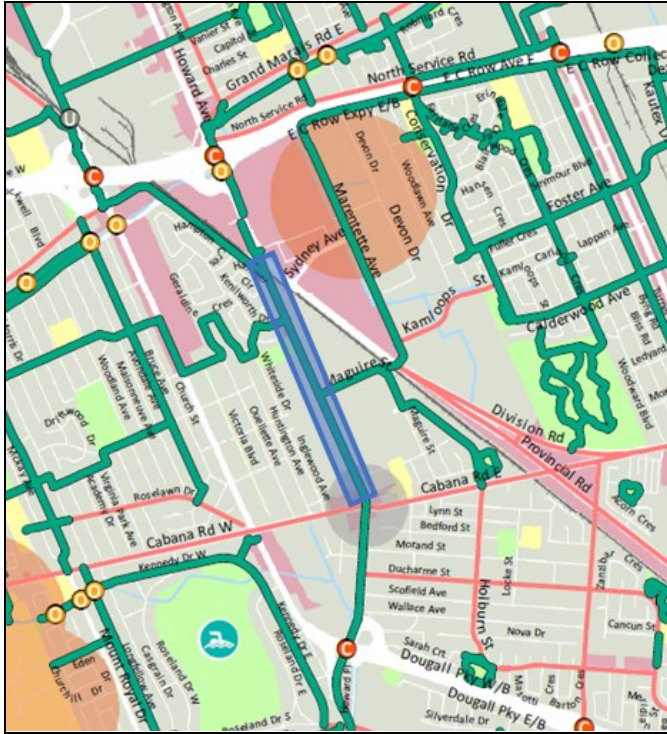


Figure 1: Future AAA (All Ages and Abilities) Cycling Route Network (Green) - ATMP Excerpt

In order to implement the recommendations of the Active Transportation Master Plan, an addendum to the preferred design of the Howard Avenue Environmental Assessment will be required before the segment between South Cameron Boulevard and Cabana Road West proceeds to detailed design (currently planned for 2028).

Traffic Management and Traffic Calming

Recent speed data collected on Howard Avenue between South Cameron Road and Cabana Road East shows an operating speed of 60 km/h, or 10 km/h over the 50 km/h speed limit.

With this degree of speeding, Howard Avenue would already be eligible for speed control measures under the Traffic Calming Policy’s Arterial Speed Control Procedure. However, speed control measures for Howard Avenue have not been pursued to date because other corridors have been identified as higher priority for this program based on higher speeds and more severe collision history.

The environmental assessment addendum for Howard Avenue as well as detailed design will provide an opportunity to explore alternative measures to address speeding, such as adjusting lane widths or providing streetscaping features.

Roadway Condition

Currently, the pavement condition on Howard Avenue between South Cameron Boulevard and Cabana Road East is in the “1 to 5 year deficient” category, indicating that resurfacing, rehabilitation or reconstruction of the roadway may be warranted in the short term.

Under existing conditions, pavement edge cracking and drainage issues in the right-of-way have been noted along the corridor.

Risk Analysis:

No risks are associated with this informational report.

Climate Change Risks

Climate Change Mitigation:

Carbon dioxide emissions for several scenarios were forecasted based on estimates of fuel consumption provided by *Synchro 10* traffic analysis software. 2041 conditions were evaluated for each scenario:

- Baseline: Howard Avenue in its existing configuration
- Howard EA design: 4-lane Howard Avenue as shown in the 2003 Howard Avenue Environmental Assessment
- 3-lane Howard: Howard Avenue with a 3-lane cross-section
 - Since this scenario would support the goals of the Active Transportation Master Plan, it was evaluated with both current auto mode share and at the ATMP auto mode share targets (to reflect increased walking, cycling and transit use).

Important limitations on the estimates should be noted:

- The analysis only considers emissions during the weekday AM and PM peak hours. However, these tend to be the most significant periods for overall emissions, since vehicle volumes and emissions per vehicle both tend to be highest during “rush hour” conditions.
- The analysis only considers emissions along Howard Avenue and Sydney Avenue between Provincial Road and Cabana Road East. Most vehicles travelling the corridor will be on trips that begin and end outside the analysis area; these emissions outside the analysis area are not considered in the estimates.

As shown in Table 1, increasing the capacity of Howard Avenue will result in minor reductions in carbon dioxide emissions for the corridor due to a decrease in traffic congestion. This reduction is slightly better for a 3-lane Howard than a 4-lane Howard due to improved traffic flow in the 3-lane scenario (with left turns from an exclusive turning lane) than in the 4-lane scenario (where left turns from a shared lane would have a greater potential to disrupt through traffic).

With buildout of the cycling and pedestrian network, additional decreases in carbon dioxide emissions would occur as the non-auto mode share increases. With this reduction in motor vehicle traffic volumes, carbon dioxide emissions 23% below baseline conditions would occur if the Active Transportation Master Plan mode share target is achieved.

Table 1: Carbon Dioxide Emission Estimates

Alternative	Description	2041 Weekday AM and PM Peak Hour Carbon Dioxide Emissions (tonnes of CO ₂ per year)	Increase or Decrease in Carbon Dioxide Emissions (compared to Baseline)
Baseline	<ul style="list-style-type: none"> Two travel lanes Existing non-auto mode share (8.3%) 	919	0%
4-lane Howard	<ul style="list-style-type: none"> Four travel lanes Existing non-auto mode share (8.3%) 	912	-1%
3-lane Howard (existing mode share)	<ul style="list-style-type: none"> 3 travel lanes Existing non-auto mode share (8.3%) 	911	-1%
3-lane Howard (ATMP target mode share)	<ul style="list-style-type: none"> 3 travel lanes ATMP target non-auto mode share (22%) 	705	-23%

The Community Energy Plan 2017 supports the implementation of the Active Transportation Master Plan (Strategy 10); Council reaffirmed this strategy as a priority 1 mitigation action in the Acceleration of Climate Change Actions in response to the Climate Change Emergency Declaration (Council Resolution CR187/2020, report S 18/2020).

Climate Change Adaptation:

Hard surface associated with the future widening of Howard Avenue has the potential to exacerbate the urban heat island effect and – unless mitigated through stormwater management measures – flooding during high precipitation events. This issue can be addressed by considering these impacts explicitly in the alternative evaluation process in the environmental assessment addendum.

Financial Matters:

No expenditures are associated with the recommendations of this informational report.

The estimated cost to prepare an addendum to the Howard Avenue Environmental Assessment is approximately \$95,000 plus non-recoverable HST. Sufficient funds are available in the Environmental Assessments capital project to carry out this work.

Based on the 2003 Howard Avenue Environmental Assessment, and considering increases in construction pricing, the estimated total capital cost for Phase 2 (Kenilworth to Cabana) of the Howard Avenue Corridor Infrastructure Improvements capital project (ECP-003-08) is anticipated to be \$25,000,000.

The current capital budget allocates a total of \$6,900,000 for this project as follows:

- 2028: \$2,200,000
- 2029: \$2,000,000
- 2030: \$2,700,000

Future capital budget requests will be required to address full funding of this phase of the Howard Avenue widening.

Any changes to the design for Howard Avenue have the potential to increase or decrease the project cost, depending on the nature of the change. Updated construction cost estimates will be included in the consultant's project scope for the environmental assessment addendum.

Consultations:

Patrick Winters, Stacey McGuire & Fahd Mikhael, Engineering

Phong Nguy & Roberta Harrison, Operations

Conclusion:

Howard Avenue between South Cameron Road and Cabana Road East was reviewed in response to the Council Question.

This corridor has adequate roadway capacity to accommodate the anticipated buildout as the lands east of Howard Avenue are redeveloped. However, the corridor would benefit from the addition of a two-way left turn lane, and the work required to address pavement condition, surface drainage issues, and storm sewer capacity. The lack of sidewalks on both sides of Howard Avenue, as well as the lack of cycling infrastructure, have been identified as deficiencies in the current 2003 EA for the corridor.

In order to update the design of Howard Avenue to reflect the Active Transportation Master Plan, as well as, consider changes to the City and surrounding area, an addendum to the 2003 Howard Avenue Environmental Assessment, focused on the segment between South Cameron Road and Cabana Road East, will be required before detailed design begins. This will allow the addendum to remain current and avoid the need for further updates.

Planning Act Matters:

N/A

Approvals:

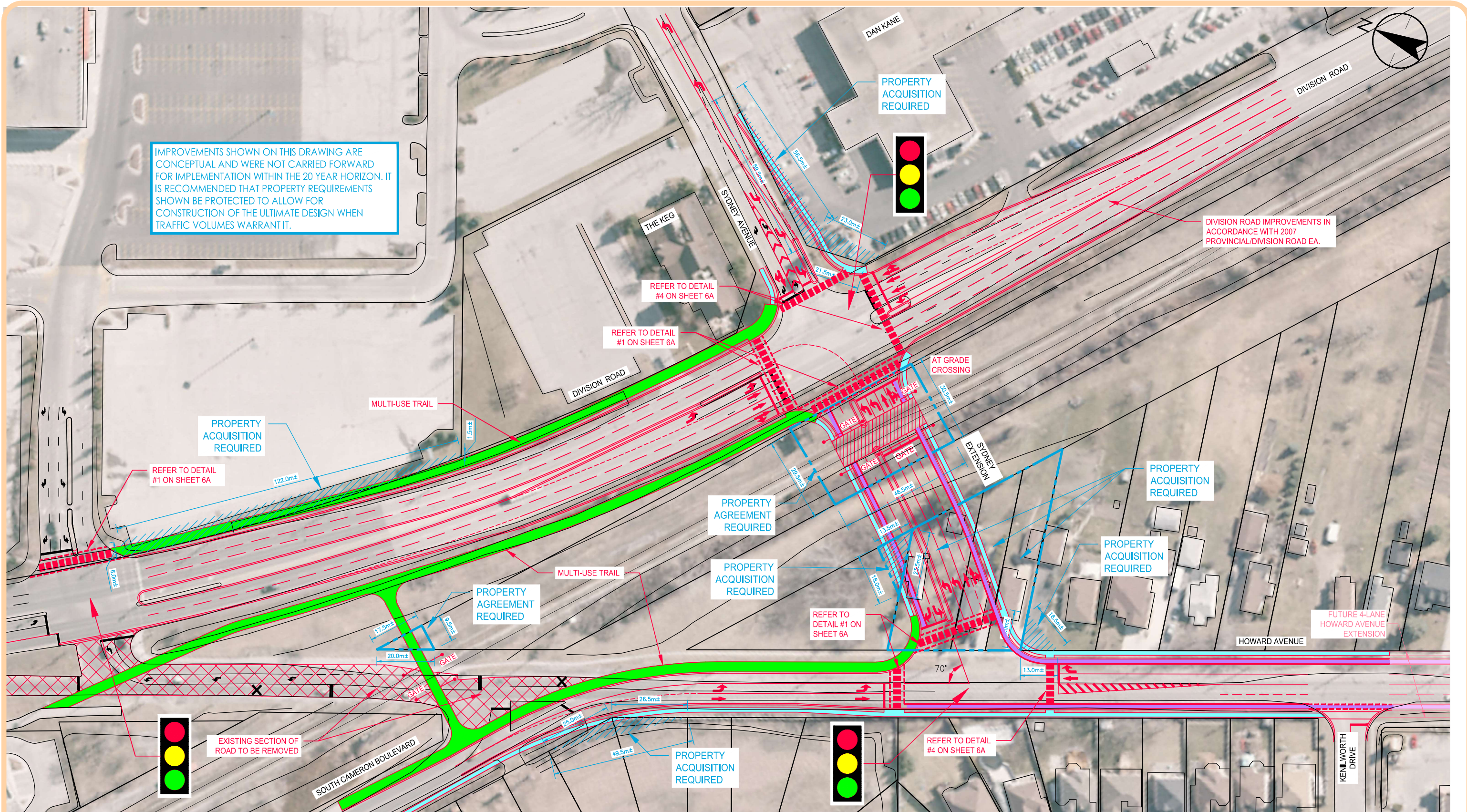
Name	Title
Cindy Becker	Financial Planning Administrator
Shawna Boakes	Executive Director of Operations & Deputy City Engineer
France Isabelle Tunks	Executive Director of Engineering & Deputy City Engineer
Chris Nepszy	City Engineer & Commissioner of Infrastructure Services
Joe Mancina	City Treasurer & Commissioner of Corporate Services
Onorio Colucci	Chief Administrative Officer

Notifications:

Name	Address	Email
Councillor Kieran McKenzie		
Windsor Bicycling Committee		
Area residents (<i>list provided to Clerks</i>)		

Appendices:

- 1 Appendix A - Howard-South Cameron Intersection Reconfiguration
- 2 Appendix B - Traffic Analysis



IMPROVEMENTS SHOWN ON THIS DRAWING ARE CONCEPTUAL AND WERE NOT CARRIED FORWARD FOR IMPLEMENTATION WITHIN THE 20 YEAR HORIZON. IT IS RECOMMENDED THAT PROPERTY REQUIREMENTS SHOWN BE PROTECTED TO ALLOW FOR CONSTRUCTION OF THE ULTIMATE DESIGN WHEN TRAFFIC VOLUMES WARRANT IT.

LEGEND

- | | |
|-------------------------------------|---|
| N.B.L. - NORTHBOUND LANE | B.A. - BUFFER AREA |
| S.B.L. - SOUTHBOUND LANE | M.T. - MULTI-USE TRAIL |
| W.B.L. - WESTBOUND LANE | B.L. - BIKE LANE |
| E.B.L. - EASTBOUND LANE | R.O.W. - RIGHT OF WAY |
| R.T.L. - RIGHT TURN LANE | BIKE LANES (COLOR USED FOR ILLUSTRATIVE PURPOSE ONLY) |
| L.T.L. - LEFT TURN LANE | CONCRETE SIDEWALK |
| T.W.L.T.L. - TWO WAY LEFT TURN LANE | ASPHALT MULTI-USE TRAIL |
| P.L. - PARKING LANE | |
| S/W - SIDEWALK | |

NOTES:

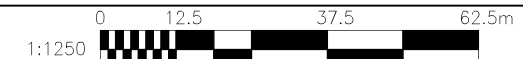
- PROPOSED CORRIDOR IMPROVEMENTS IN CONJUNCTION WITH SIGNAL TIMING ADJUSTMENTS AND PROMOTION OF HIGHER USE OF ALTERNATE MODES OF TRANSPORTATION.
- ALL PAVEMENT MARKINGS ARE FOR ILLUSTRATIVE PURPOSES ONLY.



**CITY OF WINDSOR
CENTRAL BOX STUDY AREA
ENVIRONMENTAL ASSESSMENT**

HOWARD AVENUE / SOUTH CAMERON BOULEVARD / RAIL CROSSING
CONCEPTUAL CONSIDERATIONS BEYOND 20 YEAR HORIZON

PROJECT NO.
165620021



DRAWING NO.

PLATE 16A

TO: Mayor and Members of Council
FROM: Jeff Hagan, Transportation Planning Senior Engineer
DATE: December 14, 2022
SUBJECT: Results of Traffic Analysis
Howard Avenue Corridor Review

Introduction

Council Question CQ21-2020 raised concerns regarding the capacity of Howard Avenue between South Cameron Boulevard and Cabana Road East to accommodate existing and future traffic volumes. To answer this concern, a corridor review was carried out using *Synchro 10* traffic analysis software.

2041 conditions were reviewed for three alternatives:

- **Baseline:** no changes to Howard Avenue (other than those planned as part of the Howard/South Cameron project)
- **4-lane Howard:** a 4-lane cross-section on Howard (2003 Howard EA design)
- **3-lane Howard:** a 3-lane cross-section on Howard with one-way cycle tracks on each side

Traffic Volumes

Traffic growth forecasts for future conditions were based on the following assumptions:

- **Background Growth:** 2041 traffic volumes were obtained from the preliminary review by Dillon Consulting for the Howard/South Cameron detailed design project. These volumes reflect currently approved developments in the area as well as a moderate degree of background growth to reflect intensification and developments not considered explicitly
- **Mode Share:** non-auto (cyclist, transit, pedestrian) mode share assumed was as follows:
 - **2041 Ultimate:** 22% non-auto mode share (as per the Active Transportation Master Plan – mature neighbourhoods)
 - **Scenarios where a north-south Regional Spine cycling facility is not provided:** 8.3% non-auto mode share (i.e. existing status quo)

Analysis Results

Intersection Operations

Analysis was carried out using the *Highway Capacity Manual* methodology for evaluating urban streets as implemented in the *Synchro 10* software package. 2041 weekday AM peak hour operations are summarized in Table 1 and Table 2; 2041 weekday PM peak hour operations are summarized in Table 3 and Table 4.

Table 1: 2041 Weekday AM Peak Hour Signalized Intersection Operations

Scenario		Baseline			4-lane Howard			3-lane Howard (existing mode share)			3-lane Howard (ATMP mode share)		
Intersection	Lane Group	V/C Ratio	LOS	95th percentile queue (m)	V/C Ratio	LOS	95th percentile queue (m)	V/C Ratio	LOS	95th percentile queue (m)	V/C Ratio	LOS	95th percentile queue (m)
Cabana Rd E & Howard Ave.	EB Left	0.44	C	29.0	0.44	C	29.0	0.44	C	29.0	0.38	C	26.6
	EB Through/Right	0.48	D	50.4	0.48	D	50.4	0.48	D	50.4	0.46	D	44.6
	WB Left	0.20	C	18.4	0.20	C	18.4	0.20	C	18.4	0.18	C	16.9
	WB Through/Right	0.74	D	65.6	0.74	D	65.6	0.74	D	65.6	0.70	D	55.4
	NB Left/Through/Right	0.34	C	57.1	0.34	C	57.1	0.34	C	57.1	0.27	B	43.5
	SB Left/Through	0.25	D	52.8	0.25	D	52.8	0.25	D	52.8	0.18	C	38.2
Howard Ave./South Cameron Blvd. & Sydney Ave.	WB Left	0.77	D	102.3	0.77	D	102.3	0.77	D	102.3	0.75	D	91.8
	WB Right	0.26	A	11.9	0.26	A	11.9	0.26	A	11.9	0.25	A	12.2
	NB Through	0.17	B	35.6	0.17	B	35.6	0.17	B	35.6	0.13	B	30.4
	NB Right	0.51	A	87.3	0.51	A	87.3	0.51	A	87.3	0.44	A	61.5
	SB Left	0.12	B	17.2	0.12	B	17.2	0.12	B	17.2	0.09	A	13.7
	SB Through	0.06	B	13.8	0.06	B	13.8	0.06	B	13.8	0.04	A	10.8

Table 2: 2041 Weekday AM Peak Hour Unsignalized Intersection Operations

Scenario		Baseline			4-lane Howard			3-lane Howard (existing mode share)			3-lane Howard (ATMP mode share)		
Intersection	Lane Group	V/C Ratio	LOS	95th percentile queue (veh)	V/C Ratio	LOS	95th percentile queue (veh)	V/C Ratio	LOS	95th percentile queue (veh)	V/C Ratio	LOS	95th percentile queue (veh)
Howard Ave. & Kenilworth Dr.	EB Left/Right	0.25	C	1.0	0.17	C	0.6	0.20	C	0.7	0.17	C	0.6
	NB Left	0.02	A	0.0	0.02	A	0.0	0.08	B	0.3	0.01	A	0.0
Howard Ave. & Maguire St.	WB Left/Right	0.15	C	0.5	0.10	B	0.3	0.10	C	0.3	0.10	B	0.3
	SB Left	0.02	A	0.1	0.02	A	0.1	0.06	A	0.2	0.02	A	0.0
Howard Ave. & Holburn St.	WB Left/Right	0.19	C	0.7	0.13	B	0.5	0.12	C	0.4	0.12	B	0.4
	SB Left	0.02	A	0.1	0.02	A	0.1	0.06	A	0.2	0.02	A	0.0
Howard Ave. & Sandison St.	WB Left/Right	0.04	B	0.1	0.04	B	0.1	0.05	C	0.2	0.03	B	0.1
	SB Left	0.01	A	0.0	0.01	A	0.0	0.01	A	0.0	0.01	A	0.0

Table 3: 2041 Weekday PM Peak Hour Signalized Intersection Operations

Scenario		Baseline			4-lane Howard			3-lane Howard (existing mode share)			3-lane Howard (ATMP mode share)		
Intersection	Lane Group	V/C Ratio	LOS	95th percentile queue (m)	V/C Ratio	LOS	95th percentile queue (m)	V/C Ratio	LOS	95th percentile queue (m)	V/C Ratio	LOS	95th percentile queue (m)
Cabana Rd E & Howard Ave.	EB Left	0.67	C	43.3	0.67	C	43.3	0.67	C	43.3	0.56	C	37.1
	EB Through/Right	0.66	D	77.4	0.66	D	77.4	0.66	D	77.4	0.57	D	66.5
	WB Left	0.39	C	24.5	0.39	C	24.5	0.39	C	24.5	0.30	C	22.0
	WB Through/Right	0.80	D	88.3	0.80	D	88.3	0.80	D	88.3	0.76	D	75.8
	NB Left/Through/Right	0.37	C	62.8	0.37	C	62.8	0.37	C	62.8	0.28	C	52.5
	SB Left/Through	0.53	D	m80.2	0.53	D	m80.2	0.53	D	m80.2	0.42	D	m77.4
Howard Ave./South Cameron Blvd. & Sydney Ave.	WB Left	1.06	F	#301.9	1.06	F	#301.9	1.06	F	#301.9	0.93	F	#235.0
	WB Right	0.43	A	31.3	0.43	A	31.3	0.43	A	31.3	0.37	A	19.4
	NB Through	0.10	C	m16.4	0.10	C	m16.4	0.10	C	m16.4	0.08	C	m15.9
	NB Right	0.50	A	96.4	0.50	A	96.4	0.50	A	96.4	0.43	A	72.1
	SB Left	0.27	C	33.9	0.27	C	33.9	0.27	C	33.9	0.22	B	29.5
	SB Through	0.16	B	29.5	0.16	B	29.5	0.16	B	29.5	0.13	B	25.7

Table 4: 2041 Weekday AM Peak Hour Unsignalized Intersection Operations

Scenario		Baseline			4-lane Howard			3-lane Howard (existing mode share)			3-lane Howard (ATMP mode share)		
Intersection	Lane Group	V/C Ratio	LOS	95th percentile queue (veh)	V/C Ratio	LOS	95th percentile queue (veh)	V/C Ratio	LOS	95th percentile queue (veh)	V/C Ratio	LOS	95th percentile queue (veh)
Howard Ave. & Kenilworth Dr.	EB Left/Right	0.36	E	1.5	0.25	D	0.9	0.20	C	0.7	0.14	C	0.5
	NB Left	0.08	B	0.3	0.08	B	0.3	0.08	B	0.3	0.06	A	0.2
Howard Ave. & Maguire St.	WB Left/Right	0.14	C	0.5	0.09	B	0.3	0.10	C	0.3	0.07	B	0.2
	SB Left	0.06	A	0.2	0.06	A	0.2	0.06	A	0.2	0.05	A	0.1
Howard Ave. & Holburn St.	WB Left/Right	0.18	C	0.6	0.12	C	0.4	0.12	C	0.4	0.09	B	0.3
	SB Left	0.06	A	0.2	0.06	A	0.2	0.06	A	0.2	0.05	A	0.2
Howard Ave. & Sandison St.	WB Left/Right	0.06	C	0.2	0.05	C	0.2	0.05	C	0.2	0.04	B	0.1
	SB Left	0.01	A	0.0	0.01	A	0.0	0.01	A	0.0	0.01	A	0.0

In the 2041 weekday AM peak hour, no critical movements were identified for any of the alternatives. At signalized intersections, operations are identical across all options with baseline non-auto mode share, and are moderately improved with the reductions in auto volumes associated with achieving the ATMP non-auto mode share. At unsignalized intersections, widening the road beyond two lanes will provide marginal operational improvements; the

degree of this improvement is similar with either a 4-lane or 3-lane Howard Avenue. Achieving the ATMP non-auto mode share target will result in additional minor improvements in intersection operations.

In the 2041 weekday PM peak hour, there is one critical movement at a signalized intersection: the westbound left turn at the Howard/South Cameron/Sydney intersection. This movement is overcapacity (v/c: 1.06) in all scenarios with baseline non-auto mode share and slightly under capacity (v/c 0.93) with the ATMP non-auto mode share target achieved. At unsignalized intersections, the eastbound lane group at the Howard/Kenilworth intersection is critical under Baseline conditions (level of service: E). This movement would improve to level of service D with 4-lane Howard Avenue or level of service C with a 3-lane Howard Avenue. Reduced auto volumes associated with achieving the ATMP non-auto mode share target will result in moderate operational improvements along the corridor, with most minor street approaches improving from level of service C to level of service B.

Conclusions

Overall conclusions for 2041 weekday AM and PM peak hour conditions are summarized as follows:

- **Baseline:** traffic operations along the corridor would be generally under capacity, but would be marginal (level of service E) at some points.
- **4-lane Howard:** traffic operations are improved over Alternative 1, but would continue to be marginal (level of service D) at some points.
- **3-lane Howard:** traffic operations are generally as good as those under Alternative 2, or slightly better than Alternative 2 at some locations. As non-auto mode share increases with the buildout of the cycling network along Howard Avenue and in the surrounding area, traffic operations will improve further.

Subject: Council Report - Audit and Accountability Fund - Consultant's Report of Digital Modernization Review - City Wide

Reference:

Date to Council: January 16, 2023
Author: Anna Caro
Business Analyst
Information Technology
519-255-6100 Ext. 6129
acar@citywindsor.ca
Information Technology
Report Date: 12/22/2022
Clerk's File #: AF/14041

To: Mayor and Members of City Council

Recommendation:

THAT the December 19, 2022 report from StrategyCorp Inc. entitled "City of Windsor Digital Modernization Strategy" which is financed by the Province of Ontario's Audit and Accountability Fund **BE RECEIVED** for information; and,

THAT Council **AUTHORIZE** the posting of StrategyCorp, Inc. report and supporting materials onto the corporate website by no later than January 31, 2023 in accordance with the grant's requirements.

Executive Summary:

N/A

Background:

The Chief Administrative Officer authorized the signing of the Expression of Interest (EOI) for the Province of Ontario's Audit and Accountability Fund in submission of the grant application on October 28, 2021. On January 27, 2022, the City received notification that its Expression of Interest had been approved.

The Province and the City subsequently entered into an agreement, which stated that the third-party consultant's final report of its findings must be completed and posted to the City's publicly accessible website by February 1, 2023. The City of Windsor Digital Modernization Review project was approved for funding of up to \$127,200 towards the cost of an independent third-party reviewer to deliver a final report with detailed and actionable recommendations for efficiencies and cost savings.

The Government of Ontario launched the Audit and Accountability Fund (AAF) in 2019 to help large urban municipalities improve local service delivery and ensure taxpayers' dollars are used efficiently. Since 2019, the Government of Ontario has provided funding to over eighty projects that are helping municipalities modernize and integrate service delivery and streamline development approvals and other processes. Projects undertaken through the third intake of the Audit and Accountability Fund will further support these efforts to find efficiencies and improve municipal service delivery. Administration seized this opportunity to better understand potential improvements for streamlining business practices & processes through digital modernization.

An interim report on May 31, 2022 was submitted to the Government of Ontario with a project status update. The due date for the final report is February 1, 2023 and there will be no extensions to the final report deadline because project funds are budgeted in the province's 2022-23 fiscal year, which ends on March 31, 2023.

An RFP was conducted and StrategyCorp Inc. was the successful proponent. To meet the project's schedule, the team from StrategyCorp Inc. conducted a digital modernization review with the goal to help the City identify, prioritize and plan digital modernization.

The expected outcome of the third-party review is a set of tangible recommendations for changes and improvements to support the city as it embarks to modernize its services.

This report by Strategy Corp achieved the following objectives:

- Digital modernization maturity assessment, i.e. a current state assessment.
- Understanding potential digital modernization opportunities.
- Understanding the gaps of technology related to digital modernization.
- Understanding of value, costs, effort, and risks associated to the road map.

Discussion:

The consulting team conducted their analysis over a five-month period from August to December 2022. Their assessment method involved interviewing senior levels of administration, reviewing corporate documents, reviewing and assessing existing digital solutions, processes or capabilities and reviewing existing costs. In addition, a public survey was conducted to obtain input on existing digital services and input for additional services.

After concluding the analysis, StrategyCorp Inc. provided their report entitled "City of Windsor Digital Modernization Strategy" and supporting materials (attached hereto as Appendices), which details their findings.

The consultant's approach was to conduct a current state assessment and consultations in order to identify opportunities and then develop the criteria to weigh and prioritize those opportunities identified; and recommend a digital strategy for the City.

The consultant's report acknowledges that the City has many strengths based on their assessment of the current state but it also identifies potential areas of opportunities for

improvement in many areas. The opportunities for digital modernization are included within the consultant's recommendations.

The consultant's work illustrates a digital target operating model/framework with four pillars that will support the existing current state and future vision for the City's digital modernization efforts. The recommended four pillars would consist of:

- Strategy & Governance
- Organization (People & Culture)
- Service Delivery and Process
- Technology and Infrastructure

This framework was used to assess the City's current state and identify digital opportunities. In addition, the consultant recommends and outlines six digital vision elements that the City use in its journey to digitize and to achieve its desired future state by utilizing the elements identified in the Digital Modernization Strategy.

The report further outlines and recommends guiding principles and focus areas that the City should adopt to achieve the digital strategy. The following guiding principles were provided by the consultant and were used in assessing the digital modernization opportunities and initiatives for the City:

- Digital Modernization Strategy needs to be viewed as an ongoing opportunity to reinvent the future, not a one-time check the box exercise.
- Initiatives should be grounded, practical, and achievable and carefully consider how much customization is necessary.
- The Digital Modernization Strategy is about more than just technology and should consider how processes and people are structured to support the City.
- Opportunities need to be clearly prioritized for their benefit and resourced based on a common set of criteria.
- There must be clear governance and ownership paired with performance-based accountability in order to achieve success.
- All City initiatives should consider digital implications and opportunities as digital modernization cannot take place in a silo.

To achieve best practices in digital modernization, the consultant identified 39 digital modernization opportunities with the following six Opportunity Categories:

- Resident Service Quality and Accessibility
- Resident Communication Channels and Information
- Highly manual and inefficient processes
- Internal Support
- Data Management and Analytics
- Internal Process and Tools

The consultant's report outlines the prioritization criteria methodology developed with senior administration's input to assess the digital opportunities. Subsequently, the consultant developed a framework, deriving a benefit and implementation score for the digital opportunities identified in the report. The scores were plotted on a 2 x 2 prioritization matrix with four disposition quadrants: Start Now, Do, Consider Not Doing, and Consider Doing.

The consultant's report establishes Initiative Profiles for each Opportunity Category and recommends forming a Digital Modernization Strategy. The recommendations from their report utilizes the guiding principles and identifies potential risks and barriers. An actionable roadmap was developed by the consultant, of which, includes 31 recommended digital modernization initiatives sorted by guiding principles, assessed priorities and disposition state. The roadmap further recommends when the initiatives should start.

Furthermore, the consultant identifies Critical Success factors that the City should consider before, during the planning and while executing digital modernization efforts. The report identifies risks and barriers that the City should consider and actively mitigate by incorporating and considering the Critical Success Factors. The consultant recommends the following Critical Success factors in forming the Digital Modernization Strategy as the City moves forward, namely:

- Actively and adequately assign resources to digital initiatives
 - Adequately invest in establishing the required staff capacity and capabilities.
 - Establish clear expectations on ownership, timelines, and execution.
 - Based on capacity and capabilities so that outcomes are realistic, and realizable.
- Change Management
 - Actively manage changes and communicate to staff and to residents to support adoption and process change.
- Governance
 - Cross corporate governance establishment.
 - Ownership and stakeholder accountability.
 - Actively monitor and assess as progress is made.
- Ongoing digital portfolio management.
 - Re-assess priorities using the elements and prioritization methods introduced by the consultant.
 - Apply a value perspective in defining and managing digital initiatives.

Given the magnitude of this assessment and its very short timelines, as per the grant, the consultant prepared a report that offers opportunities, recommendations at a conceptual level and a roadmap and Critical Success Factors in forming a Digital Modernization Strategy. Through this project, Administration has built a greater awareness of the power of digital modernization and concluded that there are some barriers to advance the organization; with some of these barriers currently being reviewed under the current IT Strategic Plan project. The IT Strategic Plan project is conducting a wider review of all IT operations and will provide a complementary roadmap for IT to meet the future technology & innovation needs of the organization.

Administration will also review and assess the current planned and active projects using the consultant's prioritization methodology and then reconcile the presented opportunities with the current planned and active projects from a dependency, priority, and alignment perspective.

In an effort to continue forward on the City's path relative to improved process and digital modernization, Administration will assess the consultant's report and recommendations, beginning with the Digital Modernization Strategy and its first wave outlined in the roadmap, as well as any alignment to various matters arising from the IT Strategic Plan. Additionally, the recommendations, strategies and opportunities put forth by StrategyCorp will be assessed further, and where appropriate and considered viable they will be brought forward for future budget consideration.

Risk Analysis:

To meet the requirements of the Audit and Accountability Fund, the consultant's report must be posted to the City's publicly accessible website by February 1st, 2023. This risk can be mitigated by City Council approving the second recommendation contained in this Council report.

The consultant's findings note that to adopt the Recommendations City's culture must be considered which they have identified as being risk adverse and sensitive to change.

Climate Change Risks

Climate Change Mitigation:

N/A

Climate Change Adaptation:

N/A

Financial Matters:

It is noted that once all reporting requirements established by the Province are met, the Audit and Accountability Fund grant will pay for 100 percent of the costs associated with the third-party consultant's assessment. Those expenses have been capped at \$124,000 plus applicable taxes provided the Consultant's recommendations are published on the City's Website by February 1st, 2023. To date, \$38,160 has been received from the Province.

Consultations:

Trevor Bennet – Manager Business Process Modernization

Josh Higgins – Manager of Enterprise Systems

Averil Parent – Asset Coordinator

StrategyCorp, Inc.

Conclusion:

The consultant’s report highlights the efficiencies and opportunities that could be achieved by acting on digital modernization. The recommendations in the report require further evaluation by City Administration to determine and plan next steps.

Planning Act Matters:

N/A

Approvals:

Name	Title
Norm Synnott	Chief Information Officer/ Executive Director of Information Technology
Dave Soave	Manager of Strategic Operations, Budget Development and Control
Jelena Payne	Commissioner, Economic Development and Innovation
Joe Mancina	Commissioner of Corporate Services/Chief Financial Officer, CFO
Onorio Colucci	Chief Administrative Officer

Notifications:

Name	Address	Email
Anna Caro		acarо@citywindsor.ca
Alicyn Cusinato		acusinato@citywindsor.ca

Appendices:

- 1 Digital Modernization-Final Report
- 2 Supporting Materials



City of Windsor Digital Modernization Strategy

December 19, 2022

Introduction and Table of Contents

The City of Windsor’s Strategy for Digital Modernization is separated into two separate documents. The objective of this document is to provide a summary of the strategy, as well as its key components for execution. A further in-depth of the approach, consultation findings, resident survey findings, and initiative scoring can be found in a separate “Supporting Materials” document.

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5 Initiative Profiles	50
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<i>Supporting Materials</i>	<i>(See Separate Supporting Materials Document)</i>

**Digital Modernization Strategy
(This Document)**

**Supporting Materials
(See Separate Document)**

0

Executive Summary

Introduction and Overview



The Digital Modernization Review represents a tactical review of the City's digital services and modernization efforts with the goal of assessing its current capabilities, identifying modernization opportunities, and creating an actionable strategy to transform how it operates and delivers value to its residents and partners.

High-Level Approach

StrategyCorp worked with the City's project team to develop a Digital Modernization Strategy that was founded in a holistic view of the current-state and informed by extensive stakeholder consultation¹.



Identified specific opportunities for digital modernization and improvement.



Assessed and prioritized opportunities for inclusion in the strategy.



Developed operationalization plans to support execution of the strategic focus areas.



Summarized Windsor's digital modernization strategy into a final report for CLT.

The Digital Modernization Review was funded by a grant from the Government of Ontario's Audit and Accountability Fund.

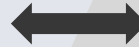
Notes: [1] Stakeholders were consulted through various methods including: 1-on-1 interviews, focus groups and a resident survey. More information on consultation participants approach and participants on report slide 21.

Alignment of the Digital Modernization Strategy and the IT Strategic Plan

Completed while the City was in the process of developing an IT Strategic Plan, the Digital Modernization Strategy represents a view of the business as it considers digital opportunities, meant to inform the recommendations within the IT Strategic Plan. As part of the project workplan StrategyCorp met with the Perry Group on a regular basis to share insights.

Digital Modernization Strategy

The City of Windsor engaged StrategyCorp to conduct a digital modernization review, with the aim of identifying opportunities for the City to digitize, modernize, or otherwise improve services and operations through digital means.



IT Strategic Plan

The City engaged the Perry Group to conduct a review of the IT department to assess current corporate technology needs, future vision and direction. The Perry Group is developing recommendations and a strategic plan, including aligning resources to best enable the IT department to meet expected levels of services required to meet future business goals and objectives.

Overall, the City has struggled with digital modernization

Modernization efforts in the past have been ad-hoc, focused on either departmental imperatives, or low-hanging fruit, with limited investments in larger-scale, yet critical, systems or transformation – key factors include:



*Strategy, Governance,
and Culture*

There is limited corporate leadership, strategy, governance, and prioritization around digital modernization, and the organizational culture often acts as a barrier to change.



*Investment in IT Functions
and Platforms*

Digital systems and IT functions have faced fiscal constraints, resulting in outdated enterprise systems and a minimized role of IT as a change-leader in the organization.



*Departmental Silos
and Controls*

Conversely, departments have taken an outsized role in modernization leadership, resulting in misalignment, duplication, and further IT complexity.

These dynamics have negatively impacted the progress of modernization, and the effectiveness of past modernization efforts.

- As a result, many modernization initiatives are incomplete, have extended implementation timelines or encounter difficulties in adoption.
- For broader digital modernization efforts to be successful, certain structural concerns must be addressed, such as the need for enhanced visibility and assertion of cross-corporate lifecycle governance for digital modernization initiatives, and for process improvement, change management and training to be included within those initiatives.
- Despite past barriers, attitudes towards digital modernization appear to be improving with an acknowledgement of the need for change.

Our consultations and subsequent analysis revealed many actionable digital modernization opportunities

StrategyCorp worked closely with the City's project team to collectively establish Windsor's Digital Modernization Strategy

The strategy outlined in this document is guided by recommended **Digital Vision Elements** for the future of the City, as well as several **Guiding Principles** to be considered during implementation.

The recommended Digital Vision Elements were developed by StrategyCorp with high level input from the CLT and the City's project team.

The Digital Vision Elements are set to be achieved through **31 Initiatives** and reinforced by a set of **Risks and Mitigation Tactics**, providing considerations for execution.



Recommended Digital Vision Elements and Guiding Principles

Initiatives were developed to align with the recommended vision elements (i.e., what we are trying to achieve) and guiding principles (i.e., guardrails for achievement).



Digital Vision Elements

The City uses modern digital tools and technologies to enhance service delivery.

Highly manual processes are digitized, improving efficiency and accessibility.

Residents can easily access information and services on their own terms.

The City makes digital modernization an ongoing priority.

The City's digital services and information are secure, private, trusted, and reliable.

Data is effectively collected and used to enable fact-based decisions and reporting.



Digital Guiding Principles

The Digital Modernization Strategy needs to be viewed as an ongoing opportunity to reinvent the future, not a one-time check the box exercise.

Initiatives should be grounded, practical, achievable, and carefully consider how much customization is necessary.

The Digital Modernization Strategy is about more than just technology and should consider how processes and people are structured to support the City.

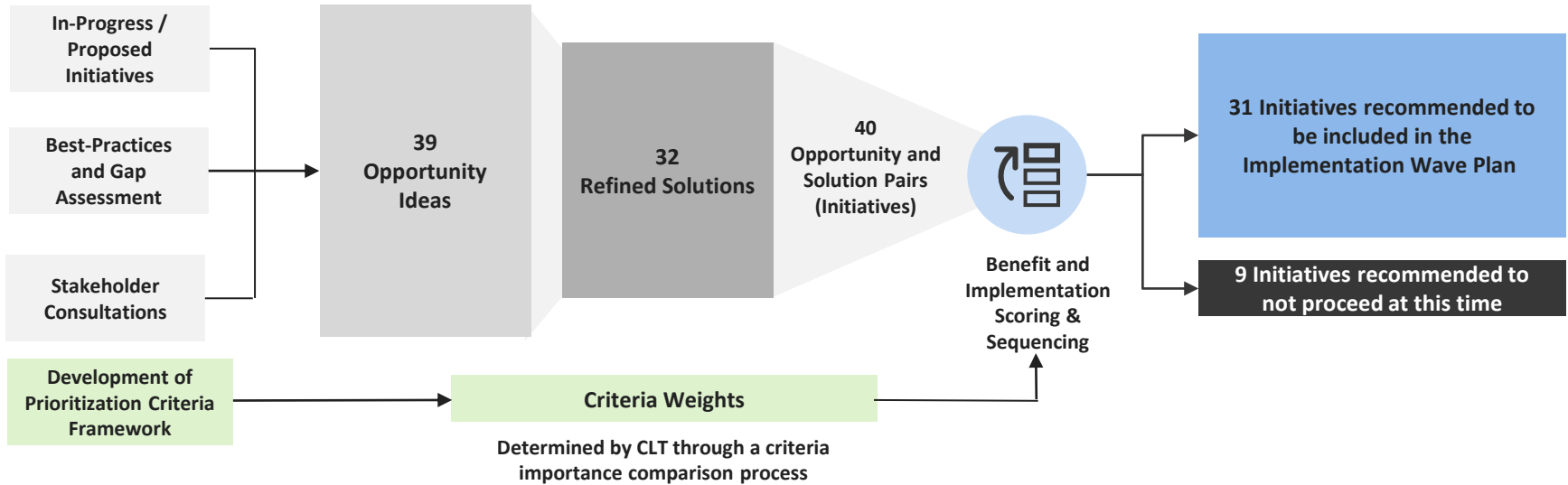
Opportunities need to be clearly prioritized for their benefit and resourced based on a common set of criteria.

There must be clear governance and ownership paired with performance-based accountability in order to achieve success.

All City initiatives should consider digital implications and opportunities as digital modernization cannot take place in a silo.

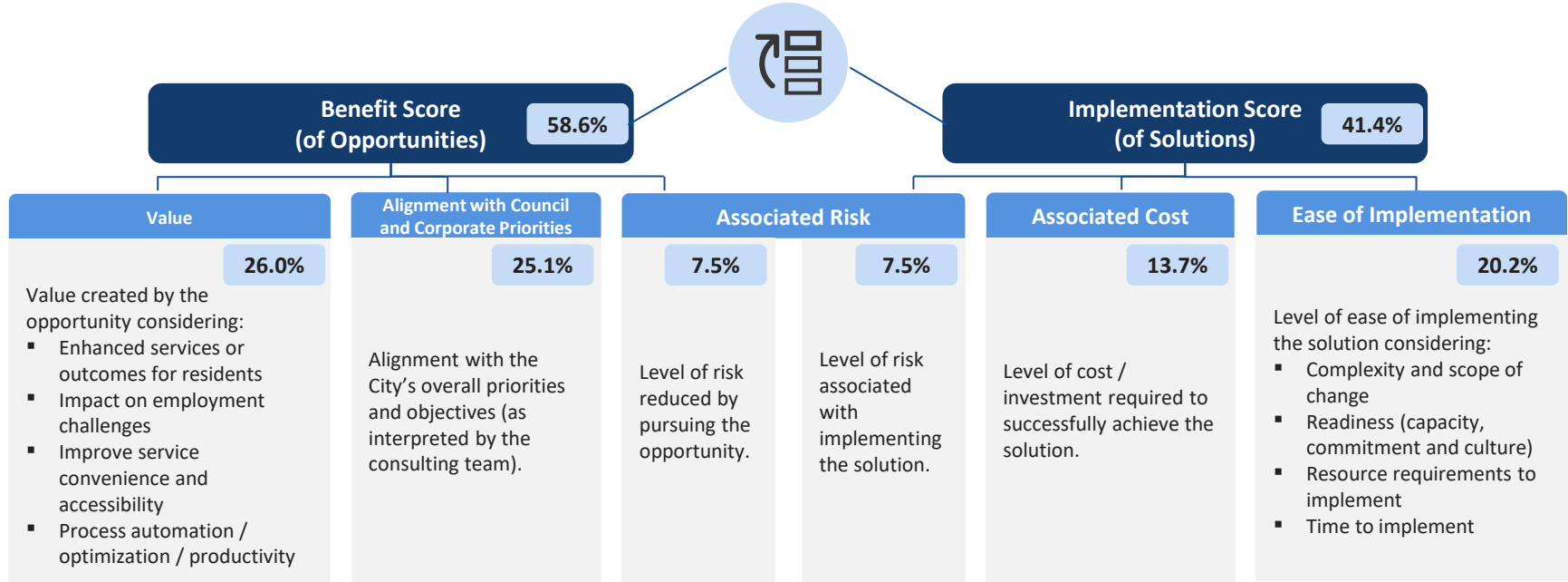
Initiative Identification Approach

To actualize the Digital Modernization Strategy, Digital Modernization Initiatives¹ were identified through the refinement and synthesis of ideas captured in StrategyCorp's consultations, best-practices, and in-progress / proposed initiatives.



Notes: [1] StrategyCorp's analysis focused on more tactical digital opportunities, and is not fully comprehensive of all IT related initiatives under consideration (e.g. Online Voting was not included).

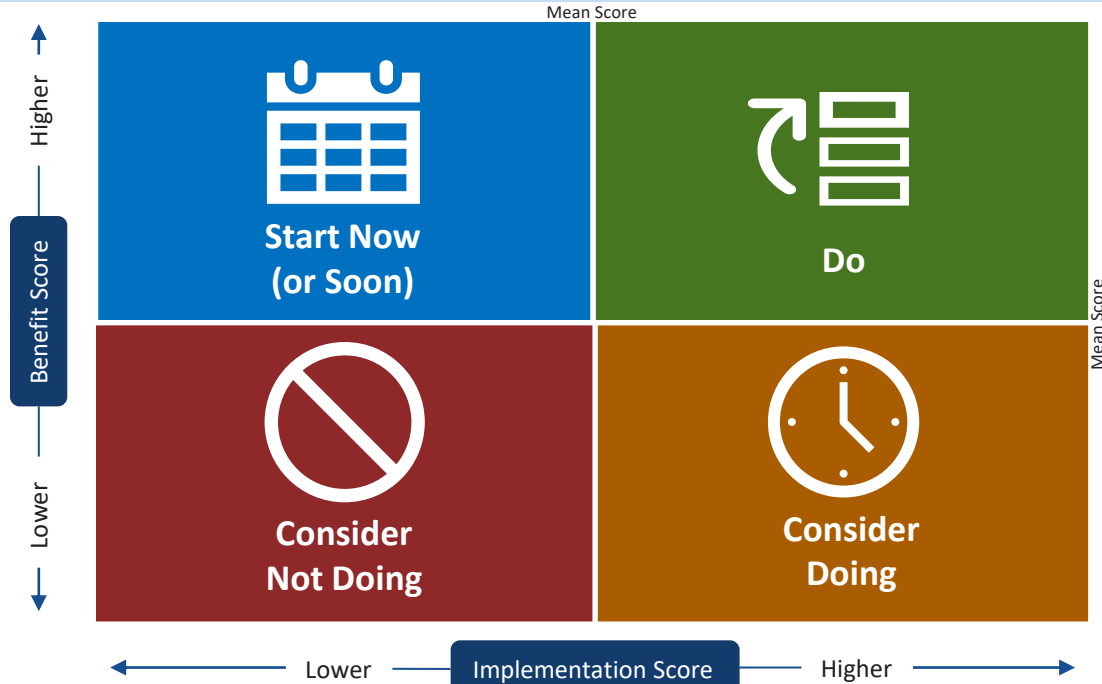
The CLT followed a process to derive a consensus view on the criteria prioritization



While these criteria weightings reflect Windsor's current context and priorities, this approach can be adapted for future change portfolio management decision-making.

Opportunity and Solution Scoring

The consulting team assessed the opportunities and solutions using the criteria, in consultation with the Windsor project team. The results of this scoring exercise led to the preliminary disposition of the opportunity / solution pairs into four categories: **Do**, **Start Now**, **Consider Doing** and **Consider Not Doing**.



Highlights of the Prioritization Exercise

A total of 40 opportunity / solution pairs were scored to develop preliminary dispositions. Subsequently, each initiative was assessed to understand potential inclusion in the final recommendation set.

Start Now (or Soon)

12 Pairs

Higher value solutions that are harder to implement (or will take longer)

- **For Residents:** A refreshed and modern website, Agenda.Net replacement and digital payments to the City and for Transit
- **Internal Improvements:** Modernization of financial processes and systems, and payment systems integration
- **Governance:** Better data governance and capabilities

4 Pairs

Do

A limited # of easier to implement, higher value solutions

- **For Residents:** Digital requests for property tax adjustments and new standards for conducting digital interactions/consultations
- **Internal Improvements:** Digitization of staff recruiting and centralization of all IT service requests

Lower value solutions that take longer, but justifiable in limited cases

- **Tool Expansion:** ActiveNet for internal registrations, FrontDesk for general queuing, ICO for Fire
- **Other Tech:** AI for Roads, Single Sign-On for Residents, General Integration

Consider Not Doing

6 Pairs

Lower value solutions that are easier to implement (or will not take as long)

- **For Residents:** Digital property declaration form and 311 Live Map integration
- **Internal Improvements:** Digitization of multiple HR processes, consolidation/standardization of intranet, collaboration tools and video-conferencing, and dashboard training
- **Tool Expansion:** IT Service Catalogue in ServiceNow, FleetFocus, and internal registration alternatives

18 Pairs

Consider Doing

Digital Modernization Initiative Groupings & Implementation Wave Plan

We recommend 31 digital modernization initiatives, which fall within four focus areas. Initiatives were further sorted into four waves to provide a roadmap forward.

The wave in which an initiative starts is shown	Digital Modernization Initiative Focus Areas				Total
	Resident Services	Process Improvement	Data and Governance	Technology and Tools	
Wave 1 Months 1 – 6	<ul style="list-style-type: none"> Digital Payments (ends in W2) New Transit Fare System (ends in W3) 	<ul style="list-style-type: none"> Fleet Focus Expansion Service Now Centralization IT Service Catalogue 	<ul style="list-style-type: none"> Digital Interactions with Residents Resident Consultation Approach 	<ul style="list-style-type: none"> Field Staff Technology (ends by W3) Integration of Payment Systems 	9
Wave 2 Months 7 – 12	<ul style="list-style-type: none"> City Website Refresh (ends in W3) 	<ul style="list-style-type: none"> Digital Connection to 311 Digitize HR Processes (Recruiting) Accounts Payable Review 	<ul style="list-style-type: none"> SharePoint and Intranet Collaborative Digital Tools Data Management and Business Intelligence 	<ul style="list-style-type: none"> Replace Agenda.Net Video Conferencing Migrate Fire Prevention 	10
Wave 3 Year 2		<ul style="list-style-type: none"> Digitize HR Processes (Appraisals, Absence Requests, Unpaid Leave, Accidents/Incidents) Financial Modernization Review 	<ul style="list-style-type: none"> Data Governance 	<ul style="list-style-type: none"> Executive Training Integration Tool 	9
Wave 4 Year 3	<ul style="list-style-type: none"> Digital Property Tax Adjustments Digital Property Declaration 	<ul style="list-style-type: none"> Digitize City Files 			3
Total	5	12	7	7	31

Legend: Each initiative is colour coded to reflect the results of the preliminary disposition of **Do**, **Start Now**, **Consider Doing** and **Consider Not Doing**.

Critical Success Factors for Execution

Selecting and implementing the best initiatives while managing organizational capacity, capability and energy to implement is an ongoing strategic balancing act.

1 Adequate Resources

Initiatives identified in this strategy need to be actively and adequately resourced to be successful.

Between operational needs, in-progress digital initiatives, and related initiatives, many staff are already at capacity. For this strategy to be successful, the City will need to adequately invest in establishing the required staff capacity and capabilities. Furthermore, clear expectations regarding ownership, timelines, and execution must be set based on capacity and capabilities so that outcomes are realistic, and realizable.

2 Change Management

Change needs to be actively managed and communicated to both staff and residents as new initiatives are pursued and impact operations / services.

The City needs to pursue an active change management strategy to support adoption and reinforce new processes and behavior. Without this, both staff and residents may hesitate to adapt to the change and undermine the City's ability to fully realize the desired outcomes of this work.

3 Cross-Corporate Governance

Modernization initiatives require active governance and should be continually monitored and assessed as progress is made.

Cross-corporate governance needs to be established for initiatives to be successful. Ownership needs to be direct and transparent, ensuring that – while many stakeholders may take part in an initiative – there is a clear, singular accountable body.

4 Multi-Criteria Portfolio Management

Ongoing digital portfolio management using the tools outlined in this strategy will allow the City to reassess their priorities at any given point in time.

The Digital Modernization Strategy provides the City with an approach that can be used at any point in time by the City to reassess and reprioritize opportunities and solutions to determine which initiatives are appropriate to pursue and when.

Initiative Profiles

To support execution, profiles were developed for each initiative; these plans specify sequencing timelines and provide additional detail on the initiative.

5. Initiative Profile

RESIDENT SERVICES		EXECUTION TIMEFRAME				
SO2, 1.1 Digital Payments		0-3 months	4-6 months	7-12 months	1-2 years	3+ years
SOLUTION	OPPORTUNITY	SUB INITIATIVES		PRIORITIZATION		
SO2. Expand the use of MyWindsor Online Payments as a Payment Card Industry (PCI) compliant way to remotely pay for products and services from various departments while exploring the use of an additional service that will serve as a connector between MyWindsor online payment and Peoplesoft invoices.	1.1. Establish Consistent and Accessible Digital Payments for Resident Services: Implement convenient, efficient payment solutions for key resident services, including 311 Garbage Pickup, Council Services, POA, and more. Online payments system for several services are not standardized: some use Cloud Permit (e.g., Planning, Building services), while others use the online MyWindsor platform. Areas such as 311 Bulk Garbage Pickup, Council Services (by-law enforcement, inspection and offenders' fees, vital statistics and licensing) were identified as needing a unified checkout solution to collect credit card payments online and to reduce volume of payment over the phone and email. Furthermore, some residents must physically come into City Hall or pay via physical cheque for invoices. OPPORTUNITY CATEGORY: Resident Service Quality and Accessibility.	<ul style="list-style-type: none"> None 		BENEFIT SCORE	15.5	
CONSIDERATIONS		PREDECESSOR DEPENDENCIES		IMPLEMENTATION SCORE	19.8	
SOLUTION DESIGN	COST	ADDITIONAL		OPPORTUNITY FULFILLMENT INDEX	1	
<ul style="list-style-type: none"> Not all local resident services and products offer online payment options. Most services that trigger an immediate online payment have been accommodated by MyWindsor. Services that are invoiced through the central lead process in Peoplesoft cannot be paid for online due to a lack of integration between MyWindsor, Peoplesoft, and Finance business requirements / processes. In resolving error fees, the City would be able to bridge the gap between the Peoplesoft invoice and the MyWindsor Online Payment. 	<ul style="list-style-type: none"> There would be cost associated with the additional service that will connect Peoplesoft invoices to MyWindsor Online Payment portal. 	<ul style="list-style-type: none"> None 		DISPOSITION	Start here	
STRATEGYCORP.COM		BEST PRACTICE GUIDANCE		WAVE	1	
Windsor Digital Modernization Digital Modernization Strategy		<ul style="list-style-type: none"> All public sector organizations are providing online payments for as much as possible. 		KEY PERFORMANCE INDICATORS		
55		<ul style="list-style-type: none"> Number of online payment processes Reduction in paper-online payments 				

Each initiative profile contains:

- Opportunity Overview;
- Solution Overview;
- Solution Design Considerations;
- Cost Considerations;
- Additional Considerations (i.e., any relevant considerations identified by StrategyCorp);
- Opportunity Fulfillment Index;
- Benefit Score;
- Implementation Score;
- Execution Timeframe;
- Best Practice Guidance; and,
- Key Performance Indicators.

1

Context and Approach

1. Context and Approach

Digital modernization is a strategic rethinking of how an organization uses technology, people, and processes to enhance the performance of existing processes and systems

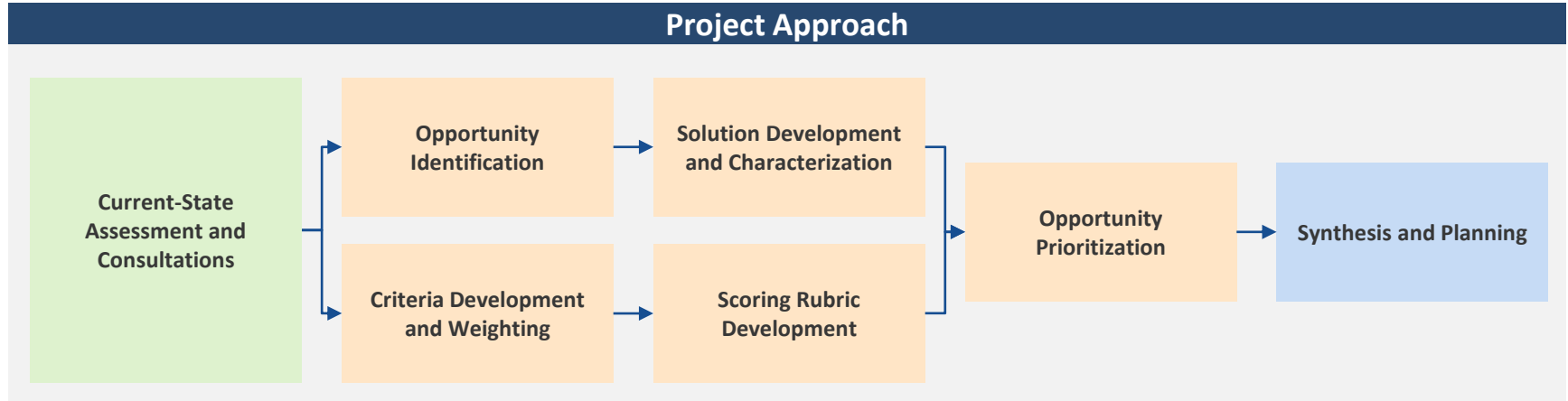
When organizations undertake digital modernization, the process should be **business outcome-led**, with the aim of fixing organizational issues, enabling improvements, and creating efficiencies.

- **Not all initiatives need to be sweeping, or increase integration;** often, the best improvements come from a variety of smaller scale changes that are tailored to the organization's context.
- Initiatives should have a **solid foundation in current capabilities** across process, people, and technology.
- **Digital modernization is not all about new software, or technology; often, process changes or staff supports are more effective modernization tools.** If people do not have the desire to improve inefficient processes, new technology will often only magnify the current issues.



The City of Windsor's **digital modernization strategy** provides a re-usable, adaptable blueprint for how the organization will act on identified opportunities and implement holistic solutions (people, process and technology) to do so.

The Digital Modernization Strategy was developed through two parallel workstreams



- Aligned with the ultimate objective of developing an overarching plan for digital modernization, this project was split across two primary streams of work: to identify opportunities for digital modernization and solutions that address the opportunities; and, to develop a framework under which to prioritize the opportunity and solution pairs.
- These two sets of activities were performed in parallel, and came together with the ultimate prioritization of opportunities and synthesis into a holistic plan that identifies which initiatives the City of Windsor should consider as part of the Digital Modernization Strategy.

StrategyCorp worked closely with the City's project team to iteratively develop a Digital Modernization Strategy

High-Level Approach



Identified specific opportunities for digital modernization and improvement.

- A comprehensive digital current-state assessment was performed to understand the City's digital landscape.
- Staff was consulted to build an understanding of what the City's current capabilities are, and what opportunities for improvement exist.



Assessed and prioritized opportunities for inclusion in the strategy.

- Informed by the current-state findings, opportunities were iteratively identified and considered for inclusion in the strategy.
- In tandem, CLT was asked to compare prioritization criteria (using a pairwise analysis) to determine the Prioritization Criteria Framework.



Developed operationalization plans to support execution of the strategic focus areas.

- Solutions for each opportunity were developed. Each opportunity and solution pair form an "initiative", prioritized using the Prioritization Criteria Framework after being validated for the benefit of addressing the identified opportunity and the value of implementing the solution.



Summarized Windsor's Digital Modernization Strategy into a final report.

- A Digital Modernization Strategy was developed using dispositions arising from the Prioritization Framework as input to a wave-based implementation plan.

2

Current State Assessment

A wide variety of key City stakeholders were consulted to inform the Digital Modernization Strategy

In order to develop a holistic picture of the City’s digital current state, we held a wide range of consultations across the following groups:

	Staff	Corporate Leadership Team (CLT) and Mayor	Residents	Project Team
WHO WE ENGAGED	Approximately 80 City Staff were consulted, 50 from IT and 30 from most other departments ¹	All members of CLT, Windsor’s CAO and Mayor, were consulted	110 City Residents & Community Members	Four members of City staff who were part of the Project Team
HOW WE ENGAGED	Key staff identified by CLT, and departmental managers, were interviewed either 1-on-1 or as part of focus groups to discuss their views on the City’s digital capabilities.	At the outset of the project, CLT were consulted through 1-on-1 interviews to solicit their views on the digital current state and capabilities of the City. CLT were also consulted to determine priority weightings for initiatives.	Residents were consulted through a survey hosted on Survey Monkey that solicited their views on the City’s current digital services.	The Project Team from IT was heavily involved in the process, with 6 workshops to receive feedback on the proposed opportunities, solutions and initiatives

Note [1]: 13 focus groups were held, including 10 with members of IT. Interviews were 30-60minutes.

Residents were consulted through a survey to solicit opinions, views and ideas for improvement and validate proposed opportunities

Residents were consulted through a survey with links posted on Bang the Table to solicit opinions and views on the current-state of the City’s resident-facing digital services, and ideas for improvements and other additions.

Consultation Approach

- The survey consisted of seven questions and was designed to take five minutes to complete. The timeframe selected was from November 21st to December 4th to avoid conflict with the October election.
- Links to the survey were posted on Windsor’s social media, including a landing page created on Bang the Table.

Response Results



110 responses



73 respondents completed every question



37 respondents skipped at least 1 question



54 comments were collected

High Level Results



Overall Satisfaction:

- 40% general satisfaction with Windsor’s digital services
- 23% general dissatisfaction
- 7% did not use any digital services
- 30% of respondents were unsure



Most used digital services

(% of respondents who use):

- Windsor’s Social Media Platforms (93%)
- Windsor’s Website(90%)
- 311 Online (66%)
- MapMyCity (54%)
- Active Windsor (50%)



15 comments mentioned difficulties navigating and finding information on the City of Windsor Website.

The Current-State Review identified several key factors impeding and influencing overall digital modernization at the City

The City of Windsor operates in a unique and complex environment related to digital modernization.

While progress has been made in some areas of the organization through the implementation of modern tools and processes, large parts of the organization rely heavily on outdated, manual, and paper-based processes.

Modernization efforts in the past have been ad-hoc, focused on either departmental imperatives, or low-hanging fruit, with limited investments in larger-scale, yet critical, systems or transformation.

A variety of key factors influence and shape the City's environment for digital modernization.



Key Influencing Factors Include:



Strategy, Governance, and Culture

There is limited corporate leadership, strategy, governance, and prioritization around digital modernization, and the organizational culture often acts as a barrier to change.



Investment in IT Functions and Platforms

Digital systems and IT functions have faced fiscal constraints, resulting in outdated enterprise systems and a minimized role of IT as a change-leader in the organization.



Departmental Silos and Controls

Conversely, departments have taken an outsized role in modernization leadership, resulting in misalignment, duplication, and further IT complexity.

Many opportunities exist for the City to pursue digital modernization; however, these factors will need to be considered and overcome if transformation is desired.

There is limited corporate leadership, strategy, governance, and prioritization around digital modernization, and the organizational culture often acts as a barrier to change



*Strategy, Governance,
and Culture*



*Investment in IT Functions
and Platforms*



*Departmental Silos
and Controls*

- **Digital modernization, and more broadly innovation, has not been a strong central mandate at the City in the past**, and there has been a limited corporate focus from a leadership level to modernize services and digitize away cumbersome, manual processes; there has been limited guidance from a corporate level on prioritization of digital initiatives, limited overall consideration of digital strategy, and a focus on IT operating “in the background”.
- Fiscally, the City has focused on maintaining tax rates and, as a result, placed a significant **focus on minimizing spending and reducing costs**; this fiscal policy has not only impacted investment in modernization but has also led to under-funding of core IT systems and infrastructure, the implications of which create significant organizational risk.
- **Historically, the City’s culture has been risk averse, and sensitive to change** – it has been suggested that, technologically, the City struggles to implement changes, and change management is a challenge. This culture has shaped the current landscape with respect to digital modernization; many manual, inefficient processes have remained due to perceived risks of digitizing and resistance to new process, and – when digital tools are implemented – processes and workflows are not changed, and significant portions of the associated processes remain manual.



These dynamics have created an **environment without sufficient corporate leadership around modernization, where the focus is on “low-hanging fruit”**, while avoiding more significant, costly initiatives that may require a greater scope of change; as a result, critical improvements of initiatives may be deferred.

Digital systems and IT functions have faced fiscal constraints, resulting in outdated enterprise systems and a minimized role of IT as a change leader in the organization



Strategy, Governance,
and Culture



Investment in IT Functions
and Platforms



Departmental Silos
and Controls

The overall environment of fiscal constraint has led to underinvestment in core IT systems and capabilities, stifled innovation, and participated in shaping the organizational perception of IT.

- As a result of underinvestment, **some of the City's core enterprise IT systems are out-of-date**; this minimizes the impact / possibilities of other IT investments which may be held back or slowed due to poor interaction with these systems, creates operational risks due to age, and often lack of support, and creates a burden of maintenance.
- These funding dynamics, as well as cultural considerations, mean that **innovation is not often a focus**, and **instead, IT time and effort is focused on "keeping the lights on"**, maintaining antiquated systems, and dealing with issues; minimal space is created or available for proactive planning.
- The **underinvestment in core IT systems** has caused departments to explore less costly options. These functional "bolt-on" systems ultimately result in a greater cost of ownership as IT time and effort is spent figuring out how to connect the "bolt-on" system with legacy solutions and manual processes.
- Due to underinvestment in core systems, alternative functional systems (i.e., bolt-ons) are explored or preferred as a cheaper alternative. However, the total cost of ownership can end up being greater due to IT time spent on necessary integrations with legacy solutions and manual processes.
- Furthermore, these dynamics have shaped IT's role in the organization – **IT does not currently play the role as a leader in modernization and innovation, but is perceived as a support function**, with departments often exploring change efforts on their own. This relationship has been reinforced by a lack of Corporate leadership of departmental modernization, and a history of challenges with the implementation of modernization initiatives.

Conversely, departments have taken an outsized role in modernization leadership, resulting in misalignment, duplication, and further IT complexity



Strategy, Governance,
and Culture



Investment in IT Functions
and Platforms



Departmental Silos
and Controls

Departments largely operate in silos and with significant autonomy over modernization and digital transformation, creating a heterogenous environment with little governance and alignment, and differing levels of modernization based on departmental nuances and culture.

- Currently, as a result of limited corporate leadership, **departments often take modernization and digitization efforts into their own hands**, shaping and guiding the process; as a result, modernization across the organization is not consistent, and certain departments have made more progress than others, shaped by their operating circumstances, services, timelines or leadership / staff dynamics.
- An environment has evolved where **departments are often wary of the role of IT in modernization efforts**, having policies, processes and systems imposed on them; frustration around antiquated corporate systems has also shaped this dynamic.
- Instead, **departments often pursue modernization or procurement of solutions on their own terms**; however, **this has resulted in a variety of issues**, including a lack of alignment and duplication of efforts across departments, inconsistent implementation, and an aversion to reviewing / considering end-to-end processes in modernization.
- Furthermore, **systems procured without sufficient IT engagement often possesses issues**, conflict with existing systems, or pose security challenges. The systems when transitioned to IT ownership / support, burden the IT team as departments underestimate the technical and operational needs of the solution.

These dynamics create a barrier to modernization, both in pursuing modernization efforts and in terms of eventual implementation



Strategy, Governance,
and Culture



Investment in IT Functions
and Platforms



Departmental Silos
and Controls

These dynamics have negatively impacted the progress of modernization, and the effectiveness of past modernization efforts.

These interconnected dynamics have created an environment where digital modernization is often not pursued as a result of:

1. Limited centralized leadership / prioritization, and a dispersed ownership model between departments and IT;
2. Limited funding / fiscal opportunity, and a focus on saving, not investing; and,
3. Limited cultural appetite for change to processes.

The organization is rife with **highly manual, paper-based processes** that not only lead to inefficiency for staff, but also minimize the opportunity for further integration, or use of information.

Furthermore, when modernization is pursued, the true benefits / potential is often not achieved because of change management and cultural limitations, including:

1. Limited centralized leadership / governance means that often implementation is inconsistent, and adoption is not uniform;
2. Change management and training are not adequately undertaken, both as a result of cultural and financial considerations; and,
3. Processes are often not digitized completely, or not reconsidered as part of digitization; this is sometimes a resource issue (e.g., time or hardware), but is often driven by a lack of appetite to change process.

Many modernization initiatives are **incomplete** or have suffered from long, slow implementations.

Despite changing appetites towards modernization, these barriers will need to be considered and addressed for effective transformation and change

Consultations and current-state review identified a wide range of opportunities for the City of Windsor to pursue related to digital modernization.

Opportunities exist both to improve the current-state and address gaps in Windsor's processes and capabilities, as well as to expand and pursue new, innovating functionality.



However, the structural concerns identified here will need to be considered and addressed if broader digital modernization efforts are to be successful.

Otherwise, similar issues related to strategy, governance, culture, departmental siloing, and implementation will continue to shape the success of initiatives and hinder overall progress.

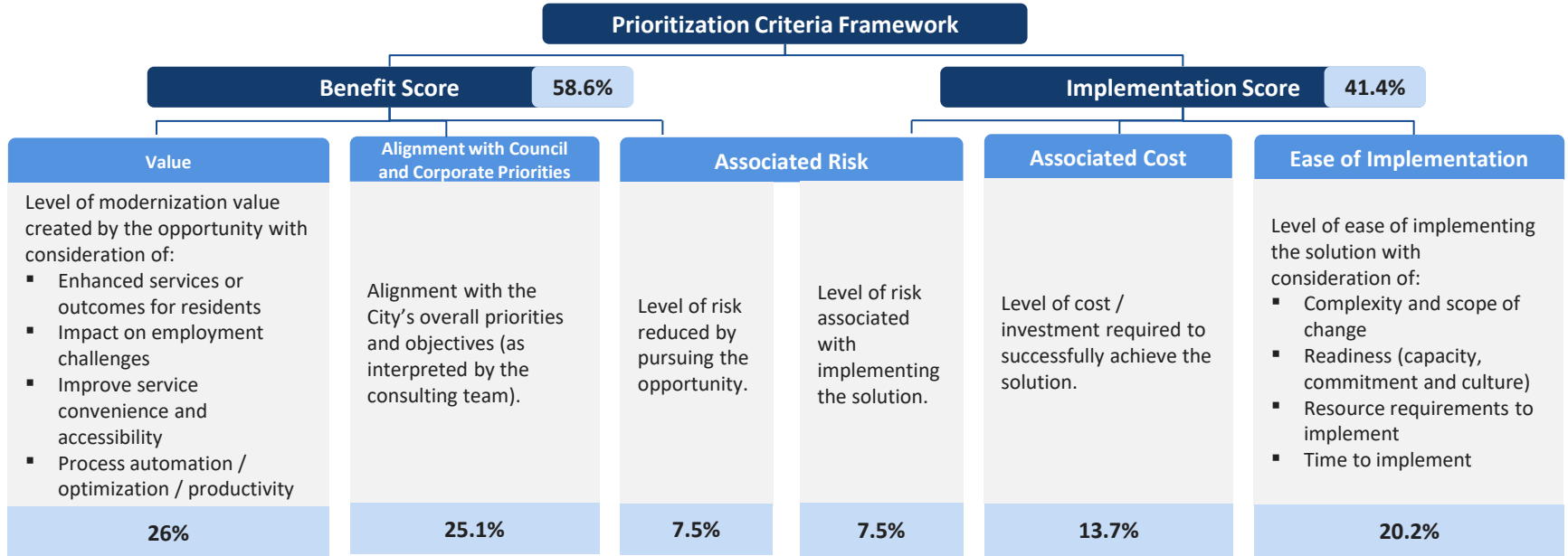
Despite these concerns and barriers, attitudes towards digital modernization, and its role in the organization, appear to be improving with an increased appetite for – and acknowledgement of the need for – change.

- An increased focus is being placed on improving IT functionality, implementing more modern processes, reducing the use of manual and paper-based processes, and improving overall digital efficiency and accessibility across the City.
- Critical for success is enhancing the visibility and assertion of cross-corporate lifecycle governance for digital modernization initiatives and including process improvement, change management and training within those initiatives.

3

Opportunities and Solutions

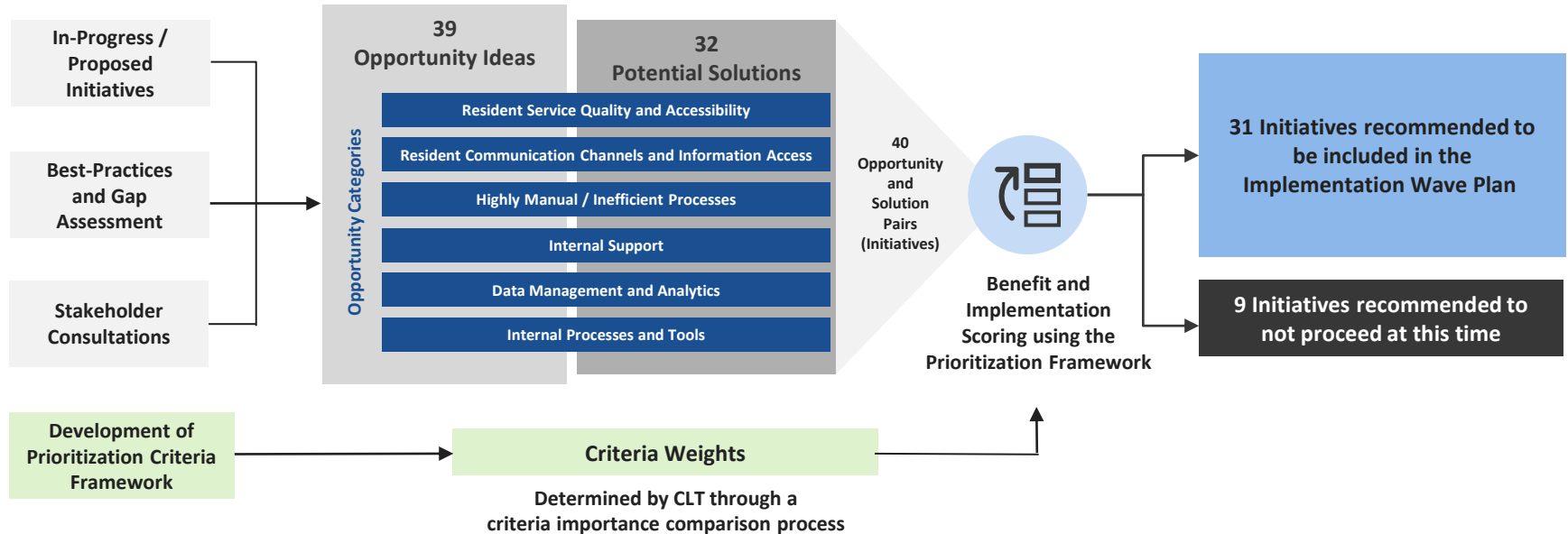
The CLT followed a process to derive a consensus view on the criteria prioritization



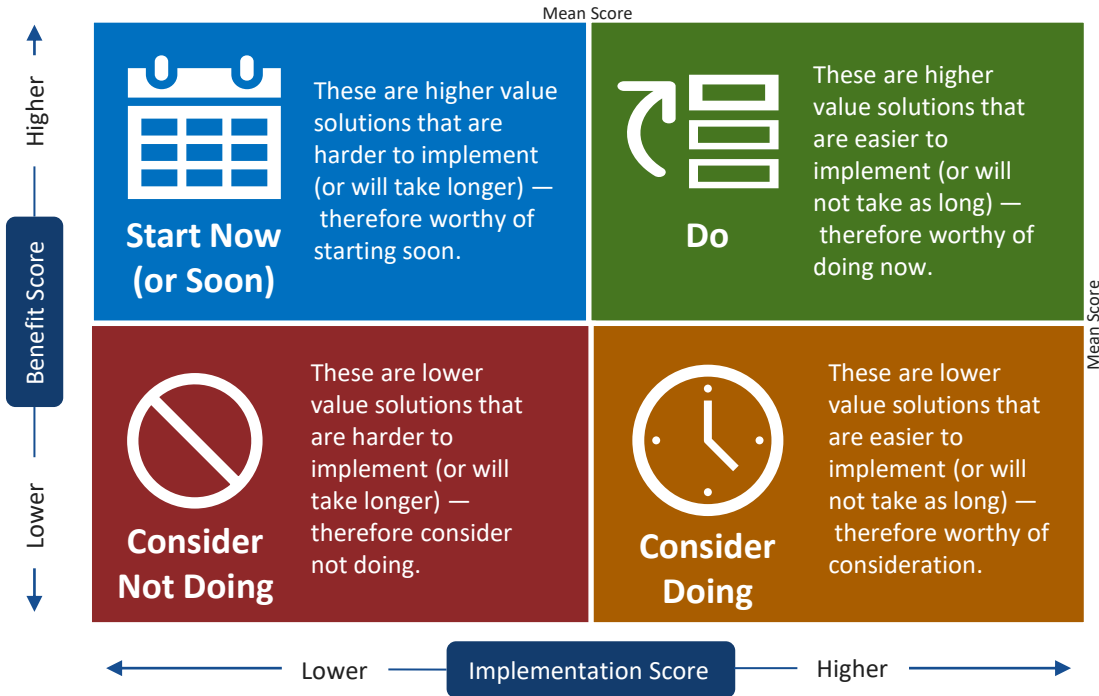
- Each opportunity was assessed to arrive at a **Benefit Score**; similarly, each solution was assessed to arrive at an **Implementation Score**.
- Opportunity and solution pairs were then situated in the 2x2 prioritization framework.
- The Benefit Score for each pair is adjusted by the extent of solution's fulfillment of the opportunity (as a percentage, which we call the **Opportunity Fulfillment Index**).

Opportunities and solutions were identified and assessed using the Prioritization Framework

Digital modernization opportunity ideas and potential solutions were identified through the refinement and synthesis of ideas captured in StrategyCorp’s consultations, best-practices, and in-progress / proposed initiatives.



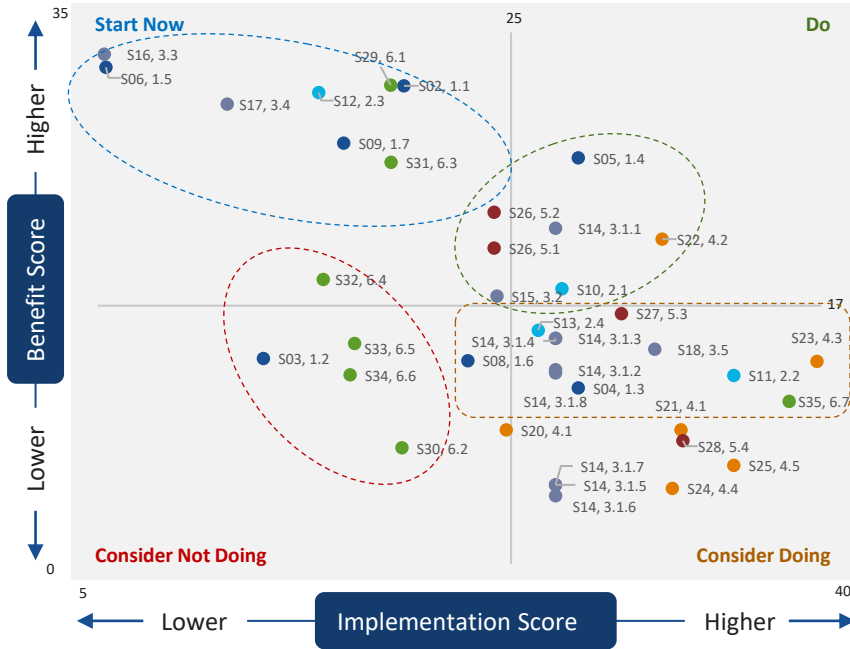
Benefit and Implementation Scores of opportunity / solution pairs were developed and plotted to derive preliminary dispositions into four categories



- Benefit and Implementation Scores were developed by the StrategyCorp team and validated with the Windsor project team.
- The dispositions are "preliminary" rather than final.
- On the following pages, we present two types of scoring graphs:
 - Overall (for all opportunity / solution pairs)
 - For each Opportunity Category (6 in total), which also shows the proposed duration required for each solution
- For each Opportunity Category, we propose which solutions are recommended for inclusion in the Implementation Wave Plan, by indicating the wave timing according to the table below:

Timing of Waves			
Wave 1 Months 1 - 6	Wave 2 Months 7 - 12	Wave 3 Year 2	Wave 4 Year 3

Overall, there is a trade-off between the Benefit and Implementation Scores



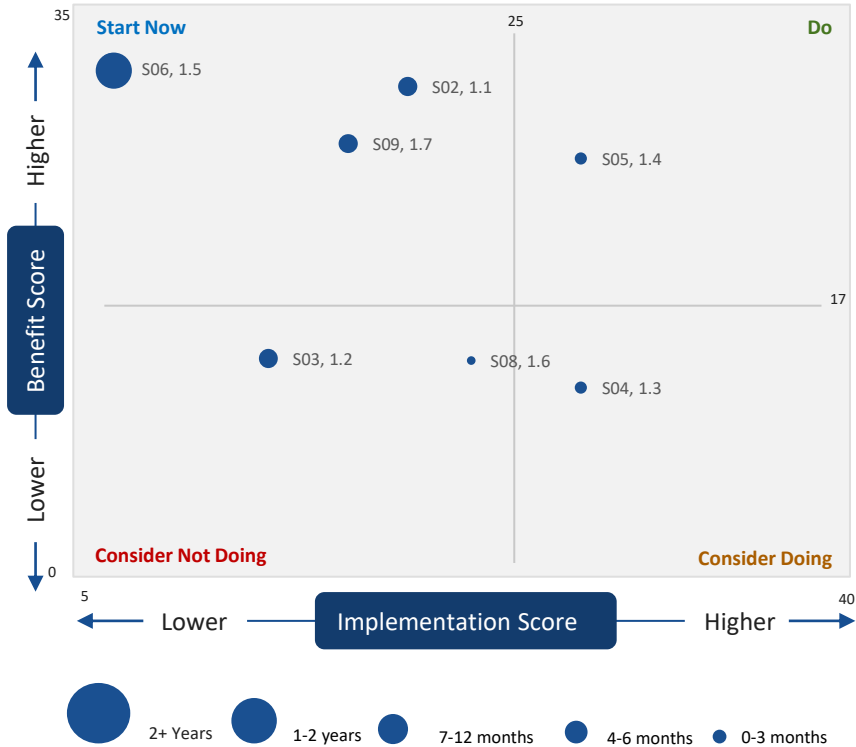
Opportunity Category Legend

- 1: Resident Service Quality and Accessibility
- 2: Resident Communication Channels and Information Access
- 3: Highly Manual and Inefficient Processes
- 4: Internal Support
- 5: Data Management and Analytics
- 6: Internal Processes and Tools

- There are more obvious candidates in each disposition of **Do**, **Start Now**, **Consider Doing**, and **Consider Not Doing** (as shown with the dashed enclosures).
- There are some exceptions.
- We document our recommendations and rationale for inclusion in the Implementation Wave Plan on the following slides for each Opportunity Category.

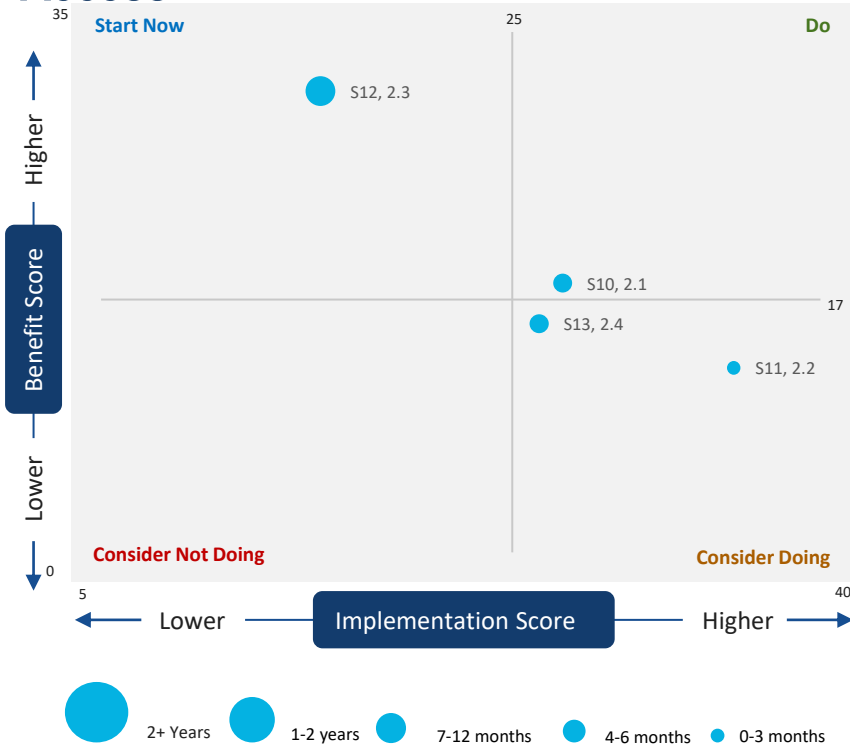
Note: Each dot's label signifies the solution # and opportunity ID.

Opportunity Category 1: Resident Service Quality and Accessibility



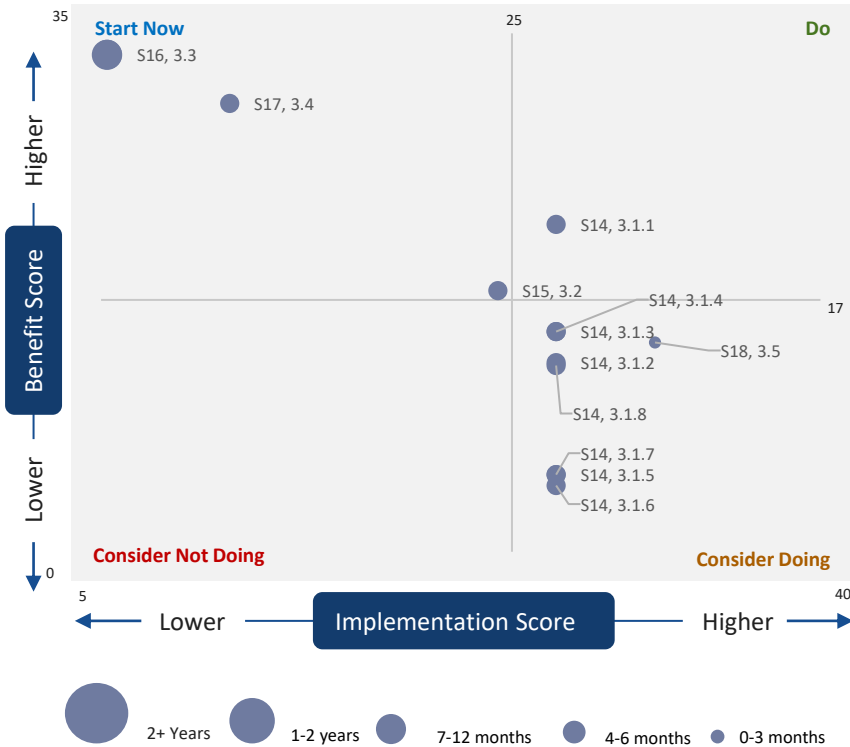
Solution Number and Description	Wave	Rationale
S02. Digital Payments: Expand the use of MyWindsor Online Payments to remotely pay for products and services from various departments while exploring the use of an additional service that will serve as a connector between MyWindsor online payment and PeopleSoft invoices.	1	Reduces special handling of invoices and thus staff effort.
S03. Single Sign On: Migrate service portals to enable single sign on (SSO) for City services.	Exclude	Legacy online services cannot use SSO.
S04. Digital Property Declaration: Implement a digital declaration form in MyWindsor for Property Owners	4	Logical to group S04 and S05 (work on S04 has been scheduled). Placed in Wave 4 to potentially leverage results from related initiative to modernize property tax.
S05. Digital Property Tax Adjustments: Implement digital property tax adjustment requests in MyWindsor paired with the development and introduction of a digital adjustment and approvals process.	4	
S06. New Transit Fare System: Acquire new transit fare system to allow riders to pay for transit via visa, debit, electronic payment, and pre-loaded card	1	Work is already underway.
S08. Expand FrontDesk Queuing: Expand the use of FrontDesk, the queuing platform paired with change management activities to encourage staff buy-in.	Exclude	Effort to create buy-in outweighs marginal value.
S09. Digital Connection to 311: Explore the digitization of the flow of information between 311 Windsor City Services and Service Departments.	2	High value and visibility for residents.

Opportunity Category 2: Resident Communication Channels and Information Access



Solution Number and Description	Wave	Rationale
S10. Digital Interactions with Residents: Develop a clear standard operating procedure for digital interactions with residents and sharing of best practices paired with a comprehensive governance model.	1	Creates a uniform customer service centric approach to resident interactions.
S11. Resident Consultation Approach: Review the learning from the Bang The Table (BTT) pilot and implement it across the enterprise with a governance strategy guiding resident consultation.	1	Work is already underway. Creates a uniform approach to how resident consultations take place.
S12. City Website Refresh: Refresh the City’s public facing website to be customer centric, in compliance with AODA standards, user friendly, and modern. This should be paired with a governance strategy guiding the roles and responsibilities of each team pertaining to the maintenance of the city website.	2	Improves resident experience with digital city services and increases access to information.
S13. Data Governance: Develop a clear governance model around data including criteria to determine if a particular data set is valuable to the public and outlining a requirement for departments to publish data.	3	Municipal best practice to publish data for use by residents and other municipalities.

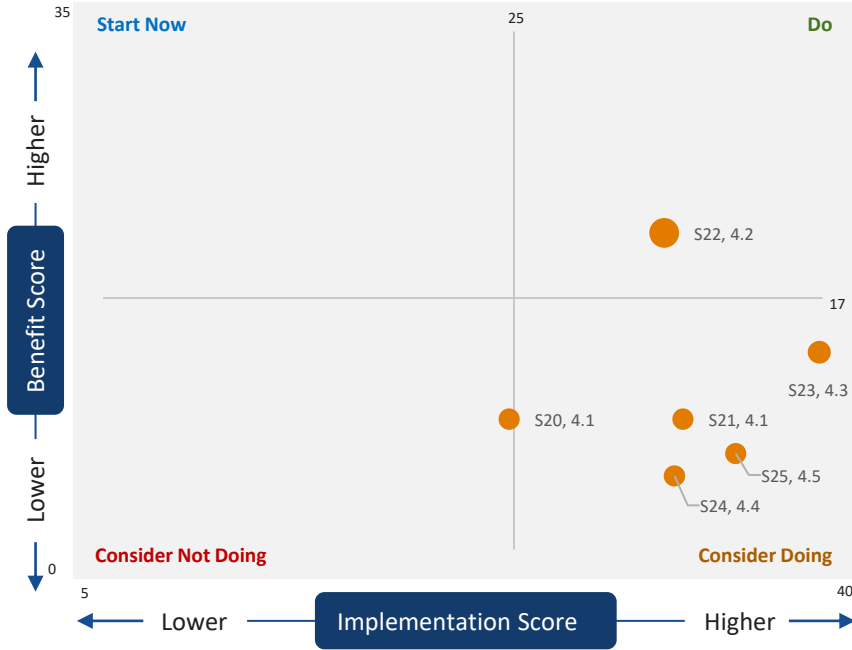
Opportunity Category 3: Highly Manual and Inefficient Processes



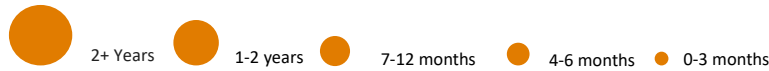
Solution Number and Description	Wave	Rationale
S14. Digitize HR Processes¹: Expand the use of JazzHR, Work Force Management, and PeopleSoft to allow staff to manage processes, requests, and forms digitally pertaining to recruiting .	2	Essential for talent attraction.
S14. Digitize HR Processes: Expand the use of JazzHR, Work Force Management, and PeopleSoft to allow staff to manage processes, requests, and forms digitally pertaining to performance appraisal, accident incident forms, leave of absence requests .	3	Uses existing systems to reduce staff time and avoids risks associated with staff dissatisfaction. Feasibility needs to be established as a first step.
S14. Digitize HR Processes: Expand the use of JazzHR, Work Force Management, and PeopleSoft to allow staff to manage processes, requests and forms digitally pertaining to pay grade change, travel authorizations, and vacation requests . ²	Exclude	Other HR processes are higher priority due to volumes. This could be revisited if the other HR processes go well.
S15. Digitize City Files: Embark on a Digitization of City files project that is paired with appropriate governance and operating procedures.	4	Addresses concern of space dedicated to paper storage, which is better suited for other purposes.
S16. Financial Modernization Review: Carry out a financial modernization review with a focus on system replacement.	3	Allows for the digital modernization of manual financial processes and procedures.
S17. Accounts Payable Review: Conduct an accounts payable review to understand the requirements and source a tool that can accept and process accounts payable digitally.	2	Improve the accuracy of a critical component of the City's operations and reduce staff time on manual processes.
S18. Fleet Focus Expansion: Expand the use of FleetFocus for work order, vehicle checks, and tracking to enable digitization of existing manual processes.	1	Use an existing system to reduce staff time spent on manual processes.

Note [1]: Solution 14 addresses 8 sub-opportunities pertaining to the digitization of human resource (HR) processes.
 Note [2]: Initiative S14, 3.1.7 calls for the digitization of vacation requests across more departments. However, a number of departments use an effective manual approach that is not enhanced through digitization.

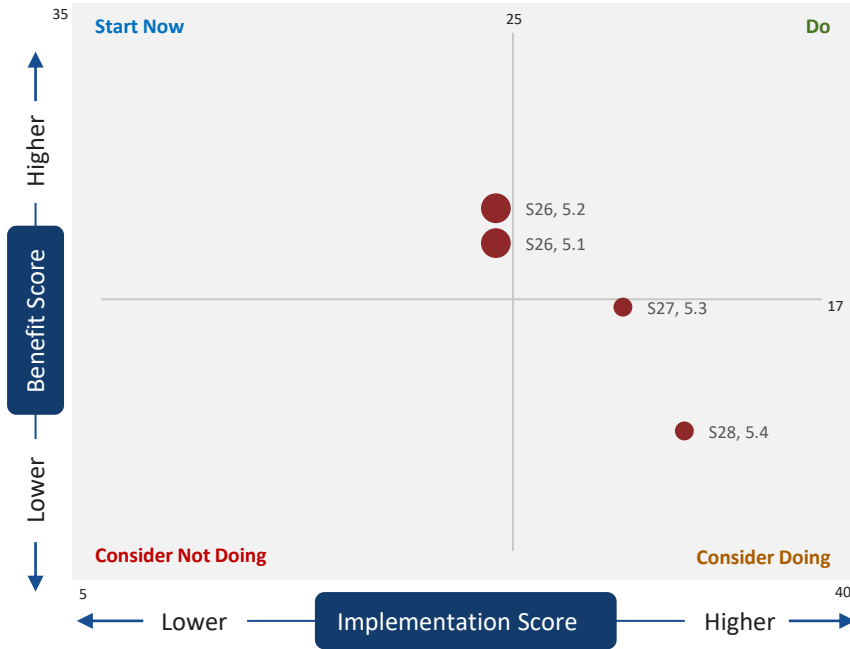
Opportunity Category 4: Internal Support



Solution Number and Description	Wave	Rationale
S20. Digitize Course Registration through ACTIVENet: Expand the use of ACTIVENet to enable course registration.	Exclude	Not suited for internal use (meant for residents). Also, transaction-based license model could be costly.
S21. Digitize Course Registration: Investigate the feasibility of SharePoint, the existing E-Learn system or FrontDesk as an alternative to enable course advertising and registration.	Exclude	Limited benefit does not justify the effort.
S22. Service Now Centralization: Centralize all IT requests through the ServiceNow channel (and close other channels, except for help desk operators who can enter requests on behalf of callers).	1	Work is already underway. This streamlines workflows.
S23. IT Service Catalogue: Develop the front facing IT Service Catalogue in ServiceNow.	1	Work is already underway. This streamlines workflows.
S24. Share Point and Intranet: Define the use of SharePoint and the City's Intranet. Publish, implement and train users in new procedures.	2	Relatively easy to implement
S25. Collaborative Digital Tools: Develop governance standards and a training plan for using collaborative tools including Outlook, Microsoft Teams, OneDrive and SharePoint, monitoring compliance, and eliminating use of other collaborative tools.	2	while demonstrating tangible action and better use of City tools. Coordinate with S35 (Teams).



Opportunity Category 5: Data Management and Analytics

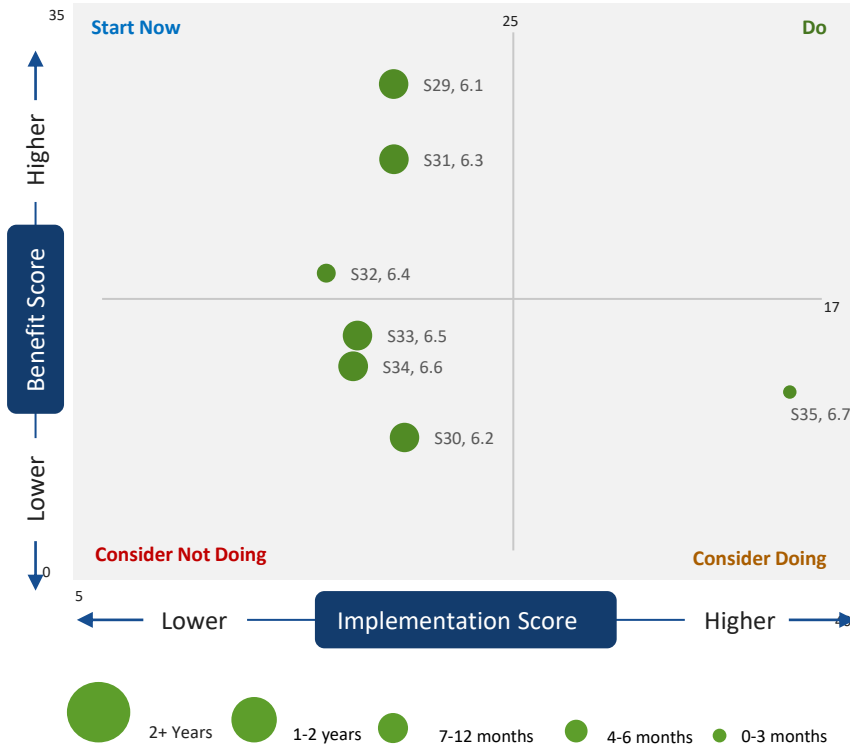


Solution Number and Description	Wave	Rationale
S26. Data Management and Business Intelligence¹: Develop organizational wide data management and business intelligence plan with the Data Management Program Manager.	2	Work is already underway.
S27. Executive Training: Provide learning and training opportunities for leadership and Executive Initiative Coordinator staff to use available technological tools.	3	Enable efficient and informed decision making.
S28. Windsor 311 "Live-Map": Expand use of Windsor311 to "live-map" service requests.	Exclude	Limited benefit does not justify the effort.



Note [1]: Solution 26 addresses two opportunities: opportunity 5.1 further formalize governance of data, and opportunity 5.2 explore data analytics and BI literacy.

Opportunity Category 6: Internal Processes and Tools



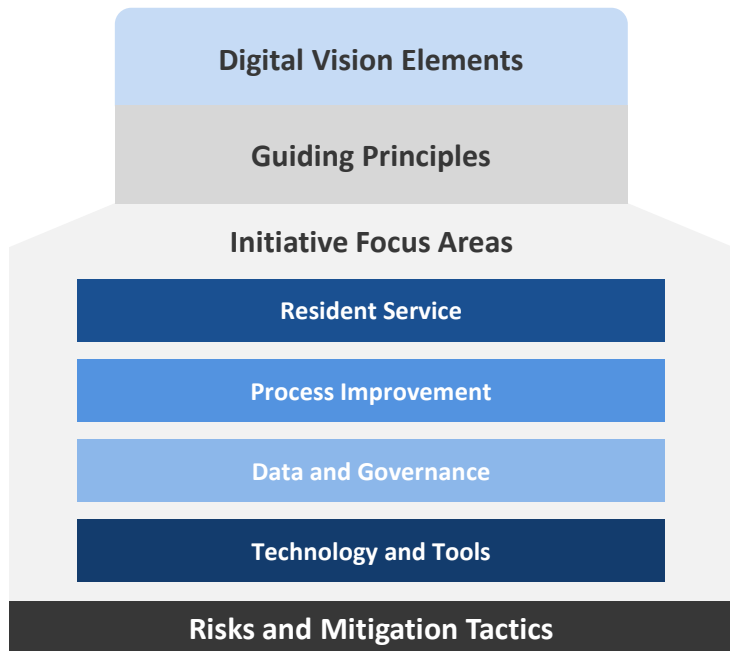
Solution Number and Description	Wave	Rationale
S29. Replace Agenda.Net: Replace Agenda.Net with an AODA compliant, more functional, and user-friendly solution.	2	Replacement solution is required to be AODA compliant.
S30. Migrate Fire Prevention: Transfer Fire prevention processes from Amanda into ICO as the sole operational system.	2	Recent recommendation by Amanda Governance Committee.
S31. Field Staff Technology: Build business case and implementation plan to equip field staff with technology to implement digitization of processes.	1	Improves communication and increases efficiency of work.
S32. Integration of Payment Systems: Expand use of SnapLogic to integrate finance systems across payment processes.	1	S32 is an important enabler for other payment related initiatives. S33 to build on lessons learned from S32.
S33. Integration Tool: Expand use of SnapLogic as the integration platform of choice with a dedicated integration support team.	3	
S34. AI Technology in Road Maintenance: Expand use of AI technology for road maintenance based on the successful automation pilot.	Exclude	Limited capability to implement and manage.
S35. Video Conferencing: Reconcile all video conferencing into one platform: Microsoft Teams.	2	Work is already underway. Coordinate with S24 and S25.

4

Windsor's Digital Modernization Strategy

Windsor's Digital Modernization follows a framework focused on achieving the central vision through execution of a series of priority digital initiatives

Windsor's Digital Modernization Strategy Framework



The Digital Modernization Strategy is guided by our recommended **Digital Vision Elements** for Windsor's digital future. This vision outlines how the City will transform its operations, services, and relationships to create a digital future-state.

Additionally, recommended **Guiding Principles** help establish how the City will implement the strategy, and what concepts should guide development.

In order to achieve the established vision, the Digital Modernization Strategy sets out a variety of sequenced **Initiatives** (i.e., opportunity and solution pairs) which the City should plan for and undertake to reach its digital objectives.

These initiatives were identified from a variety of sources, including stakeholder consultation and municipal best-practices, and are prioritized to help guide sequencing.

Finally, several key **risks** for execution of the Digital Modernization Strategy, as well as **mitigating tactics**, were identified and included.

The recommended vision elements describe the desired outcomes of the strategy – they answer “what should the City look like if we are successful”



The digital vision elements—across six elements—set the goal for Windsor’s modernization and its desired future state; decisions made and priorities established under the strategy should align with and enable this vision



The City uses modern digital tools and technologies to enhance service delivery.



Highly manual processes are digitized, improving efficiency and accessibility.



Residents can easily access information and services on their own terms.¹



The City makes digital modernization an ongoing priority.



The City’s digital services and information are secure, private, trusted, and reliable.



Data is effectively collected and used to enable fact-based decisions and reporting.

Note [1]: Digital Modernization of services should not replace traditional methods of accessing services (i.e., phone or in-person channels) but increase the options available to residents.

The recommended guiding principles help define how Windsor should proceed with its digital modernization



In addition to the vision elements, the six guiding principles aim to ground the City's digital modernization so that efforts are aligned and strategic.



The Digital Modernization Strategy needs to be viewed as an **ongoing opportunity** to reinvent the future, not a one-time check the box exercise.



Initiatives should be **grounded, practical, achievable,** and carefully consider how much customization is necessary.



The Digital Modernization Strategy is about more than just technology and should consider **how processes and people** are structured to support the City.



Opportunities need to be **clearly prioritized for their benefit and resourced** based on a common set of criteria.



There must **be clear governance and ownership paired with performance-based accountability** in order to achieve success.



All City initiatives should consider digital implications and opportunities as **digital modernization cannot take place in a silo.**

Windsor's core modernization initiatives fall under four focus areas, based on overall modernization objective / impact forming the Implementation Wave Plan

The wave in which an initiative starts is shown	Digital Modernization Initiative Focus Areas				Total
	Resident Services	Process Improvement	Data and Governance	Technology and Tools	
Wave 1 Months 1 – 6	<ul style="list-style-type: none"> S02, 1.1. Digital Payments S06, 1.5. New Transit Fare System 	<ul style="list-style-type: none"> S18, 3.5. Fleet Focus Expansion S22, 4.2. Service Now Centralization S23, 4.3. IT Service Catalogue 	<ul style="list-style-type: none"> S10, 2.1. Digital Interactions with Residents S11, 2.2. Resident Consultation Approach 	<ul style="list-style-type: none"> S31, 6.3. Field Staff Technology S32, 6.4. Integration of Payment Systems 	9
Wave 2 Months 7 – 12	<ul style="list-style-type: none"> S12,2.3. City Website Refresh 	<ul style="list-style-type: none"> S09, 1.7. Digital Connection to 311 S14, 3.1.1. Digitize HR Processes S17, 3.4. Accounts Payable Review 	<ul style="list-style-type: none"> S24, 4.4. Share Point and Intranet S25, 4.5. Collaborative Digital Tools S26, 5.1. Data Management and Business Intelligence S26, 5.2. Data Management and Business Intelligence 	<ul style="list-style-type: none"> S29, 6.1. Replace Agenda.Net S35, 6.7. Video Conferencing S30, 6.2. Migrate Fire Prevention 	10
Wave 3 Year 2		<ul style="list-style-type: none"> S14, 3.1.2. Digitize HR Processes S14, 3.1.3. Digitize HR Processes S14, 3.1.4. Digitize HR Processes S14, 3.1.8. Digitize HR Processes S16, 3.3. Financial Modernization Review 	<ul style="list-style-type: none"> S13, 2.4. Data Governance 	<ul style="list-style-type: none"> S27, 5.3. Executive Training S33, 6.5. Integration Tool 	9
Wave 4 Year 3	<ul style="list-style-type: none"> S05, 1.4. Digital Property Tax Adjustments S04, 1.3. Digital Property Declaration 	<ul style="list-style-type: none"> S15, 3.2 Digitize City Files 			3
Total	5	12	7	7	31

Legend: Each initiative is colour coded to reflect the results of the preliminary disposition of **Do**, **Start Now**, **Consider Doing**, and **Consider Not Doing**.

Additionally, sets of related and deferred initiatives were identified that should be considered alongside the strategy

Related Initiatives

Related initiatives are other initiatives that do not fit within the Digital Modernization Strategy but should be considered alongside it due to a degree of alignment, dependency, or overlap.

- **The replacement of PeopleSoft** (the City's legacy enterprise finance and HR system) is on the transformation agenda.
 - Initiatives like the Financial Modernization Review and Accounts Payable Review should help in setting requirements for replacement.
 - The impending replacement also places limits to how much effort should be put into HR digitization initiatives .
- **The consideration of Amanda** in further modernization efforts; staff indicated ongoing struggles with usage and integration, although the recent upgrade may mitigate some of the difficulties.
- **Modernization of Property Tax** is in its early stages of investigation (which may impact the two tax related initiatives).
- **Upgrade Windsor's Microsoft Suite version** to better enable other systems / tools and maintain support.

Deferred Initiatives

Deferred initiatives represent potential initiatives that were identified as part of the overall Digital Modernization Strategy yet were deprioritized for implementation either because of a limited current alignment, operational complexity, or a higher level of dependency on other initiatives.

Although not planned for under the strategy, these initiatives should still be considered alongside overall operationalization, and opportunities to address them may emerge over time.

- S03, 1.2: Single Sign On
- S08, 1.6: Expand FrontDesk Queuing
- S14, 3.1.5: Digitize HR Processes (pay grade change)
- S14, 3.1.6: Digitize HR Processes (travel authorization)
- S14, 3.17: Digitize HR Processes (vacation requests)
- S20, 4.1: Digitize Course Registration through ACTIVENet
- S21, 4.1: Digitize Course Registration
- S28, 5.4: Windsor 311 "Live-Map"
- S34, 6.6: AI Technology in Road Maintenance

Successful execution of the Digital Modernization Strategy will require the City to navigate several potential risks

Risks and Barriers



Staff Adoption and Culture

Some staff may be reluctant to adopt new technologies and / or processes. Without strong leadership, accountability, and 'deconstruction' of old processes, staff may undermine and resist change.



Allocation and Prioritization of Resources

Resources need to be adequately allocated to ensure that modernization is successful. Not only financial investments will be required, but staff time will also need to be carved out for adopting new tools, processes, and technologies.



Accessibility and Support

Not all staff and residents may be able to access digital services, tools, and technologies. This could be the result of dated hardware, limited connectivity, or low digital literacy. The City will need to consider and include training, and other supports for as part of the strategy.



Communication and Outcome Management

Objectives and desired outcomes must be actively communicated to all relevant stakeholder so that they are aware of expectations. KPIs need to be identified to track success and progress should be widely shared to build accountability and transparency.

These risks should be actively mitigated by incorporating a variety of approaches and considerations into execution of the strategy

Risks and Barriers



Staff Adoption and Culture



- Executive Sponsorship
- Building a Culture of Implementation
- Active Allocation of Training / Familiarization Time for New Tools / Processes



Allocation and Prioritization of Resources



- Consistent and Transparent Prioritization and Resource Allocation Approaches Enshrined in the Digital Governance Model
- Clearly Assigned, Singular Ownership / Accountability for Initiatives



Accessibility and Support



- Comprehensive Staff Training Program
- Assigned Staff Capacity / Time for Training
- Opportunities / Considerations for Training and Support



Communication and Outcome Management



- Active Change Management Strategy / Approach
- Clearly Established KPIs / Expectations
- Consistent Monitoring and Reporting

Mitigations

Critical Success Factors for Execution

Selecting and implementing the "best" initiatives while managing organizational capacity, capability and energy to implement is an ongoing strategic balancing act. "Best" is defined through regularly refreshing prioritization criteria and weightings.

1 Adequate Resources

Initiatives identified in this strategy need to be actively and adequately resourced to be successful.

Between operational needs, in-progress digital initiatives, and related initiatives, many staff are already at capacity. For this strategy to be successful, the City will need to adequately invest in establishing the required staff capacity and capabilities.

Furthermore, clear expectations regarding ownership, timelines, and execution must be set based on capacity and capabilities so that outcomes are realistic, and realizable.

2 Change Management

Change needs to be actively managed and communicated to both staff and residents as new initiatives are pursued and impact operations / services.

The City needs to pursue an active change management strategy to support adoption and reinforce new processes and behavior. Without this, both staff and residents may hesitate to adapt to the change and undermine the City's ability to fully realize the desired outcomes of this work.

3 Cross-corporate Governance

Modernization initiatives require active governance and should be continually monitored and assessed as progress is made.

Cross-corporate governance needs to be established for initiatives to be successful. Ownership needs to be direct and transparent, ensuring that – while many stakeholders may take part in an initiative – there is a clear, singular accountable body. Progress is monitored using the metrics defined in each initiative's value case.

4 Multi-Criteria Portfolio Management

Ongoing digital portfolio management using the tools outlined in this strategy will allow the City to reassess their priorities at any given point in time.

The Digital Modernization Strategy provides the City with an approach that can be used at any point in time by the City to reassess and reprioritize opportunities and solutions to determine which initiatives are appropriate to pursue and when.

Digital modernization should be viewed as an evergreen process

This Digital Modernization Strategy should be considered the *first iteration* of an ongoing process to identify opportunities, assess them against common criteria, and optimize a portfolio of initiatives to continue to drive modernization over time.

Digital Modernization Strategy

This Strategy includes:

- An “**point-in-time**” view of **modernization** opportunities; and
- A **prioritization framework and criteria** based on current priorities

The strategy and high-level timing of initiatives can form the basis for a City-wide modernization program, but requires a clear governance structure to implement effectively.

Value Management Framework

To drive execution over time, the City should implement a framework and processes to manage the portfolio, including:

- **Business cases** (or value cases") to define expected benefits
- **Capacity management** to identify constraints and align resources to projects
- **Financial management** to control spend decisions
- **Performance management** to track the realization of benefits over time

Integrated Governance

The Value Management Framework implemented to govern the modernization program needs to integrate into the City's overarching governance structures. This should be done in a manner that enables:

- **Transparency** on progress across the organization
- **Leadership alignment** to ensure continued progress
- **Proactive decision-making** to make changes to the portfolio as required

Ongoing Modernization

As the City makes progress, new opportunities will arise and priorities will shift. To build an evergreen capability, processes should be put in place to:

- **Identify new opportunities**
- **Review the prioritization criteria on a regular basis**
- **Intake and assess new opportunities**

The process used to create the Digital Modernization Strategy can form the basis for these processes as the first iteration.

5

Initiative Profiles

Profiles were assembled for each initiative in order to support operationalization and overall execution of the Digital Modernization Strategy

Profiles were created for each of Winsor's initiatives, including details on execution, cost, resource requirements, risks, and other key initiative characteristics; an overview of the profiles' contents can be found below.

Initiative Overview and Execution Considerations

- **Opportunity Overview:** A summary of the opportunity, including relevant details or considerations.
- **Solution Overview:** A summary of the proposed solution(s).
- **Solution Design Considerations:** A summary of key design considerations evaluated during solution design.
- **Opportunity Fulfillment Index:** The extent to which the solution addresses the opportunity.
- **Benefit Score:** The score assigned to an opportunity when evaluated for value, alignment with council and corporate priorities, and risks reduced. Higher scores are better. For these initiatives, the benefit scores ranged from 4.5 (lowest) to 33.6 (highest), with the mean score of 16.9.
- **Implementation Score:** The score assigned to a solution when evaluated for ease of implementation, associated cost, and associated risk. Higher scores are better, in that the ease of implementation is higher. For these initiatives, the implementation scores ranged from 5.3 (lowest) to 39.8 (highest), with the mean score of 24.7.
- **Sub-Initiatives:** Any significant sub-components of this initiative.
- **Cost Considerations:** High-level cost considerations for technology, resources and other cost items related to the implementation of the initiative.
- **Additional Considerations:** Additional considerations related to this initiative as discerned from research or consultation. Predecessor dependencies as applicable will be included.
- **Execution Timeframe:** High-level proposed timeframe for execution of the initiative.
- **Best Practice Guidance:** Best-practice guidance or considerations for the initiative based on municipal practice or research.
- **Key Performance Indicators:** Potential KPIs to track the successful execution of the initiative.

Initiative profiles can be found on the following pages.

 *Note: Initiative profiles – particularly costs considerations- represent only a starting point for operationalization, and upon more detailed scoping further development will be required.* 

5. Initiative Profiles

RESIDENT SERVICES

S02, 1.1

Digital Payments

SOLUTION

S02. Expand the use of MyWindsor Online Payments as a Payment Card Industry (PCI) compliant way to remotely pay for products and services from various departments while exploring the use of an additional service that will serve as a connector between MyWindsor online payment and PeopleSoft invoices.

OPPORTUNITY

1.1. Establish Consistent and Accessible Digital Payments for Resident Services: Implement common, efficient e-payment solutions for key resident services, including 311 Garbage Pickup, Council Services, POA, and more.

Online payments system for several services are not standardized - some use Cloud Permit (e.g., Planning, Building services), while others use the online MyWindsor platform. Areas such as 311 Bulk Garbage Pickup, Council Services (By-law enforcement inspection and offenders' fees, vital Statistics and licensing) were identified as needing a hosted checkout solution to collect credit card payments online and to reduce intake of payment over the phone and email. Furthermore, some residents must physically come into City Hall or pay via physical cheque for invoices.

OPPORTUNITY CATEGORY: Resident Service Quality and Accessibility

EXECUTION TIMEFRAME:

0-3 months

4-6 months

7-12 months

1-2 years

2+ years

SUB-INITIATIVES

- None.

PREDECESSOR DEPENDENCIES

- None.

PRIORITIZATION

BENEFIT SCORE	31.5
IMPLEMENTATION SCORE	19.8
OPPORTUNITY FULFILLMENT INDEX	1
DISPOSITION	Start Soon
WAVE	1

CONSIDERATIONS

SOLUTION DESIGN

- Not all paid resident services and products offer online payment options. Most services that trigger an immediate online payment have been accommodated by MyWindsor.
- Services that are invoiced through the centralized process in PeopleSoft cannot be paid for online due to a lack of integration between MyWindsor, PeopleSoft, and Finance business requirements / processes.
- By introducing a new tool, the City would be able to bridge the gap between the PeopleSoft invoice and the MyWindsor Online Payment.

COST

- There would be a cost associated with the additional service that will connect PeopleSoft invoices to MyWindsor Online Payment portal.

ADDITIONAL

- The City is in the process of implementing myBusiness, an initiative in test phase that initially be used by lawyers to access tax information (ETI - External Tax inquiry).

BEST PRACTICE GUIDANCE

- All public sector organizations are providing online payments for as much as possible.

KEY PERFORMANCE INDICATORS

- Number of online payment processes
- Reduction in non-online payments

RESIDENT SERVICES

S06, 1.5

New Transit Fare System

SOLUTION

S06. Acquire new transit fare system to allow riders to pay for transit via visa, debit, electronic payment, and pre-loaded card.

OPPORTUNITY

1.5. Digitize Transit Fare Payment: Implement digital payment options both remotely (i.e., for residents to reload smart cards at home) and at fare boxes / transit locations.

Currently, customers have to purchase transit passes at physical points of sale, a remote reload option is not available. Transit cards are purchased for a certain number of rides or days. Furthermore, fare boxes at Windsor Transit are reaching end of life and have limited functionality which has caused a lack of service delivery.

OPPORTUNITY CATEGORY: Resident Service Quality and Accessibility

EXECUTION TIMEFRAME:

0-3 months

4-6 months

7-12 months

1-2 years

2+ years

SUB-INITIATIVES

- None.

PREDECESSOR DEPENDENCIES

- None.

PRIORITIZATION

BENEFIT SCORE

32.7

IMPLEMENTATION SCORE

5.4

OPPORTUNITY FULFILLMENT INDEX

1

DISPOSITION

Start Soon

WAVE

1

CONSIDERATIONS

SOLUTION DESIGN

- Council has approved funding for a farebox digital payment solution.
- Transition to a digital fare payment system is a major multi-year undertaking, involving infrastructure upgrades in vehicles and requiring significant resources and funding.
- FrontDesk is currently being scoped as a solution to allow the purchasing of a single time use electronic transit fare. As part of the implementation of the electronic transit fare, this solution will be connected to MyWindsor in a second iteration.

COST

- There would be a cost associated with the procurement of a new transit fare system including but not limited to installation of new hardware and fare boxes, point of sale kiosks, new passes.

ADDITIONAL

- This is a key deliverable for the Transit Strategic Plan.
- For this initiative to be successful, connectivity capabilities on buses to validate fares and introduce other customer benefits needs to be enhanced.

BEST PRACTICE GUIDANCE

- Windsor's current approach is inflexible and not what transit riders now expect.

KEY PERFORMANCE INDICATORS

- Number of transit system users.

RESIDENT SERVICES

S12, 2.3

City Website Refresh

SOLUTION

S12. Refresh the City’s public facing website to be customer centric, in compliance with AODA standards, user friendly, and modern. This should be paired with a governance strategy guiding the roles and responsibilities of each team pertaining to the maintenance of the city website.

OPPORTUNITY

2.3. Review and Refresh the City Website with Modern Capabilities:
Explore opportunities for fillable forms, embedded video, AODA standards, live chat, and others; leverage Google Analytics data to enhance usability and accessibility.

The City’s public facing website is currently missing key features that would improve customer satisfaction with the website. There is a need to improve the user friendliness, accessibility, and AODA compliance of the City’s website by leverage existing information and data (i.e. through Google Analytics Tool).

OPPORTUNITY CATEGORY: Resident Communication Channels and Information Access

EXECUTION TIMEFRAME:	0–3 months	4–6 months	7–12 months	1–2 years	2+ years
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SUB-INITIATIVES		PRIORITIZATION	
<ul style="list-style-type: none"> Website’s infrastructure upgrade. Review of content management process to ensure consistency and quality. 	BENEFIT SCORE		31.0
	IMPLEMENTATION SCORE		15.7
	OPPORTUNITY FULFILLMENT INDEX		1
PREDECESSOR DEPENDENCIES		DISPOSITION	Start Soon
<ul style="list-style-type: none"> None. 		WAVE	2

CONSIDERATIONS

SOLUTION DESIGN

- The City’s IT team is capable and has the capacity for the website refresh if prioritized.
- The City’s current website is built on the SP2010 platform which resides on 2008 servers. To meet cyber insurance obligations, the City needs to move to a different infrastructure.
- Content for the website is written from a process operations perspective and not customer centric. Large amounts of outdated and static information create challenges for the website’s search function.

COST

- There would be a cost associated with the procurement of a new infrastructure.

ADDITIONAL

- Departments currently manage their own content for the website, leading to inconsistency and quality issues. A central coordination/publishing team is needed to work with departments, while IT owns and manages the technical elements.

BEST PRACTICE GUIDANCE

- Resident and business expectations are higher than what the current website provides (which lags behind other municipalities).

KEY PERFORMANCE INDICATORS

- Number of website visits
- Frequency and usage of service access

RESIDENT SERVICES

S05, 1.4

Digital Property Tax Adjustments

SOLUTION	OPPORTUNITY	EXECUTION TIMEFRAME:	0 – 3 months	4 – 6 months	7 – 12 months	1 – 2 years	2 + years	
<p>S05. Implement digital property tax adjustment requests in MyWindsor paired with the development and introduction of a digital adjustment and approvals process.</p>	<p>1.4. Digitize Property Tax Adjustments: Provide a digital channel on MyWindsor to accept property tax adjustment requests electronically without paper copies or written signatures.</p> <p>The current Property Tax Adjustment process is manual and requires paper copies and written signatures to be processed and approved. Customer and staff time is spent on processing forms on paper and not on a centralized online channel (MyWindsor).</p> <p>OPPORTUNITY CATEGORY: Resident Service Quality and Accessibility</p>	SUB-INITIATIVES	<ul style="list-style-type: none"> Introduction of a new Tax Adjustment Process in Finance. 					PRIORITIZATION
		PREDECESSOR DEPENDENCIES						BENEFIT SCORE
		<ul style="list-style-type: none"> Modernization of Property Tax may impact this initiative. 	IMPLEMENTATION SCORE	28.3				
			OPPORTUNITY FULFILLMENT INDEX	1				
			DISPOSITION	Start Soon				
			WAVE	4				

CONSIDERATIONS

SOLUTION DESIGN

- Residents are already using MyWindsor for a variety of City services and would respond positively to the digitizing property tax adjustments.
- Along with the introduction of a digital resident facing form, there will be a need for a new process within the finance department that would allow this to be fully digital.

COST

- The cost to acquire, implement, and continue to run / operate this initiative (i.e., recurring costs) would fit within the typical costs of operations.

ADDITIONAL

- None.

BEST PRACTICE GUIDANCE

- Municipalities are driving adjustment requests online.

KEY PERFORMANCE INDICATORS

- Number of online Property Tax Adjustment forms completed
- Reduction in paper Property Tax Adjustment forms.

RESIDENT SERVICES

S04, 1.3

Digital Property Declarations

SOLUTION	OPPORTUNITY	EXECUTION TIMEFRAME:	0 – 3 months	4 – 6 months	7 – 12 months	1 – 2 years	2+ years	
<p>S04. Implement a digital declaration form in MyWindsor for Property Owners.</p>	<p>1.3. Introduce Online Declaration Form for Property Owners: Provide a digital channel for property owners to declare online desired participation in the affordable housing programs.</p> <p>Currently, there is a lack of upfront online declaration form for property owner. Providing a digital channel on MyWindsor for property owners to declare online will enhance the user experience and increase the participation rate in programs. After property owner / resident completes the online form, Amanda property checker can pull fields that match the property database</p> <p>OPPORTUNITY CATEGORY: Resident Service Quality and Accessibility</p>	SUB-INITIATIVES	<ul style="list-style-type: none"> None. 					PRIORITIZATION
		PREDECESSOR DEPENDENCIES						BENEFIT SCORE
		<ul style="list-style-type: none"> Modernization of Property Tax may impact this initiative. 	IMPLEMENTATION SCORE	28.3				
			OPPORTUNITY FULFILLMENT INDEX	1				
			DISPOSITION	Consider Doing				
			WAVE	4				

CONSIDERATIONS **BEST PRACTICE GUIDANCE**

SOLUTION DESIGN

- There is a need for a digital channel for property owners to declare online any participation in the affordable housing programs and outlines that an online declaration form to identify a property owner’s status for the Vacant Home Tax Program, Residential Short Term Rent Licensing Program, and Air B&B Tax Program will address this need.
- The City is scheduled to be work on an online form in Q1 of 2023 to support Administration in taxing vacant properties.
- Council direction will guide the details of the online form.

COST

- The cost to acquire, implement, and continue to run / operate this initiative (i.e., recurring costs) would fit within the typical costs of operations.

ADDITIONAL

- None.

- Municipalities are driving declarations such as these online, to reduce paper handling and streamline process.

KEY PERFORMANCE INDICATORS

- Number of online Property Tax Adjustment forms completed
- Reduction in paper Property Tax Adjustment forms.

PROCESS IMPROVEMENT

S15, 3.2

Digitize City Files

SOLUTION	OPPORTUNITY	EXECUTION TIMEFRAME:	0–3 months	4–6 months	7–12 months	1–2 years	2+ years		
<p>S15. Embark on a Digitization of City files project that is paired with appropriate governance and operating procedures.</p>	<p>3.2. Sort and Digitize Existing City Files: Digitize existing files to enhance data accessibility, eliminate duplicates, and reduce space used for storing files: employee files, contracts, collective agreements, and more.</p> <p>OPPORTUNITY CATEGORY: Highly Manual / Inefficient Processes</p>	SUB-INITIATIVES						PRIORITIZATION	
		<ul style="list-style-type: none"> None. 						BENEFIT SCORE	17.6
		PREDECESSOR DEPENDENCIES						IMPLEMENTATION SCORE	24.3
		<ul style="list-style-type: none"> None. 						OPPORTUNITY FULFILLMENT INDEX	1
			DISPOSITION	Start Soon					
			WAVE	4					

CONSIDERATIONS

SOLUTION DESIGN

- There are a great deal of paper files and records that could be digitized and improve access to key information if there is a clear governance and operating procedures supporting the digitization initiative.
- Addresses concern of space dedicated to paper storage, which is better suited for other purposes.

COST

- The cost to acquire, implement, and continue to run / operate this initiative (i.e., recurring costs) fits within the typical costs of operations.

ADDITIONAL

- Paper files are currently taking up a great deal of space and posing structural concerns for the buildings they are in.
- The City is about to begin the discovery on an Electronic Records Management solution.
- Building/Planning/ROW is currently going through an exercise to digitize paper records and a temporary repository solution is being considered. Learnings from this engagement can be leveraged.

BEST PRACTICE GUIDANCE

- Use of third-party services to conduct a scanning catch-up is worth exploring.

KEY PERFORMANCE INDICATORS

- Report on volume of digitization as it progresses.

PROCESS IMPROVEMENT

S18, 3.5 Fleet Focus Expansion

SOLUTION	OPPORTUNITY	EXECUTION TIMEFRAME:	0–3 months	4–6 months	7–12 months	1–2 years	2+ years		
<p>S18. Expand the use of FleetFocus for work order, vehicle checks, and tracking to enable digitization of existing manual processes.</p>	<p>3.5. Digitize Commercial Vehicle Paper Forms: Explore opportunities to digitize commercial vehicle checks and tracking.</p> <p>Currently, commercial vehicles drivers must fill out paper forms on vehicle checks. Monitoring and tracking compliance with this procedure is difficult and creates issues with locating hardcopies when requested by the Ministry of Transportation. The city currently uses FleetFocus which provides a digital record of staff GPS locations, but paper reports are not automatically loaded into this system.</p> <p>OPPORTUNITY CATEGORY: Highly Manual / Inefficient Processes</p>	SUB-INITIATIVES						PRIORITIZATION	
		<ul style="list-style-type: none"> None. 						BENEFIT SCORE	14.1
		PREDECESSOR DEPENDENCIES						IMPLEMENTATION SCORE	32.0
		<ul style="list-style-type: none"> None. 						OPPORTUNITY FULFILLMENT INDEX	1
								DISPOSITION	Consider Doing
			WAVE	1					

CONSIDERATIONS			BEST PRACTICE GUIDANCE	
SOLUTION DESIGN	COST	ADDITIONAL		
<ul style="list-style-type: none"> FleetFocus is a tool already in use in Parks and uses GPS records to validate paper records. 	<ul style="list-style-type: none"> The cost to acquire, implement, and continue to run / operate this initiative (i.e., recurring costs) would fit within the typical costs of operations. 	<ul style="list-style-type: none"> None. 		
			<ul style="list-style-type: none"> Consistent with the overall drive to digitize. 	
			<ul style="list-style-type: none"> Number of digital commercial vehicle paper forms. 	

PROCESS IMPROVEMENT

S22, 4.2

ServiceNow Centralization

SOLUTION

S22. Centralize all IT requests through the ServiceNow channel (and close other channels, except for help desk operators who can enter requests on behalf of callers).

OPPORTUNITY

4.2. Centralize IT Support Communications / Requests: Review and reduce communications channels into IT for support / requests to ensure digital channels are best leveraged.

Currently, ServiceNow (ITSM) is not being fully utilized and given the expansive features in the application, potential opportunities exist to use this existing system to streamline work.

OPPORTUNITY CATEGORY: Internal Support

EXECUTION TIMEFRAME:

0 – 3 months

4 – 6 months

7 – 12 months

1 – 2 years

2+ years

SUB-INITIATIVES

- None.

PREDECESSOR DEPENDENCIES

- None

PRIORITIZATION

BENEFIT SCORE	21.4
IMPLEMENTATION SCORE	32.3
OPPORTUNITY FULFILLMENT INDEX	1
DISPOSITION	Do
WAVE	1

CONSIDERATIONS

SOLUTION DESIGN

- Staff have access to make ServiceNow requests, yet requests to IT come through a variety of channels and IT staff then migrate the request to ServiceNow.

COST

- The cost to acquire, implement, and continue to run / operate this initiative (i.e., recurring costs) would fit within the typical costs of operations.

ADDITIONAL

- The ServiceNow team is currently short staffed.
- There is a need for ServiceNow expertise guidance to bring the knowledgebase in house.

BEST PRACTICE GUIDANCE

- From ITSM: Funneling and management of requests into a single tool is recommended. Work should be tracked in a single system.

KEY PERFORMANCE INDICATORS

- Number of ServiceNow requests.
- Reduction in number of IT requests through channels other than ServiceNow and the helpdesk.

PROCESS IMPROVEMENT

S23, 4.3

IT Service Catalogue

SOLUTION

S23. Develop the front facing IT Service Catalogue in ServiceNow.

OPPORTUNITY

4.3. Fully Develop an IT Service Catalogue: Complete and ensure access and communication to users regarding IT’s service catalogue to improve accessibility and streamline support; ensure inclusion of key services. Currently requests for hardware are communicated in multiple different channels centralizing these requests would increase efficiency.

OPPORTUNITY CATEGORY: Internal Support

EXECUTION TIMEFRAME:

0–3 months

4–6 months

7–12 months

1–2 years

2+ years

SUB-INITIATIVES

- Development of a change management plan to successfully shift people from calling and emailing IT to using an IT Service Catalogue.

PREDECESSOR DEPENDENCIES

- S22, 4.2: ServiceNow Centralization

PRIORITIZATION

BENEFIT SCORE	13.3
IMPLEMENTATION SCORE	39.8
OPPORTUNITY FULFILLMENT INDEX	1
DISPOSITION	Consider Doing
WAVE	1

CONSIDERATIONS

SOLUTION DESIGN

- A front facing IT Service Catalogue currently exists but is not fully developed (e.g. staff are unable to request hardware).

COST

- The cost to acquire, implement, and continue to run / operate this initiative (i.e., recurring costs) would fit within the typical costs of operations.

ADDITIONAL

- Staff are accustomed to communicating with IT through their preferred channel of communication. There will be a need for sufficient change management.

BEST PRACTICE GUIDANCE

- From ITSM: Funneling and management of requests into a single tool is recommended.

KEY PERFORMANCE INDICATORS

- Number of hardware requests submitted via ServiceNow.
- Mean time to resolution tracking

PROCESS IMPROVEMENT

S09, 1.7

Digital Connection to 311

SOLUTION	OPPORTUNITY	EXECUTION TIMEFRAME:	0-3 months	4-6 months	7-12 months	1-2 years	2+ years		
<p>S09. Explore the digitization of the flow of information between 311 Windsor City Services and Service Departments.</p>	<p>1.7. Review 311 Windsor City Services' Information Flow to Service Departments: Explore the use of 311 mobile app functionality across departments.</p> <p>Various departments have different preferred ways of receiving information from Windsor311. This results in the team communicating and conveying information in various formats creating inefficiencies.</p> <p>OPPORTUNITY CATEGORY: Resident Service Quality and Accessibility</p>	SUB-INITIATIVES						PRIORITIZATION	
		<ul style="list-style-type: none"> None. 						BENEFIT SCORE	27.7
		PREDECESSOR DEPENDENCIES						IMPLEMENTATION SCORE	16.9
		<ul style="list-style-type: none"> None. 						OPPORTUNITY FULFILLMENT INDEX	1
								DISPOSITION	Consider Doing
			WAVE	2					

CONSIDERATIONS	BEST PRACTICE GUIDANCE
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<p>SOLUTION DESIGN</p> <ul style="list-style-type: none"> While some departments are receiving service request information through the 311 Mobile App, not all departments are using Motorola 311 App due to various operational activities within operating systems. There is a need to identify which departments have the capability to leverage Motorola 311 and reduce redundancies in processes. IT is currently working towards an integration feed from Motorola to operations applications that could be used in the field through the SnapLogic integration tool. Environmental Services is the only public works department using the application. 	<p>COST</p> <ul style="list-style-type: none"> Operational and Capital Costs for this solution are under \$15,000.00 and will require a small purchase order. 	<p>ADDITIONAL</p> <ul style="list-style-type: none"> None.
<p>KEY PERFORMANCE INDICATORS</p> <ul style="list-style-type: none"> Number of departments connecting to Motorola 311 		

PROCESS IMPROVEMENT

S14, 3.1.1 Digitize HR Process (Recruiting)

SOLUTION	OPPORTUNITY	EXECUTION TIMEFRAME:	0 – 3 months	4 – 6 months	7 – 12 months	1 – 2 years	2 + years
<p>S14: Expand the use of JazzHR, Work Force Management, and PeopleSoft to allow staff to manage processes, requests, and forms digitally.</p>	<p>3.1. Digitize / Complete Digitization Rollout of Key HR Processes: Many HR forms and processes are highly manual, paper-based, and inefficient, causing issues for both HR and other departments; broad changes to processes and workflows should be considered for a variety of processes – either leveraging existing tools or sourcing new tools / solutions.</p> <p>3.1.1: Implement a recruiting process that is fully digitized end to optimize efficiency and minimize manual processes.</p> <p>OPPORTUNITY CATEGORY: Highly Manual / Inefficient Processes</p>	SUB-INITIATIVES	PRIORITIZATION				
		<ul style="list-style-type: none"> None. 	BENEFIT SCORE		22.1		
			IMPLEMENTATION SCORE		27.1		
			OPPORTUNITY FULFILLMENT INDEX		1		
		PREDECESSOR DEPENDENCIES	DISPOSITION		Do		
		<ul style="list-style-type: none"> None. 	WAVE		2		

CONSIDERATIONS	BEST PRACTICE GUIDANCE
<p>SOLUTION DESIGN</p> <ul style="list-style-type: none"> JazzHR, Work Force Management, and PeopleSoft have the capabilities to digitize key HR processes for the City. There is HR business process review work scheduled for 2023. 	<ul style="list-style-type: none"> Best practice in HR is to shift transactions to be self-served and digital, so that limited HR resources can focus on advisory services and complex matters.
<p>COST</p> <ul style="list-style-type: none"> The cost to implement and continue to run / operate this initiative (i.e., recurring costs) would fit within the typical costs of operations as the digital tools are already in place. 	
<p>ADDITIONAL</p> <ul style="list-style-type: none"> None. 	
	KEY PERFORMANCE INDICATORS
	<ul style="list-style-type: none"> Reduction in time spent during applicant screening.

PROCESS IMPROVEMENT

S14, 3.1.2 Digitize HR Process (Appraisals)

SOLUTION	OPPORTUNITY	EXECUTION TIMEFRAME:	0 – 3 months	4 – 6 months	7 – 12 months	1 – 2 years	2 + years
<p>S14: Expand the use of JazzHR, Work Force Management, and PeopleSoft to allow staff to manage processes, requests, and forms digitally.</p>	<p>3.1. Digitize / Complete Digitization Rollout of Key HR Processes: Many HR forms and processes are highly manual, paper-based, and inefficient, causing issues for both HR and other departments; broad changes to processes and workflows should be considered for a variety of processes – either leveraging existing tools or sourcing new tools / solutions.</p> <p>3.1.2 Digitize Performance Appraisal Process and forms end to end including e-signatures and digital file storage.</p> <p>OPPORTUNITY CATEGORY: Highly Manual / Inefficient Processes</p>	SUB-INITIATIVES	PRIORITIZATION				
		<ul style="list-style-type: none"> None. 	BENEFIT SCORE	12.8			
			IMPLEMENTATION SCORE	27.1			
			OPPORTUNITY FULFILLMENT INDEX	1			
		PREDECESSOR DEPENDENCIES	DISPOSITION	Consider Doing			
		<ul style="list-style-type: none"> None. 	WAVE	3			

CONSIDERATIONS **BEST PRACTICE GUIDANCE**

SOLUTION DESIGN

- JazzHR, Work Force Management, and PeopleSoft have the capabilities to digitize key HR processes for the City.
- There is HR business process review work scheduled for 2023.

COST

- The cost to implement and continue to run / operate this initiative (i.e., recurring costs) would fit within the typical costs of operations as the digital tools are already in place.

ADDITIONAL

- Feasibility needs to be established as a first step.

- Best practice in HR is to shift transactions to be self-served and digital, so that limited HR resources can focus on advisory services and complex matters.

KEY PERFORMANCE INDICATORS

- Reduced time in performance appraisal process.

PROCESS IMPROVEMENT

S14, 3.1.3 Digitize HR Process (Leave of Absence)

SOLUTION	OPPORTUNITY	EXECUTION TIMEFRAME:	0 – 3 months	4 – 6 months	7 – 12 months	1 – 2 years	2 + years
<p>S14: Expand the use of JazzHR, Work Force Management, and PeopleSoft to allow staff to manage processes, requests, and forms digitally.</p>	<p>3.1. Digitize / Complete Digitization Rollout of Key HR Processes: Many HR forms and processes are highly manual, paper-based, and inefficient, causing issues for both HR and other departments; broad changes to processes and workflows should be considered for a variety of processes – either leveraging existing tools or sourcing new tools / solutions.</p> <p>3.1.3 Digitize the Leave of Absence Request process and forms end to end including e-signatures and file storage.</p> <p>OPPORTUNITY CATEGORY: Highly Manual / Inefficient Processes</p>	SUB-INITIATIVES	PRIORITIZATION				
		<ul style="list-style-type: none"> None. 	BENEFIT SCORE		27.1		
			IMPLEMENTATION SCORE		14.8		
			OPPORTUNITY FULFILLMENT INDEX		1		
		PREDECESSOR DEPENDENCIES	DISPOSITION		Consider Doing		
		<ul style="list-style-type: none"> None. 	WAVE		3		

CONSIDERATIONS

SOLUTION DESIGN

- JazzHR, Work Force Management, and PeopleSoft have the capabilities to digitize key HR processes for the City.
- There is HR business process review work scheduled for 2023.

COST

- The cost to implement and continue to run / operate this initiative (i.e., recurring costs) would fit within the typical costs of operations as the digital tools are already in place.

ADDITIONAL

- Feasibility needs to be established as a first step.

BEST PRACTICE GUIDANCE

- Best practice in HR is to shift transactions to be self-served and digital, so that limited HR resources can focus on advisory services and complex matters.

KEY PERFORMANCE INDICATORS

- Number of digital leave of absence requests.

PROCESS IMPROVEMENT

S14, 3.1.4 Digitize HR Process (Unpaid Leave)

SOLUTION	OPPORTUNITY	EXECUTION TIMEFRAME:	0 – 3 months	4 – 6 months	7 – 12 months	1 – 2 years	2 + years
<p>S14: Expand the use of JazzHR, Work Force Management, and PeopleSoft to allow staff to manage processes, requests, and forms digitally.</p>	<p>3.1. Digitize / Complete Digitization Rollout of Key HR Processes: Many HR forms and processes are highly manual, paper-based, and inefficient, causing issues for both HR and other departments; broad changes to processes and workflows should be considered for a variety of processes – either leveraging existing tools or sourcing new tools / solutions.</p> <p>3.1.4 Digitize the Unpaid Leave Requests end to end including e-signatures, approvals, and file storage, and eliminate parallel paper-based processes.</p> <p>OPPORTUNITY CATEGORY: Highly Manual / Inefficient Processes</p>	SUB-INITIATIVES	PRIORITIZATION				
		<ul style="list-style-type: none"> None. 	BENEFIT SCORE		27.1		
			IMPLEMENTATION SCORE		14.8		
			OPPORTUNITY FULFILLMENT INDEX		1		
		PREDECESSOR DEPENDENCIES	DISPOSITION		Consider Doing		
		<ul style="list-style-type: none"> None. 	WAVE		3		

CONSIDERATIONS	BEST PRACTICE GUIDANCE
<p>SOLUTION DESIGN</p> <ul style="list-style-type: none"> JazzHR, Work Force Management, and PeopleSoft have the capabilities to digitize key HR processes for the City. There is HR business process review work scheduled for 2023. 	<ul style="list-style-type: none"> Best practice in HR is to shift transactions to be self-served and digital, so that limited HR resources can focus on advisory services and complex matters.
<p>COST</p> <ul style="list-style-type: none"> The cost to implement and continue to run / operate this initiative (i.e., recurring costs) would fit within the typical costs of operations as the digital tools are already in place. 	<p>KEY PERFORMANCE INDICATORS</p> <ul style="list-style-type: none"> Number of unpaid digital leave of absence requests.
<p>ADDITIONAL</p> <ul style="list-style-type: none"> Feasibility needs to be established as a first step. 	

PROCESS IMPROVEMENT

S14, 3.1.8 Digitize HR Process (Accident Incident)

SOLUTION	OPPORTUNITY	EXECUTION TIMEFRAME:	0 – 3 months	4 – 6 months	7 – 12 months	1 – 2 years	2 + years
<p>S14: Expand the use of JazzHR, Work Force Management, and PeopleSoft to allow staff to manage processes, requests, and forms digitally.</p>	<p>3.1. Digitize / Complete Digitization Rollout of Key HR Processes: Many HR forms and processes are highly manual, paper-based, and inefficient, causing issues for both HR and other departments; broad changes to processes and workflows should be considered for a variety of processes – either leveraging existing tools or sourcing new tools / solutions.</p> <p>3.1.8 Digitize Accident Incident Forms and process to provide more efficient means of sharing of information with Health and Safety officials and digitize file storage.</p> <p>OPPORTUNITY CATEGORY: Highly Manual / Inefficient Processes</p>	SUB-INITIATIVES	PRIORITIZATION				
		<ul style="list-style-type: none"> None. 	BENEFIT SCORE		27.1		
			IMPLEMENTATION SCORE		12.6		
			OPPORTUNITY FULFILLMENT INDEX		1		
		PREDECESSOR DEPENDENCIES	DISPOSITION		Consider Doing		
		<ul style="list-style-type: none"> None. 	WAVE		3		

CONSIDERATIONS

SOLUTION DESIGN

- JazzHR and Work Force Management have the capabilities to digitize key HR processes for the City. The feasibility and functionality of these systems to address the opportunity needs to be assessed.
- There is HR business process review work scheduled for 2023.

COST

- The cost to implement and continue to run / operate this initiative (i.e., recurring costs) would fit within the typical costs of operations as the digital tools are already in place (unless it is found that the solution is not feasible).

ADDITIONAL

- Feasibility needs to be established as a first step.

BEST PRACTICE GUIDANCE

- Best practice in HR is to shift transactions to be self-served and digital, so that limited HR resources can focus on advisory services and complex matters.

KEY PERFORMANCE INDICATORS

- Number of digital accident incident forms.

PROCESS IMPROVEMENT

S16, 3.3

Financial Modernization Review

SOLUTION	OPPORTUNITY	EXECUTION TIMEFRAME:	0–3 months	4–6 months	7–12 months	1–2 years	2+ years	
<p>S16: Carry out a financial modernization review with a focus on system replacement.</p>	<p>3.3 Financial Modernization Review: Many finance systems and processes are manual or require excessive staff manipulation; opportunities can be explored to modernize and automate year-end reporting, cash flow projections, and other key systems / processes.</p> <p>Currently, the Finance department is required to do significant manual manipulation of reports on excel spreadsheets increasing the risk of error. Capital budgets are not correctly uploaded into PeopleSoft, creating potential barriers for making automated calculations.</p> <p>OPPORTUNITY CATEGORY: Highly Manual / Inefficient Processes</p>	SUB-INITIATIVES	<ul style="list-style-type: none"> None. 					PRIORITIZATION
		PREDECESSOR DEPENDENCIES						BENEFIT SCORE
		<ul style="list-style-type: none"> S17, 3.4 Account Payable Review 	IMPLEMENTATION SCORE	5.3				
			OPPORTUNITY FULFILLMENT INDEX	1				
			DISPOSITION	Start Now				
			WAVE	3				

CONSIDERATIONS			BEST PRACTICE GUIDANCE	
<p>SOLUTION DESIGN</p> <ul style="list-style-type: none"> We consider this solution as mandatory (i.e. not "if" but "when"). We assume a new financial system will be cloud-based. 	<p>COST</p> <ul style="list-style-type: none"> Operational and Capital Costs for this solution are over \$150,000.00 and will require Council approval. 	<p>ADDITIONAL</p> <ul style="list-style-type: none"> The Amanda property tax project is underway. 	<ul style="list-style-type: none"> Organizations, including those in the public sector, are moving to the cloud for ERP, thus eliminating on-premise systems. 	
			KEY PERFORMANCE INDICATORS	
			<ul style="list-style-type: none"> Number of digitized financial processes. 	

PROCESS IMPROVEMENT

S17, 3.4

Accounts Payable Review

SOLUTION	OPPORTUNITY	EXECUTION TIMEFRAME:	0 – 3 months	4 – 6 months	7 – 12 months	1 – 2 years	2 + years		
<p>S17. Carry out an accounts payable review to understand the requirements and source a tool that can accept and process accounts payable digitally.</p>	<p>3.4. Digitize Accounts Payable Process: Create digital accounts payable capability to improve services (limit deficiencies with procurement process) and reduce the level of risk and manual accounts payable (AP) processes at the City.</p> <p>Currently, AP is a manual process, from clerk input, to physical stamp from manager and then producing a cheque.</p> <p>OPPORTUNITY CATEGORY: Highly Manual / Inefficient Processes</p>	SUB-INITIATIVES	PRIORITIZATION						
		<ul style="list-style-type: none"> • None. 	BENEFIT SCORE	30.3					
		PREDECESSOR DEPENDENCIES	IMPLEMENTATION SCORE					11.3	
		<ul style="list-style-type: none"> • None 	OPPORTUNITY FULFILLMENT INDEX					1	
			DISPOSITION	Start Now					
			WAVE	2					

CONSIDERATIONS

SOLUTION DESIGN

- The existing accounts payable process has various manual processes involved because the existing system does not integrate with digital tools across the organization.
- Addressing A/P is a first step toward full financial systems renewal, with tangible benefits that could be gained without waiting for the new system.

COST

- Operational and Capital Costs for this solution for this project are up to \$100,000.00 and require Department Head or CLT member approval.

ADDITIONAL

- None.

BEST PRACTICE GUIDANCE

- Organizations, including those in the public sector, are moving to the cloud for ERP, thus eliminating on-premise systems.

KEY PERFORMANCE INDICATORS

- Reduction in manual AP processes.

DATA AND GOVERNANCE

S26, 5.1 Data Management and Business Intelligence

SOLUTION	OPPORTUNITY	EXECUTION TIMEFRAME:	0 – 3 months	4 – 6 months	7 – 12 months	1 – 2 years	2 + years
<p>S26. Develop organizational wide data management and business intelligence plan with the Data Management Program Manager.</p>	<p>5.1. Further Formalize Governance of Data: Develop an integrated, aligned data management and business intelligence approach for the City, consolidating cross-departmental opportunities and ensuring data / programs are not being siloed or duplicated among departments.</p> <p>OPPORTUNITY CATEGORY: Data Management and Analytics</p>	SUB-INITIATIVES	PRIORITIZATION				
		<ul style="list-style-type: none"> None. 	BENEFIT SCORE	20.8			
			IMPLEMENTATION SCORE	24.2			
			OPPORTUNITY FULFILLMENT INDEX	1			
		PREDECESSOR DEPENDENCIES	DISPOSITION	Do			
		<ul style="list-style-type: none"> None. 	WAVE	2			

CONSIDERATIONS	BEST PRACTICE GUIDANCE
<p>SOLUTION DESIGN</p> <ul style="list-style-type: none"> Formalizing governance of data is a mandate for the new Data Management Program Manager. Data literacy training will be a part of the organizational wider data management and business intelligence plan. 	<ul style="list-style-type: none"> Leading organizations manage data as a corporate asset and promotes cross-enterprise data sets (with minimal data duplication). For example: A 360-degree view of a citizen.
<p>COST</p> <ul style="list-style-type: none"> The cost to implement and continue to run / operate this initiative (i.e., recurring costs) would fit within the typical costs of operations. 	
<p>ADDITIONAL</p> <ul style="list-style-type: none"> None. 	<p style="background-color: #666666; color: white; padding: 2px;">KEY PERFORMANCE INDICATORS</p> <ul style="list-style-type: none"> # of dashboards developed

DATA AND GOVERNANCE

S26, 5.2 Data Management and Business Intelligence

SOLUTION	OPPORTUNITY	EXECUTION TIMEFRAME:	0 – 3 months	4 – 6 months	7 – 12 months	1 – 2 years	2 + years
<p>S26. Develop organizational wide data management and business intelligence plan with the Data Management Program Manager.</p>	<p>5.2. Explore Data Analytics and BI Literacy: In conjunction with other analytics and BI efforts, explore the implementation of more holistic data analytics literacy training to ensure understanding of concepts, digested data, and processes surrounding the development of dashboards and other analytics processes.</p> <p>OPPORTUNITY CATEGORY: Data Management and Analytics</p>	SUB-INITIATIVES	PRIORITIZATION				
		<ul style="list-style-type: none"> None. 	BENEFIT SCORE	23.1			
		PREDECESSOR DEPENDENCIES	IMPLEMENTATION SCORE	24.2			
		<ul style="list-style-type: none"> S25, 5.1 Data Management and Business Intelligence – Dashboards best developed with foundational data being populated (avoid manual work). 	OPPORTUNITY FULFILLMENT INDEX	1			
			DISPOSITION	Do			
			WAVE	2			

CONSIDERATIONS

SOLUTION DESIGN

- Formalizing governance of data is a mandate for the new Data Management Program Manager.
- Data literacy training will be a part of the organizational wider data management and business intelligence plan.

COST

- The cost to implement and continue to run / operate this initiative (i.e., recurring costs) would fit within the typical costs of operations.

ADDITIONAL

- None.

BEST PRACTICE GUIDANCE

- Leading organizations manage data as a corporate asset and promotes cross-enterprise data sets (with minimal data duplication). For example: Leadership dashboards of key municipal services.

KEY PERFORMANCE INDICATORS

- Documented use of dashboards at the leadership level.

DATA AND GOVERNANCE

S13, 2.4

Data Governance

SOLUTION	OPPORTUNITY	EXECUTION TIMEFRAME:	0–3 months	4–6 months	7–12 months	1–2 years	2+ years		
<p>S13. Develop a clear governance model around data including criteria to determine if a particular data set is valuable to the public and outlining a requirement for departments to publish data.</p>	<p>2.4. Expand Windsor’s Open Data Catalogue: Expand data included in Windsor’s open data catalogue for use by residents, businesses, other municipalities / organizations, and more; ensure transparent access.</p> <p>OPPORTUNITY CATEGORY: Resident Communication Channels and Information Access</p>	SUB-INITIATIVES						PRIORITIZATION	
		<ul style="list-style-type: none"> None. 						BENEFIT SCORE	15.4
		PREDECESSOR DEPENDENCIES						IMPLEMENTATION SCORE	26.3
		<ul style="list-style-type: none"> None. 						OPPORTUNITY FULFILLMENT INDEX	1
								DISPOSITION	Consider Doing
			WAVE	3					

CONSIDERATIONS	BEST PRACTICE GUIDANCE
<p>SOLUTION DESIGN</p> <ul style="list-style-type: none"> Currently departments decide which datasets they would like to make public. There is not a cohesive approach across departments to determine which datasets would be useful to the public (the public has not previously been engaged as to what types of open data content they would like access to). 	<ul style="list-style-type: none"> Leading public sector organizations are growing their open data services.
<p>COST</p> <ul style="list-style-type: none"> The cost to implement and continue to run / operate this initiative (i.e., recurring costs) would fit within the typical costs of operations. 	
<p>ADDITIONAL</p> <ul style="list-style-type: none"> None. 	
	KEY PERFORMANCE INDICATORS
	<ul style="list-style-type: none"> Track usage/consumption

TECHNOLOGY AND TOOLS

S31, 6.3

Field Staff Technology

SOLUTION	OPPORTUNITY	EXECUTION TIMEFRAME:	0 – 3 months	4 – 6 months	7 – 12 months	1 – 2 years	2 + years	
<p>S31. Build business case and implementation plan to equip field staff with technology to implement digitization of processes.</p>	<p>6.3. Digitally Enable Field Staff in Various Departments: Explore opportunities to integrate field staff into digitized processes through hardware and connectivity (e.g., tablets, etc.); examples include Parks and Facilities, Recreation & Culture, and Public Works department field staff.</p> <p>OPPORTUNITY CATEGORY: Internal Processes and Tools</p>	SUB-INITIATIVES						PRIORITIZATION
		PREDECESSOR DEPENDENCIES						BENEFIT SCORE
		<ul style="list-style-type: none"> None. 	IMPLEMENTATION SCORE	19.2				
			OPPORTUNITY FULFILLMENT INDEX	1				
		<ul style="list-style-type: none"> None. 	DISPOSITION	Start Now				
			WAVE	1				

CONSIDERATIONS	BEST PRACTICE GUIDANCE
<p>SOLUTION DESIGN</p> <ul style="list-style-type: none"> One of the barriers to the wide use of Mobile 311 App is that not all field staff have the technology and / or connectivity to use the application. Staff in Parks and Facilities often take paper copies of work orders to be taken into the field, preventing full digitization of partially digitized processes. 	<ul style="list-style-type: none"> End-to-end digitally enabled processes are the goal – benefits are significantly reduced if critical process steps are non-digital.
<p>COST</p> <ul style="list-style-type: none"> Operational and Capital Costs for this solution will require a small purchase order. 	
<p>ADDITIONAL</p> <ul style="list-style-type: none"> Although it is not a dependent predecessor, completing initiative S18, 3.5 3.5. (<i>Digitize Commercial Vehicle Paper Forms</i>) will further increase the benefits of this initiative. 	
	KEY PERFORMANCE INDICATORS
	<ul style="list-style-type: none"> Number of field staff equip with adequate technology and connectivity.

TECHNOLOGY AND TOOLS

S29, 6.1 **Replace Agenda.Net**

SOLUTION	OPPORTUNITY	EXECUTION TIMEFRAME:	0-3 months	4-6 months	7-12 months	1-2 years	2+ years
<p>S29. Replace Agenda.Net with an AODA compliant, more functional, and user-friendly solution</p>	<p>6.1. Update or Replace Agenda.Net: Review Agenda.Net processes to require less manual input and make features more user-friendly. Agenda.Net is not seen as the preferred platform among the teams due to the amount of accessibility and operational issues with the platform. The system requires significant manual input / communication and is not fully AODA compliant.</p> <p>OPPORTUNITY CATEGORY: Internal Processes and Tools</p>	SUB-INITIATIVES	PRIORITIZATION				
		<ul style="list-style-type: none"> None. 	BENEFIT SCORE		31.5		
			IMPLEMENTATION SCORE		19.2		
			OPPORTUNITY FULFILLMENT INDEX		1		
		PREDECESSOR DEPENDENCIES	DISPOSITION		Start Now		
		<ul style="list-style-type: none"> None. 	WAVE		2		

CONSIDERATIONS			BEST PRACTICE GUIDANCE	
<p>SOLUTION DESIGN</p> <ul style="list-style-type: none"> Currently a ServiceNow demand (DMND0001439) under screening. Agenda.Net has functional constraints that inhibit the tool from meeting the needs of Council Services. 	<p>COST</p> <ul style="list-style-type: none"> Operational and Capital Costs for this solution will require a small purchase order. 	<p>ADDITIONAL</p> <ul style="list-style-type: none"> None. 	<ul style="list-style-type: none"> There is a need to ensure that technology solutions are AODA compliant. 	
			KEY PERFORMANCE INDICATORS	
			<ul style="list-style-type: none"> Increased number of users with Agenda.Net replacement. 	

TECHNOLOGY AND TOOLS

S35, 6.7

Video Conferencing

SOLUTION	OPPORTUNITY	EXECUTION TIMEFRAME:	0–3 months	4–6 months	7–12 months	1–2 years	2+ years		
<p>S35. Reconcile all video conferencing into one platform- Microsoft Teams.</p>	<p>6.7. Reconcile Video Conferencing Needs: Currently teams leverage multiple platforms for video conferencing, the City should consider opportunities to reconcile these moving forward.</p> <p>OPPORTUNITY CATEGORY: Internal Processes and Tools</p>	SUB-INITIATIVES						PRIORITIZATION	
		<ul style="list-style-type: none"> None. 						BENEFIT SCORE	38.5
		PREDECESSOR DEPENDENCIES						IMPLEMENTATION SCORE	10.7
		<ul style="list-style-type: none"> S25, 4.5. Collaborative Digital Tools 						OPPORTUNITY FULFILLMENT INDEX	1
								DISPOSITION	Consider Doing
			WAVE	3					

CONSIDERATIONS	BEST PRACTICE GUIDANCE
----------------	------------------------

SOLUTION DESIGN

- Although some staff mention preferring Zoom over Teams, having two platforms increases costs forces staff to be familiar with multiple tools, decreases update and leveraging of Teams and can increase costs to the City.
- The City is moving towards the implementation of Office 365 and Microsoft Teams.

COST

- The cost to implement and continue to run / operate this initiative (i.e., recurring costs) fits within the typical costs of operations.

ADDITIONAL

- While staff have Microsoft Teams available, meetings continue to be held on Zoom due to their familiarity with the tool.

- Minimize the number of communication platforms by centralizing into one tool.

KEY PERFORMANCE INDICATORS

- Number of people using Microsoft Teams as a video conferencing platform.

DATA AND GOVERNANCE

S10, 2.1 Digital Interactions with Residents

SOLUTION	OPPORTUNITY	EXECUTION TIMEFRAME:	0 – 3 months	4 – 6 months	7 – 12 months	1 – 2 years	2+ years		
<p>S10. Develop a clear standard operating procedure for digital interactions with residents and sharing of best practices paired with a comprehensive governance model.</p>	<p>2.1. Establish a Cohesive Omni-Channel Communications Strategy for Residents: Develop a clear standard operating procedure for digital interactions with residents and sharing best practices.</p> <p>Each department has their own communication approach regarding resident communication. There is an opportunity to develop a cohesive communication strategy to ensure that digital communication with residents is customer service centric.</p> <p>OPPORTUNITY CATEGORY : Resident Communication Channels and Information Access</p>	SUB-INITIATIVES	PRIORITIZATION						
		<ul style="list-style-type: none"> None. 						BENEFIT SCORE	18.1
		PREDECESSOR DEPENDENCIES	IMPLEMENTATION SCORE						
		<ul style="list-style-type: none"> None. 						OPPORTUNITY FULFILLMENT INDEX	1
								DISPOSITION	Do
								WAVE	1

CONSIDERATIONS	BEST PRACTICE GUIDANCE
<p>SOLUTION DESIGN</p> <ul style="list-style-type: none"> There currently is not a consistent strategy and approach for resident communication across departments, including digital platforms. 	<ul style="list-style-type: none"> Organizations should be perceived as speaking in "one voice", across all channels.
<p>COST</p> <ul style="list-style-type: none"> The cost to implement and continue to run this initiative (i.e., recurring costs) fits within the typical costs of operations. 	
<p>ADDITIONAL</p> <ul style="list-style-type: none"> While IT can provide support with the technical elements of resident communication, there is a need for communications to take the lead on developing the content shared with residents in partnership with other departments. 	
	KEY PERFORMANCE INDICATORS
	<ul style="list-style-type: none"> None.

DATA AND GOVERNANCE

S11, 2.2 Resident Consultation Approach

SOLUTION	OPPORTUNITY	EXECUTION TIMEFRAME:	0-3 months	4-6 months	7-12 months	1-2 years	2+ years		
<p>S11. Take learning from BTT pilot and implement it across the enterprise with a governance strategy guiding resident consultation.</p>	<p>2.2. Implement a Common, Aligned Resident Consultation Approach: Implement / complete the implementation of a common resident consultation approach which is currently being piloted with affiliated SOPs / expectations.</p> <p>OPPORTUNITY CATEGORY: Resident Communication Channels and Information Access</p>	SUB-INITIATIVES						PRIORITIZATION	
		<ul style="list-style-type: none"> None. 						BENEFIT SCORE	12.4
		PREDECESSOR DEPENDENCIES						IMPLEMENTATION SCORE	35.8
		<ul style="list-style-type: none"> None. 						OPPORTUNITY FULFILLMENT INDEX	1
								DISPOSITION	Consider Doing
			WAVE	1					

CONSIDERATIONS	BEST PRACTICE GUIDANCE
<p>SOLUTION DESIGN</p> <ul style="list-style-type: none"> BTT is the resident consultation platform of choice, and the implementation team will address any gaps identified in the pilot before rollout to other departments. Through the BTT implementation, a procedure of scalability has emerged that includes four functional administrators. 	<ul style="list-style-type: none"> Leading public sector entities make extensive use of new interactive technologies to facilitate innovative consultation processes.
<p>COST</p> <ul style="list-style-type: none"> The cost to implement and continue to run this initiative (i.e., recurring costs) fits within the typical costs of operations. 	
<p>ADDITIONAL</p> <ul style="list-style-type: none"> None. 	
	KEY PERFORMANCE INDICATORS
	<ul style="list-style-type: none"> Track adoption/usage of new approach.

DATA AND GOVERNANCE

S24, 4.4

SharePoint and Intranet

SOLUTION	OPPORTUNITY	EXECUTION TIMEFRAME:	0–3 months	4–6 months	7–12 months	1–2 years	2+ years	
<p>S24. Define the use of SharePoint and the City's Intranet. Publish, implement and train users in new procedures.</p>	<p>4.4. Review / Reconcile Intranet Solutions and Policy: Define the use of SharePoint and the City's Intranet. Publish, implement and train users in new procedures.</p> <p>OPPORTUNITY CATEGORY: Internal Support</p>	SUB-INITIATIVES						PRIORITIZATION
		PREDECESSOR DEPENDENCIES						BENEFIT SCORE
		<ul style="list-style-type: none"> None. 	IMPLEMENTATION SCORE	32.8				
			OPPORTUNITY FULFILLMENT INDEX	1				
		<ul style="list-style-type: none"> None. 	DISPOSITION	Consider Doing				
			WAVE	2				

CONSIDERATIONS	BEST PRACTICE GUIDANCE
<p>SOLUTION DESIGN</p> <ul style="list-style-type: none"> While IT investigates the potential use of Microsoft Viva, the existing intranet will serve as an employee portal. 	<ul style="list-style-type: none"> Multiple intranet solutions are not optimal, which wastes time for staff.
<p>COST</p> <ul style="list-style-type: none"> The cost to acquire, implement, and continue to run / operate this initiative (i.e., recurring costs) fits within the typical costs of operations. 	<p>KEY PERFORMANCE INDICATORS</p> <ul style="list-style-type: none"> Track and report on consolidations.
<p>ADDITIONAL</p> <ul style="list-style-type: none"> Optimal to implement this solution in concert with S25. Residing on the City's intranet, Myinfo is an employee self service module that is stalled because of current SP infrastructure limitations. 	

DATA AND GOVERNANCE

S25, 4.5

Collaborative Digital Tools

SOLUTION	OPPORTUNITY	EXECUTION TIMEFRAME:	0-3 months	4-6 months	7-12 months	1-2 years	2+ years	
<p>S25. Develop governance standards and a training plan for using collaborative tools including Outlook, Microsoft Teams, OneDrive and SharePoint, monitoring compliance, and eliminating use of other collaborative tools.</p>	<p>4.5. Establish and Enforce Standard Policies for the use of collaborative tools: Review, reconcile, and communicate the desired function and use of SharePoint versus the City’s Intranet.</p> <p>OPPORTUNITY CATEGORY: Internal Support</p>	SUB-INITIATIVES						PRIORITIZATION
		PREDECESSOR DEPENDENCIES						BENEFIT SCORE
		<ul style="list-style-type: none"> None. 	IMPLEMENTATION SCORE	35.8				
			OPPORTUNITY FULFILLMENT INDEX	1				
		<ul style="list-style-type: none"> None. 	DISPOSITION	Consider Doing				
			WAVE	2				

CONSIDERATIONS	BEST PRACTICE GUIDANCE
<p>SOLUTION DESIGN</p> <ul style="list-style-type: none"> Staff across the organization have access to tools for collaboration but are not using them effectively and continue to use external tools and systems. Human Resources currently trains staff on MS suite products. This training could be expanded to include additional collaborative products. 	<ul style="list-style-type: none"> Use of multiple collaborative tools increases the risk of information being duplicated or made inaccessible, as well as causing confusion with users.
<p>COST</p> <ul style="list-style-type: none"> The cost to acquire, implement, and continue to run / operate this initiative (i.e., recurring costs) fits within the typical costs of operations. 	
<p>ADDITIONAL</p> <ul style="list-style-type: none"> Optimal to implement this solution in concert with S24. 	
	KEY PERFORMANCE INDICATORS
	<ul style="list-style-type: none"> Track usage.

TECHNOLOGY AND TOOLS

S27, 5.3

Executive Training

SOLUTION	OPPORTUNITY	EXECUTION TIMEFRAME:	0-3 months	4-6 months	7-12 months	1-2 years	2+ years		
<p>S27. Provide learning and training opportunities for leadership and Executive Initiative Coordinator staff to use available technological tools.</p>	<p>5.3. Implement and Expand Usage of Common Dashboard Tools: Implement dashboard tools (e.g., PowerBI) and associated training, BI frameworks, and more to support the rollout and improve accessibility and transparency of information.</p> <p>OPPORTUNITY CATEGORY: Data Management and Analytics</p>	SUB-INITIATIVES						PRIORITIZATION	
		<ul style="list-style-type: none"> None. 						BENEFIT SCORE	16.5
		PREDECESSOR DEPENDENCIES						IMPLEMENTATION SCORE	30.3
		<ul style="list-style-type: none"> S26 Data Management and Business Intelligence. 						OPPORTUNITY FULFILLMENT INDEX	1
								DISPOSITION	Consider Doing
			WAVE	3					

CONSIDERATIONS			BEST PRACTICE GUIDANCE	
<p>SOLUTION DESIGN</p> <ul style="list-style-type: none"> Familiarizing leadership and their key support staff with digital tools would allow for efficient and effective decision making. As leadership engages in training, they will be empowered to request and plan for relevant and succinct data. Internally, making key performance and risk indicators visible will increase transparency around what metrics are most important to leadership. 	<p>COST</p> <ul style="list-style-type: none"> The cost to acquire, implement, and continue to run / operate this initiative (i.e., recurring costs) fits within the typical costs of operations. 	<p>ADDITIONAL</p> <ul style="list-style-type: none"> None. 	<ul style="list-style-type: none"> Access to real-time information through dashboards, rather than time taken by staff to create (and re-create) static views using PowerPoint. 	
			KEY PERFORMANCE INDICATORS	
			<ul style="list-style-type: none"> Number of dashboards developed and in use. 	

TECHNOLOGY AND TOOLS

S30, 6.2

Migrate Fire Prevention

SOLUTION	OPPORTUNITY	EXECUTION TIMEFRAME:				
		0-3 months	4-6 months	7-12 months	1-2 years	2+ years
<p>S30. Reconcile Fire processes into ICO as the sole operational system.</p>	<p>6.2. Migrate Fire Prevention Module to ICO System: Not all Fire processes are in one operational system forcing staff to work on two different systems (e.g., Amanda) instead of having one integrated solution (ICO). Not all Fire processes are in one operations system forcing staff to work on two different systems (e.g., Amanda) instead of having one integrated solution (ICO).</p> <p>OPPORTUNITY CATEGORY: Internal Processes and Tools</p>	SUB-INITIATIVES			PRIORITIZATION	
		<ul style="list-style-type: none"> None. 	BENEFIT SCORE		7.6	
		PREDECESSOR DEPENDENCIES			IMPLEMENTATION SCORE	
		<ul style="list-style-type: none"> None. 	OPPORTUNITY FULFILLMENT INDEX		19.7	
					DISPOSITION	
					WAVE	
					BEST PRACTICE GUIDANCE	
CONSIDERATIONS		COST			ADDITIONAL	
<p>SOLUTION DESIGN</p> <ul style="list-style-type: none"> Currently a ServiceNow demand (DMND0001208) under screening. 		<ul style="list-style-type: none"> Operational and Capital Costs for this solution would be under \$15,000.00 and will require a small purchase order. 			<ul style="list-style-type: none"> None. 	
					KEY PERFORMANCE INDICATORS	
					<ul style="list-style-type: none"> Reduction in effort by staff. 	

TECHNOLOGY AND TOOLS

S32, 6.4 Integration of Payment Systems

SOLUTION	OPPORTUNITY	EXECUTION TIMEFRAME:	0-3 months	4-6 months	7-12 months	1-2 years	2+ years
<p>S32. Expand use of SnapLogic to integrate finance systems across payment processes</p>	<p>6.4. Integrate Finance Systems Across Other Payment Processes: Explore opportunities to directly integrate data from payment platforms with finance systems.</p> <p>Currently, significant staff time is spent manually inputting data from one financial system to another. Integrating finance systems and establishing an automated method for payments could create more staff capacity and reduce risk of data entry errors.</p> <p>OPPORTUNITY CATEGORY: Internal Processes and Tools</p>	SUB-INITIATIVES		PRIORITIZATION			
		<ul style="list-style-type: none"> None. 		BENEFIT SCORE		18.7	
		PREDECESSOR DEPENDENCIES		IMPLEMENTATION SCORE		15.9	
		<ul style="list-style-type: none"> None. 		OPPORTUNITY FULFILLMENT INDEX		1	
				DISPOSITION		Start Doon	
				WAVE		1	

CONSIDERATIONS			BEST PRACTICE GUIDANCE	
<p>SOLUTION DESIGN</p> <ul style="list-style-type: none"> SnapLogic has the capability to integrate systems across the City given that it was recently sourced and would be able to connect finance systems to payment process. SnapLogic has been piloted with CityWide. 	<p>COST</p> <ul style="list-style-type: none"> Operational Costs for this solution for this project are between \$100,000-\$150,000.00 will require CAO approval. 	<p>ADDITIONAL</p> <ul style="list-style-type: none"> This initiative can be explored in conjunction with the AMANDA Property Tax project currently underway. 	<ul style="list-style-type: none"> Significant opportunity for manual work reduction. 	
			<p>KEY PERFORMANCE INDICATORS</p> <ul style="list-style-type: none"> Number of processes enabled through integration 	

TECHNOLOGY AND TOOLS

S33, 6.5 Integration Tool

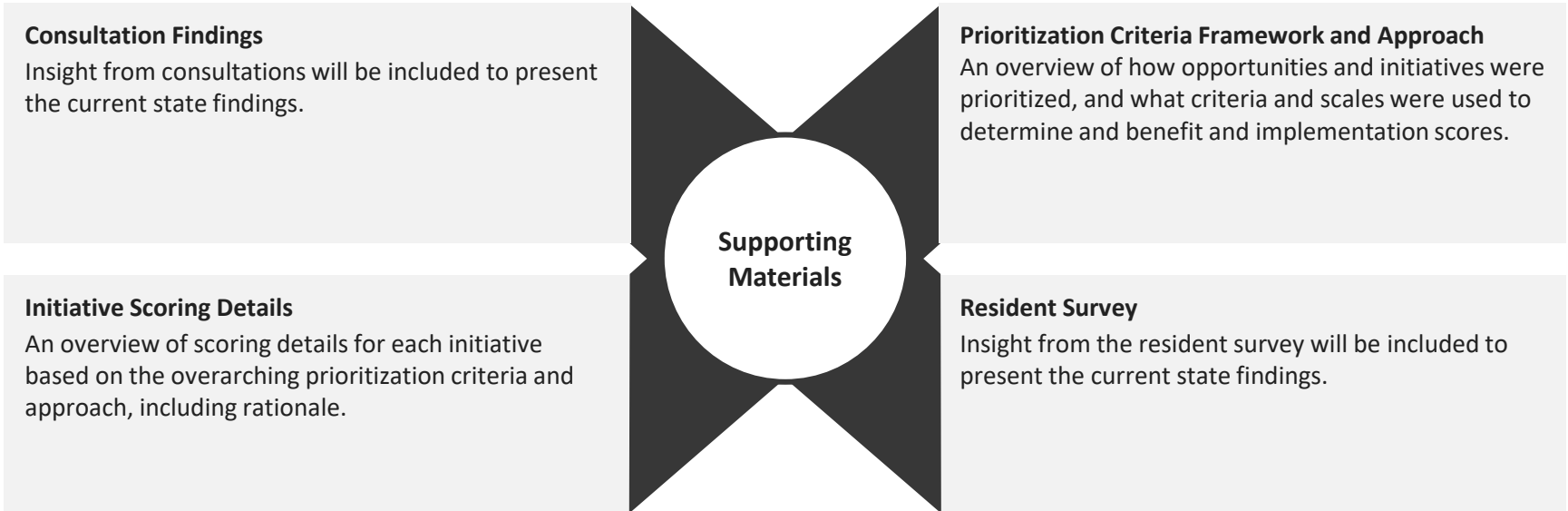
SOLUTION	OPPORTUNITY	EXECUTION TIMEFRAME:	0 – 3 months	4 – 6 months	7 – 12 months	1 – 2 years	2 + years	
<p>S33. Expand use of SnapLogic as the integration platform of choice with a dedicated integration support team.</p>	<p>6.5. Expand the use of a single Common Integration Platform: Explore the use of standardized integration tools to support better implementation of systems.</p> <p>Currently, the city leverages multiple systems which are not integrated, resulting in manual effort transferring / inputting information from one system to another. Establishing a common integration platform (e.g., SnapLogic) could enable systems work with one-another and result in significant efficiency gains.</p> <p>OPPORTUNITY CATEGORY: Internal Processes and Tools</p>	SUB-INITIATIVES	<ul style="list-style-type: none"> None. 					PRIORITIZATION
		PREDECESSOR DEPENDENCIES						BENEFIT SCORE
		<ul style="list-style-type: none"> S32, 6.4. Integration of Payment Systems 	IMPLEMENTATION SCORE	17.4				
			OPPORTUNITY FULFILLMENT INDEX	1				
			DISPOSITION	Consider Doing				
			WAVE	3				

CONSIDERATIONS	COST	ADDITIONAL	BEST PRACTICE GUIDANCE
<p>SOLUTION DESIGN</p> <ul style="list-style-type: none"> Some legacy systems do not have the capability or flexibility to integrate, limiting the ability to share information between systems. SnapLogic is the City’s integration platform, and it is being standardized within IT. There is a need to establish an integration team to ensure that integration standards are met. SnapLogic has been piloted with CityWide. 	<ul style="list-style-type: none"> Operational Costs for this solution are under \$15,000.00 and will require a small purchase order. 	<ul style="list-style-type: none"> None. 	<ul style="list-style-type: none"> Use of enterprise application integration platforms to provide end-to-end service
			KEY PERFORMANCE INDICATORS
			<ul style="list-style-type: none"> Number of integrations implemented.

6

Supporting Materials Overview

A wide range of detailed supporting analysis has been prepared as a foundation to the Digital Modernization Strategy and provided to the City to support execution





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City of Windsor Digital Modernization Strategy

Supporting Materials

December 19, 2022

Table of Contents

The overall Digital Modernization Strategy is separated into two documents. This document provides further information on the consultation findings, resident survey, prioritization approach, and initiative scoring.

Section	Page Number
0 Executive Summary	
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2 Current State Assessment	
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4 Windsor’s Digital Modernization Strategy	
5 Initiative Profiles	
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(See Separate Strategy Document)

Digital Modernization Strategy
(See Separate Document)

Supporting Materials
(This Document)

6

Supporting Materials

- 6.1 *Current-State Consultation Findings*
- 6.2 *Resident Survey*
- 6.3 *Prioritization Approach and Criteria Scoring Rubrics*
- 6.4 *Benefit Scores*
- 6.5 *Implementation Scores*

6

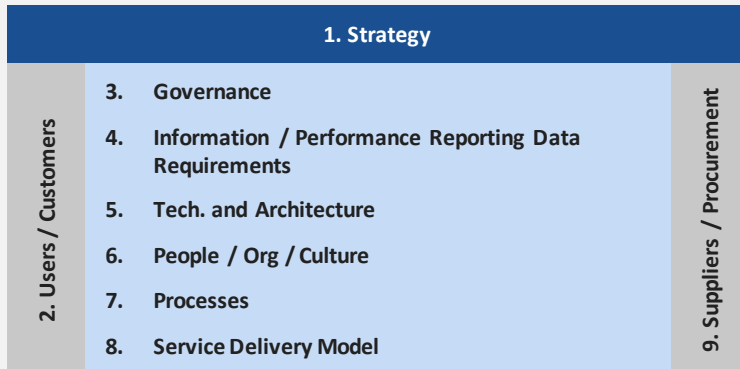
Supporting Materials

- 6.1 **Current-State Consultation Findings**
 - a. Key Observations
 - b. Departmental Profiles
- 6.2 *Resident Survey*
- 6.3 *Prioritization Approach and Criteria Scoring Rubrics*
- 6.4 *Benefit Scores*
- 6.5 *Implementation Scores*

Our Approach – Current State Observations

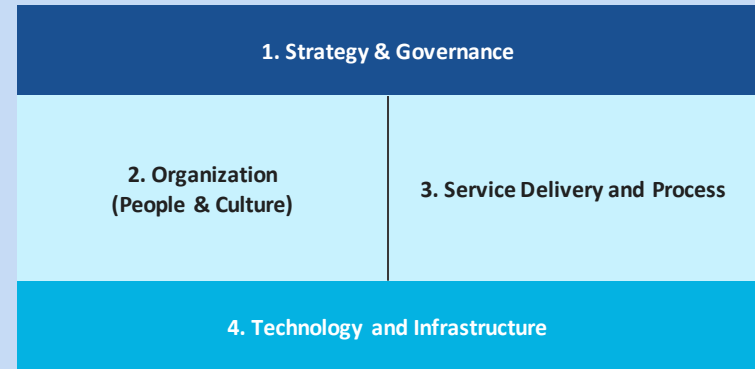
Our analysis was performed under the lens of our Digital Target Operating Model.

Standard Target Operating Model Pillars



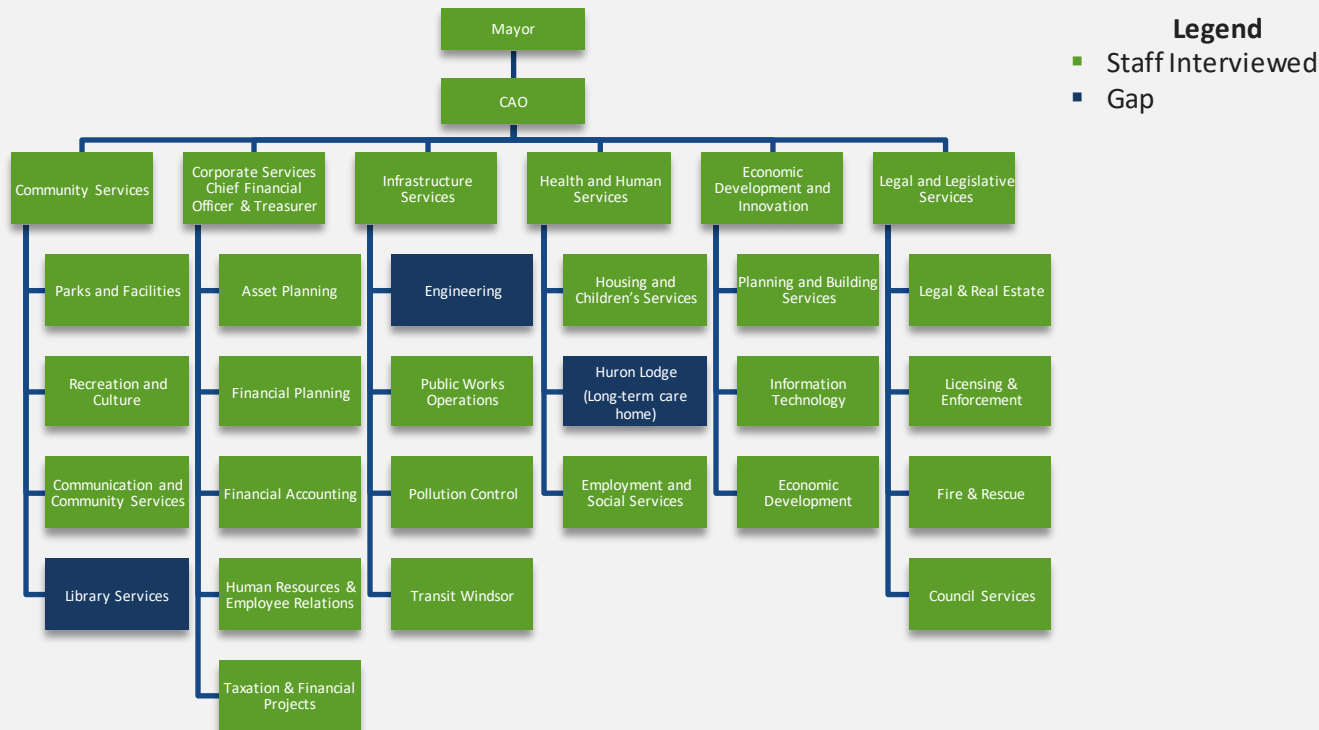
- The Digital Target Operating Model (“TOM”) is a framework that characterizes the digital aspects of a municipality’s operations, and the impacts they have across the entire organization.
- This framework supports and reinforces the development of a digital strategy that is focused on all aspects of the organization – people, process, and technology – and is founded on business needs.

Tailored for Windsor




- Based on our observations and consultation findings, we have tailored the Target Operating Model into four pillars most applicable to the current-state and future vision for Windsor, as well as the context of this project.
- This adapted TOM structure provides a framework to assess the City’s current state.

Departmental Consultations Map




Key Observations – Strategy and Governance





Legend



Heard from a small number of participants.





Heard from a medium-large number of participants.





Pillar	Key Themes	Frequency
Strategy and Governance	<p>Historically, corporate mandates were often focused on minimizing operating costs, inhibiting long-term planning, and postponing critical investments in the City’s digital infrastructure.</p> <ul style="list-style-type: none"> As the focus has been on lowering operating costs, there has been no strategic investment in innovative solutions, as a result the city has remained dependent on systems and tool which increasingly do not meet the needs of staff, residents or leadership 	
	<p>Maintaining the status quo delayed strategic action, inadvertently exposing the City to risk.</p> <ul style="list-style-type: none"> Inaction in key areas concerning digital strategy and governance has resulted in the City being exposed to risk due to antiquated and siloed systems. 	
	<p>Initiatives and efforts to drive digitization within the City are generally department driven, rather than corporately prioritized and aligned.</p> <ul style="list-style-type: none"> As a result, the City has some areas leveraging innovative digital solutions and areas lagging in terms of digital enablement. Siloing due to a lack of corporate-directed change has inhibited lessons learned between departments and caused duplicative systems or processes. 	
	<p>Recently, the City’s appetite for digitization has increased, and several significant digital modernization gains have been realized.</p> <ul style="list-style-type: none"> Examples of digital wins include the City of Windsor being the first in Canada to go fully digital with its permit system with Cloudpermit, and the implementation of ServiceNow, DocuSign, and WFM. 	

Key Observations – Organization and People / Culture

Legend

 Heard from a small number of participants.

 Heard from a medium-large number of participants.

Pillar	Key Themes	Frequency
<p>Organization and People / Culture</p>	<p>Although there is variation across departments, a culture of resistance to change has presented a barrier to the full implementation of innovative solutions.</p> <ul style="list-style-type: none"> Many City employees feel pressure to maintain the status quo and avoid standing out; potentially rooted in historical pressures to reduce costs as well as the MFP scandal. The current approach for projects and change initiatives has been to take small incremental steps to obtain staff buy-in and get other staff / departments to join. 	
	<p>There is currently a disconnect and mistrust between IT and other corporate departments, particularly due to the misalignment of expectations surrounding the role of IT and the purpose of digital change initiatives.</p> <ul style="list-style-type: none"> A lack of clarity on who should champion digital modernization initiatives and whether ITs should act as an enabler or driver of change has resulted in a lack of collaboration and ownership of initiatives. 	
	<p>Despite a structured change methodology in IT, little recognition and support from initiatives and change activities often result in change management attempts being ineffective.</p> <ul style="list-style-type: none"> While a change methodology has been developed by the Workforce team (e.g., how to use systems, how to do training sessions, post-live support), lack of support hinders the effectiveness of change efforts. 	
	<p>Education and training are a gap within the City, and staff feel there needs to be more support on the use of the City’s core digital systems.</p> <ul style="list-style-type: none"> Currently, staff within the City have varying levels of data literacy, with some having more advanced digital knowledge while others require considerable support using digital tools. 	

Key Observations – Service Delivery and Process

Legend



Heard from a small number of participants.



Heard from a medium-large number of participants.

Pillar	Key Themes	Frequency
<p>Service Delivery and Process</p>	<p>As digitization is explored, business processes have not been redesigned to fully benefit from digitization.</p> <ul style="list-style-type: none"> • Several processes at the City now use digital tools but have not been reviewed and redesigned to fully benefit from digital capabilities, and the increase in efficiency digital tools can bring. • There is limited understanding as to who is responsible for reviewing processes prior to digitization and why the review is necessary. 	
	<p>Once implemented, digital or semi-digital processes are not reviewed or updated, occasionally resulting in suboptimal digital processes becoming the new status quo.</p> <ul style="list-style-type: none"> • Several systems which have been implemented are not digital end-to-end and still require manual input throughout the process (e.g., Agenda.Net, JazzHR, PeopleSoft), resulting in difficulty tracking, limited communication of information and large volumes of staff time spent on data entry. • In some instances, processes and forms are out-of-date and often include redundant information or paper processes continue to exist in parallel to the digital process. 	
	<p>The City has experienced hiring and retention difficulties, which have been amplified by lengthy and highly manual HR recruiting processes and the COVID-19 pandemic.</p> <ul style="list-style-type: none"> • The City currently has many positions that are vacant and have been difficult to fill. • The recently passed hybrid working policy, as well as efforts to improve the recruitment process (through JazzHR), have been initiated in order to address this identified problem. 	
	<p>Generally, resident-facing services are more digitized than internal processes.</p> <ul style="list-style-type: none"> • Many resident-facing departments have implemented systems which make services for residents accessible, and easy to use and increase awareness of what is offered. 	

Key Observations – Technology and Infrastructure


Legend



Heard from a small number of participants.



Heard from a medium-large number of participants.

Pillar	Key Themes	Frequency
<p>Technology and Infrastructure</p>	<p>The City currently uses several digital systems which are reaching their end of life and no longer meet the needs of the City.</p> <ul style="list-style-type: none"> • Several systems at the City, including PeopleSoft, Microsoft Office Suite, Agenda.Net, Live Link, Motorola CRM, and AMANDA are antiquated and are increasingly difficult to support and integrate with, constraining innovation. • PeopleSoft, which is a core system in the City's IT infrastructure, was purchased years ago, and its age is causing multiple issues, including lack of vendor support and inability to integrate with newer programs. • Agenda.Net requires significant manual input and communications to move work through processes, resulting in extremely lengthy processes. • The current Microsoft Office Suite version has resulted in staff creating workarounds and using personal devices, which may have cybersecurity/ privacy risk implications. • As a result, other applications are procured / used to fill the functionality gaps of legacy systems. 	

Key Observations – Technology and Infrastructure

Legend



Heard from a small number of participants.



Heard from a medium-large number of participants.

Pillar	Key Themes	Frequency
<p>Technology and Infrastructure</p>	<p>Selected digital tools and solutions have enabled staff to work more effectively.</p> <ul style="list-style-type: none"> DocuSign and its enablement of electronic signatures have saved staff significant effort and time formerly spend physically chasing down multiple signatures. The City has had success with the implementation of an online building permits system and is the first in Canada to go fully digital with its permit system Cloudpermit. The City has benefited from digitizing WFM (tracking of timesheets, submitting requests online for time off etc.), allowing the City to digitize many processes. The City has benefited from the contract approval process, sole source approval process, and separation employee process applications. 	
	<p>Field-oriented hardware and connectivity are often lacking, which further inhibits processes of end-to-end digitization.</p> <ul style="list-style-type: none"> Lack of digitization (e.g., Wi-Fi) at City facilities and hardware for field staff prevent digital systems which are in place from being fully utilized. 	

6

Supporting Materials

6.1 Current-State Consultation Findings

a. Key Observations

6.2 Resident Survey

b. Departmental Profiles

6.3 Prioritization Approach and Criteria Scoring Rubrics

6.4 Benefit Scores

6.5 Implementation Scores

Parks & Facilities

Department Overview

The Parks Department is responsible for 204 parks in the City with diverse trails, horticultural beds, and urban forest. Facilities is responsible for providing building maintenance and operations, caretaking, security, building renovations, lease administration, asset management and other services for buildings owned by the Corporation of the City of Windsor.

Department Specific Systems

Key systems used by the department include but are not limited to:

- PSD CityWide – for work order management
- Famis 360 (currently being phased out)
- WorkForce Management System (WFM)
- FleetFocus
- E-Learn
- Genetec Omnicast – Video Management system

Overall Level of Digital Modernization

Although the department has made progress in the last few years, many processes still involve paper and manual efforts. Processes have not been digitized end to end and operational staff are often not part of the digital initiatives and are often hesitant regarding changes.

Digital Modernization Strengths

- Parks & Facilities currently use FleetFocus which enables GPS tracking of vehicles.
- Tree inventory has recently been updated.
- Asset management practices are in place.

Digital Modernization Gaps

- Many facility systems are aging and need to be replaced, but large hardware investment may be necessary as part of any upgrades.
- Historically, operational staff in the department have often not been a part of digital initiatives.
- Certain forms which commercial vehicle drivers need to fill out remain paper-based and are stored as physical copies – this makes compliance difficult to track.

Communications

Department Overview

The Communications department is the primary point of contact for communication and customer service, internally and externally including the 211/311 Contact Centre. The department employs roughly 30 FTEs.

Department Specific Systems

Key systems used by the department include but are not limited to:

- Motorola CSR (211, 311)
- CityPhone Platform
- SurveyMonkey
- Social Media Accounts
- City Website

Overall Level of Digital Modernization

Although the Communications department has tools and systems in place to allow them to perform customer service duties effectively, approaches (internal and residential communications) are not standardized across departments. Opportunities exist to leverage existing tools and data to generate digestible reports and data analysis to allow Councillors and senior management to make timely decisions on customer service-related inquiries.

Digital Modernization Strengths

- The department has benefitted from utilizing PowerBI with 211 to engage users and manipulate data to inform decisions; opportunities exist for 311 to also leverage this tool.

Digital Modernization Gaps

- There is currently not one CRM that ties all resident activities into one account/profile.
- Current systems and processes are not sufficient in conveying real-time information to Councillors; more efforts are required to provide them with better analysis of information (e.g., dashboards, “LiveMap” on Motorola CSR).
- Approach to resident consultations is not consistent across departments and is divided among platforms (e.g., Survey Monkey, social media). As a result, survey results and information are scattered making it challenging to filter out categories (e.g., demographics, volumes).

Recreation and Culture

Department Overview

Recreation provides services to residents including facilities (e.g., arenas, pools, community centres) and programs that allow residents to participate in recreational activities.

The Culture division provides programs, events and services that express the City's cultural identity, celebrates traditions and improves the quality of life for Windsor residents.

Recreation & Culture employs roughly 72 FTEs.

Department Specific Systems

Key systems used by the department include but are not limited to:

- ACTIVENet
- SharePoint
- WFM
- DocuSign

Overall Level of Digital Modernization

The focus on delivering services to residents through multiple streams has ensured they are accessible to all. However, many of the department's front-line staff (e.g., aquatics) have different levels of accessibility to technology and lack hardware to connect to city services and systems.

Digital Modernization Strengths

- The department has digitized several manual processes through ACTIVENet and has leveraged the tool to increase accessibility for residents.
- Residents are able to register for events online from phones or computers.
- Monthly health and safety training has been moved online, increasing the ease of tracking compliance.

Digital Modernization Gaps

- As the department has a high volume of training required for certain staff, the slow communication of E-learn with other systems is a pain point.
- Many front-line staff lack the necessary hardware to connect to city services and systems when required.
- Incident and accident forms remain paper-based, causing inefficiencies due to illegible handwriting and difficulty tracking information.
- Several features of Active Net which could enhance services are not currently being leveraged.

Human Resources

Department Overview

The Human Resources Department provides services such as recruitment, compensation management, benefits administration, health and safety initiatives, professional development initiatives and employee relations. The department employs roughly 40 FTEs.

Department Specific Systems

Key systems used by the department include but are not limited to:

- HRMS PeopleSoft
- Workforce
- JazzHR
- E-Learn
- SharePoint

Overall Level of Digital Modernization

Overall, the Human Resource Department has a low level of digital modernization. Although efforts have been made to digitize several processes, changes have not been implemented for all departments, and many processes still require considerable paper and manual input.

Digital Modernization Strengths

- Many HR processes have recently been digitized through Workforce.
- Recently, a policy was passed allowing digital signatures to be accepted on any internal document; however, the policy has yet to be fully implemented in practice.

Digital Modernization Gaps

- HR relies heavily on paper, and many processes remain highly manual and processes which have been digitized are not rolled out across all departments.
- There is little integration between systems, resulting in much staff time spent inputting data from one system to another.
- Recruitment remains a highly manual and lengthy process and has not fully leveraged the new recruitment tool JazzHR.

Financial Services

Department Overview

Financial Services are covered by a wide range of departments including Financial Planning, Accounting, and Taxation with roughly 86 FTE.

- Accounting provides A/P, A/R, payroll services to the corporation.
- Financial Planning provides operating budget development, monitoring services, and overall financial to the corporation.
- Taxation provides property billing and tax collection services, cash management among other services.

Department Specific Systems

Key systems used by the department include but are not limited to:

- PeopleSoft
- Questica
- Amanda Tax (to be changed with Central Square)
- PSD City Wide
- EnergyCap
- Hansen

Overall Level of Digital Modernization

Despite a wealth of digital tools such as Questica, EnergyCap, and Amanda Tax, many financial reporting and analysis require manual manipulation of data on Excel with limited options to provide reports and tools for analysis purposes. Opportunities exist to enhance the City's data analysis and capabilities through the automation of data.

Digital Modernization Strengths

- Digitization of some workflows through Agenda.Net and DocuSign, has been helpful in addressing some manual processes.
- The department is looking to hold a trial for dashboards alongside managers (followed by CLT) to enable better data analytics and decision-making.

Digital Modernization Gaps

- The lack of integration of data across systems has resulted in a lack of consistent format in data analysis and generating reports.
- Significant manual manipulation of reports are required (e.g., cash flow projections, financial statement generation) on excel spreadsheets.
- There is little integration with other systems (e.g., PeopleSoft), creating barriers for making automated calculations.
- PeopleSoft is a legacy system which limits digital functions.

Transit Windsor

Department Overview

Transit Windsor provides residents and visitors public transit services for the City. The department employs roughly 250 FTEs.

Department Specific Systems

Key systems used by the department include but are not limited to:

- FleetFocus
- Schedule21
- Trapeze (fare collection point-of-sale and on-bus collection)

Overall Level of Digital Modernization

Although efforts are being made to digitize several processes such as replacing the scheduling software (Schedule21) and moving their fleet operations to FleetFocus, transit data currently exists across various data sources throughout the City. Resident experience can also be improved in terms of streamlining fare collection and boarding time.

Digital Modernization Strengths

- Replacement of existing systems such as Schedule21 ensures TW has a system which maintains up-to-date records and better monitors dispatch for drivers.
- The department has been actively procuring for automated passenger counter technologies to improve ridership / transit data collection.
- Migration of fleet operations to FleetFocus has allowed TW to integrate with the City's existing systems / data.

Digital Modernization Gaps

- Several hardware and software at the department are reaching end of life and have limited functionality, including transit fare boxes.
- Issues exist with the access and sharing of Transit / municipal benchmarking data due to transit information existing in various sources (GIS, google maps, trip planning apps).
- While TW does not have many paper processes, excel spreadsheets are used heavily (e.g., systems control report) and require significant manual manipulation of data.

Public Works

Department Overview

Public Works provides essential services to the residents of the City of Windsor such as maintenance of roadways, sanitary and storm sewers, traffic control, street lighting, municipal parking and seasonal maintenance including snow clearing. Public Works Operations employs roughly 200 FTEs.

Department Specific Systems

Key systems used by the department include but are not limited to:

- Antero
- GIS
- Hansen
- FleetFocus
- RoverAI
- WinCan
- SCADA & LIMS
- Passport

Overall Level of Digital Modernization

Overall, Public Works has a medium level of digital modernization. While some digital tools are leveraged to increase the efficiency of operations, field oriented digital capabilities are needed to improve areas such as data collection.

Digital Modernization Strengths

- The city has an advanced traffic management system which provides a wealth of data on circulation and road use.
- The department recently piloted using artificial intelligence technologies for roadway maintenance through the Rover AI product mounted on City vehicles. The conclusion of the Rover AI pilot provided the City with a successful path forward to adopt leading-edge technology to automate the discovery and cataloging of pothole deficiencies along the route of the service vehicle.

Digital Modernization Gaps

- Field oriented digital capabilities are needed to connect staff to the City's systems and improve data collection.
- The department leverages several digitally advanced solutions, yet a large volume of paper input is still used in processes leveraging these tools.
- The department has not yet leveraged DocuSign in several of its internal processes and continues to rely on physical signatures.

Housing and Children’s Services

Department Overview

Housing administers Social Housing Program requirements and funding and administers various programs related to homelessness. The department works with residents in Emergency Hostels and Lodging Homes to ensure basic needs are met and assists with transition back into community. Children's Services is responsible for planning and managing the delivery of community-based early years programs and services for children from pre-natal to 12 years of age within Windsor-Essex. Housing and Children’s Services employs roughly 11.5 FTE.

Department Specific Systems

Key systems used by the department include but are not limited to:

- Homelessness Individuals and Families Information System (HIFIS)
- One HSN Child Care Registry

Overall Level of Digital Modernization

Housing and Children’s Services interacts with several systems that are provincially or federally mandated and over which staff have little control. This results in manual processes which are difficult to avoid.

Digital Modernization Strengths

- The Housing and Children’s Services team leverages SharePoint internally and is comfortable with this tool.

Digital Modernization Gaps

- The department collects a wealth of data that could be better leveraged to improve decision making through digital analytics tools.
- Currently, there is no upfront online declaration form for property owner to express interest and participation in affordable housing programs.

Employment and Social Services

Department Overview

Employment & Social Services provides basic financial, social and employment assistance for individuals who are in temporary financial need including delivery of Ontario Works and Employment and Training Services (ETS). ETS assists residents with finding employment or, where feasible, to enter training or training placements through employment. Employment and Social Services employs roughly 200 FTEs.

Department Specific Systems

Key systems used by the department include but are not limited to:

- SAMS
- WFM
- PeopleSoft
- SharePoint
- DocuSign
- FrontDesk

Overall Level of Digital Modernization

Modernization in the department is largely built on best practices with Ontario Works on file management and aided by leveraging provincial tools such as SAMS.

Digital Modernization Strengths

- The department has digitized many of its files as of May 2021, which has resulted in time savings for staff previously spent finding and destroying files as well as allowing space previously spent on storage to be used for other purposes.
- Staff are able to leverage Provincial programs which provide training and resources to enable change.

Digital Modernization Gaps

- Although the department has a high level of digital modernization, staffs still rely on highly manual processes when interacting with other city departments for financial or HR matters.

Notes: [1] Modernization level qualitatively based on: 1) prevalence of paper-based processes; 2) integration with other relevant systems / processes; 3) use of modern digital best-practice approaches for key processes;

Fire & Rescue

Department Overview

The Fire & Rescue Department provides services to the community, including public education, code enforcement, fire plans examination, emergency dispatch, emergency response and fire cause determination. Firefighters in the departments respond to a broad range of emergency incidents. The department employs roughly 300 FTEs.

Department Specific Systems

Key systems used by the department include but are not limited to:

- ICO – Fire Records Management
- MyWindsor – for customer fire invoice payments and vulnerable persons registry
- Crisis – for emergency dispatch

Overall Level of Digital Modernization

The department is currently moving / integrating a series of solutions to ICO Fire system, which will enhance Fire on-demand reporting and provides many opportunities for efficiency gains and service improvements. However, the department still has several paper-based and manual processes which require significant staff time and effort.

Digital Modernization Strengths

- Many Fire processes have recently been digitized through the migration to ICO, assisting the department from a user-friendly and accessibility perspective,.
- Movement of HRMS to WFM has been able to automate some processes (e.g., time tracking).

Digital Modernization Gaps

- Potential challenges exist around accessibility and sharing of data across ICO and other corporate wide systems (e.g., WFM and Amanda).
- Digitized processes have not been adopted fully across the department and several manual processes exist (e.g., paper-based forms and record keeping, vehicle records, and physical signatures for invoices)
- Access to residential information (e.g., by-laws and other related information) is not always convenient; sometimes going to the City's public website is more efficient than the employee intranet.

Council Services

Department Overview

Council Services administers the City's legislative process including Elections, Council and Committee meetings, and the maintenance of public records. Council Services employs roughly 20 FTEs.

Department Specific Systems

Key systems used by the department include but are not limited to:

- DocuSign
- Agenda.Net
- Live Link
- Voterview
- Dominion

Overall Level of Digital Modernization

Council Services primarily utilizes Agenda.Net and DocuSign, which is not always sufficient to adequately address their current needs. Many processes still involve paper / manual effort and opportunities exist to digitize processes end to end.

Digital Modernization Strengths

- Agenda.Net has allowed the digitization of the council agenda process, which was previously done manually.

Digital Modernization Gaps

- Many processes and forms (e.g., invoices) remain highly manual and have to be physically stamped and manually entered into PeopleSoft.
- Many Agenda.Net features (e.g., interface, report generation) are not user-friendly and lags behind other systems such as E-Subscribe, which is now being increasingly utilized by other municipalities. Agenda.Net is also not AODA compliant.

Economic Development

Department Overview

The Economic Development department is responsible for attracting new business development to the region and helping retain existing businesses that foster the development of an economically diverse city. The department employs approximately 3 FTEs.

Department Specific Systems

Key systems used by the department include but are not limited to:

- Microsoft Suite (SharePoint, Outlook, Teams)
- EIS system
- Zoom

Overall Level of Digital Modernization

Overall, most of the existing use of systems (e.g., Microsoft, EIS, Zoom) used by the Economic Development has allowed them to perform their duties consistently without much issues. More efforts are required on the maintenance and updates of the systems.

Digital Modernization Strengths

- Existing systems (e.g., Teams, SharePoint, PowerPoint, and Excel) has been effective in conveying information; use of SharePoint and real-time editing on the same document has been helpful in generating reports.

Digital Modernization Gaps

- The department has an outdated version of SharePoint (2010 not 2016).
- The Economic Development website is separate from the City's website on a standalone platform SquareSpace. This renders IT unable to drive any integrated dynamic functionality.

Information Technology

Department Overview

Information Technology (IT) provides technology planning, support and operations, to enable City services, and drive efficiencies. IT provides and supports the systems, applications, computers, networks, data, internet access, security and policies critical to the delivery of City services. The IT department employs roughly 70 FTEs.

Department Specific Systems

Key systems used and supported by the department include but are not limited to:

- Workforce Management (WFM)
- Service Now (ITSM)
- Amanda
- PeopleSoft
- Office 365 / SharePoint
- DocuSign

Overall Level of Digital Modernization

Although the department has made progress in the last few years with regards to digital modernization across the City through the use of tools such as WFM, Service Now, and O365, many processes have not been fully digitized end to end. Users across the corporation lack understanding of the available tools and software supported by IT and how to use their functionality effectively.

Digital Modernization Strengths

- IT is currently in the process of the department's first ever Strategic Plan to help align IT processes, capabilities, and systems with overall business objectives.
- Platforms such as Service Now and WFM have been able to limit the amount of paperwork and digitize many manual processes.

Digital Modernization Gaps

- IT has been supporting several antiquated systems which has ongoing management / maintenance risks and implications.
- There is a culture of maintaining the status quo across the City and as such IT must work to gain buy in for initiatives despite often high resistance.
- Many projects do not have special project teams devoted to them due in part to resourcing constraints. This can result in projects being sidelined as staff do not have time to focus solely on one project.

Building Services

Department Overview

Building Services is responsible for the application and enforcement of the Ontario Building Code and property related Municipal Bylaws. The department employs roughly 65 FTEs.

Department Specific Systems

Key systems used by the department include but are not limited to:

- Cloudpermit
- AMANDA

Overall Level of Digital Modernization

While the department has a wide array of digital tools, many systems do not speak with each other, and more collaboration and support is required with existing processes and other departments.

Digital Modernization Strengths

- One of the first in Canada to go fully digital with its permit system Cloudpermit, which has allowed users better access information from their devices.

Digital Modernization Gaps

- Key systems utilized by the department are not integrated (e.g., Amanda and CloudPermit), impacting how information and data is pulled.
- Lack of communications and support with IT on the workflows and nuances of Building processes.

6

Supporting Materials

- 6.1 *Current-State Consultation Findings*
- 6.2 **Resident Survey**
- 6.3 *Prioritization Approach and Criteria Scoring Rubrics*
- 6.4 *Benefit Scores*
- 6.5 *Implementation Scores*

Residents were consulted to solicit opinions and views on the current-state of the City’s resident-facing digital services, and ideas for improvements and other additions.

Response Results



110 responses



73 respondents completed every question



37 respondents skipped at least 1 question



54 comments were collected

Consultation Approach

- The survey was hosted on Survey Monkey and links were posted on Windsor’s social media, including a landing page created on Bang the Table.
- The survey consisted of 7 questions and was designed to take approximately five minutes to complete. The survey was available to residents from November 21st to December 4th. This time frame was selected to avoid conflict with the October 2022 election.
- Respondents were asked for their knowledge of current services, satisfaction with services they use and frequency of use.

Results Overview

- Many respondents expressed dissatisfaction with the City’s website.
- Commonly used services include the City’s website and social media platforms, and online payment and permitting systems.
- Some respondents are unaware of the range of digital services offered by the City. Increased promotion of digital service offerings may improve this.
- Many respondents expressed dissatisfaction with the difficulty of navigating the City’s digital services. This concern was expressed for individuals who traditionally face technical barriers.
- Some respondents find the City’s digital services difficult to use, and many noted concerns for seniors or those who are traditionally digitally disadvantaged.

Respondent Characteristics

Responses (n = 72)

I live in the City of Windsor.	87.50%
I work in the City of Windsor.	52.78%
I own property in the City of Windsor.	47.22%
I own or operate a business based in the City of Windsor.	9.72%
I own or operate a business that does business in the City of Windsor.	4.17%
None of the above	1.39%

Satisfaction with the extent and quality of the City’s digital / online services

Responses (n = 69)

Generally Satisfied	39.13%
Unsure	33.33%
Generally Dissatisfied	23.19%
I don't use any digital / online services from the City	4.35%

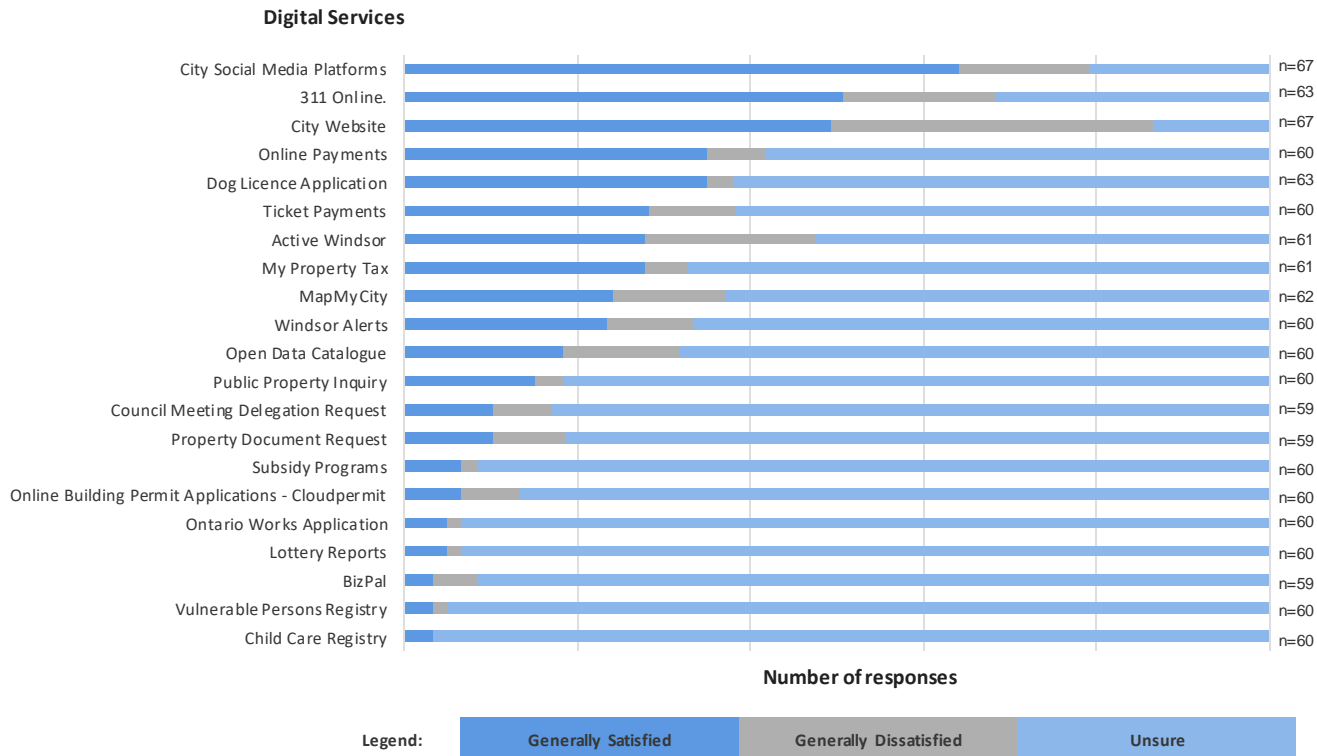
Respondents most frequently interact with the City's social media and website.

Insights

- Many respondents interact with the City's social media platforms and the City's website on a weekly and monthly basis.
- Child Care Registry, BizPal, Ontario Works Application, and Vulnerable Persons Registry were the least used services by the respondents.

Digital and Online Services	Once per week or more		Once per month or more		Once per year or more		I don't use this service		Total responses
City Website	26.09%	18	39.13%	27	24.64%	17	10.14%	7	69
City Social Media Platforms	60.29%	41	25.00%	17	7.35%	5	7.35%	5	68
Open Data Catalogue	7.46%	5	7.46%	5	19.40%	13	65.67%	44	67
311 Online	8.82%	6	11.76%	8	48.53%	33	30.88%	21	68
Child Care Registry	2.94%	2	0.00%	0	4.41%	3	92.65%	63	68
Dog License Application	2.90%	2	0.00%	0	33.33%	23	63.77%	44	69
Windsor Alerts	8.96%	6	4.48%	3	22.39%	15	64.18%	43	67
Property Document Request	4.48%	3	0.00%	0	13.43%	9	82.09%	55	67
BizPal	2.94%	2	1.47%	1	2.94%	2	92.65%	63	68
Council Meeting Delegation Request	2.94%	2	4.41%	3	13.24%	9	79.41%	54	68
Online Building Permit Applications – Cloudpermit	4.41%	3	5.88%	4	7.35%	5	82.35%	56	68
Online Payments	4.41%	3	8.82%	6	30.88%	21	55.88%	38	68
Ticket Payments	2.94%	2	1.47%	1	36.76%	25	58.82%	40	68
Lottery Reports	2.94%	2	0.00%	0	2.94%	2	94.12%	64	68
Public Property Inquiry	2.99%	2	0.00%	0	23.88%	16	73.13%	49	67
My Property Tax	2.90%	2	4.35%	3	31.88%	22	60.87%	42	69
Ontario Works Application	2.94%	2	2.94%	2	5.88%	4	88.24%	60	68
Active Windsor	7.35%	5	10.29%	7	32.35%	22	50.00%	34	68
Subsidy Programs	2.94%	2	0.00%	0	11.76%	8	85.29%	58	68
MapMyCity	7.35%	5	7.35%	5	38.24%	26	47.06%	32	68
Vulnerable Persons Registry	3.03%	2	0.00%	0	4.55%	3	92.42%	61	66

Respondents were most satisfied with the City’s social media platforms and most dissatisfied with the City’s website



Insights

- The City website is a point-of-access for many of the City’s digital services. This could be a contributing factor to the broader dissatisfaction with other digital services offered by the City.
- Respondents do not see nor interact with many City digital services already in place. This is likely due to certain services being targeted to specific populations.
- Further investigation would be needed to assess the effectiveness for services that the broader public would not interact with (e.g. lottery reports).

Respondents shared comments and insight with 36 comments about digital modernization

Are there any other City services or processes that you feel would benefit from increased digital modernization, online service, or changes to the digital service delivery approach?

19 respondents provided comments. Key comments include:

- “The City of Windsor website is very outdated and terrible to navigate”
- “I had no idea that many of these services were available. Perhaps a listing could be made on social media promoting these services?”
- “I'm all for digital modernization, but I think the City neglects older people who don't have computers. There's lots they are unaware of”
- “If there can be a site showing projections of upcoming and ongoing building developments in the near future (houses, roads, schools, hospitals etc.) , it will be very helpful in planning of purchasing a house.”
- “Maybe a contact your councilor section, with a link to their email.”
- “Tough to find information of City of Windsor website”
- “Improved communication about Council decisions before they are voted on...a summary of what's on each meeting agenda. Then a mechanism to provide input to my Councilor.”

Do you have any additional comments regarding digital modernization in the City of Windsor?

17 respondents provided comments. Key comments include

- “Website needs to be better connected across all services. Active Windsor site areas very hard to navigate and find information and schedules.”
- “In general it seems to me that the City struggles to produce adequate digital outcomes both internally and externally-facing. There is insufficient engagement with the local tech community and industry by the city. To return to the example of MapMyCity - there are multiple local vendors who have a proven capacity to produce a better product
- “Information is not readily available, easily searchable. All interactions need to be modern and user friendly.”
- “I'm glad to see that you are soliciting opinions about the city's digital services. This is a great first step. The current digital services are woefully outdated. I look forward to seeing improvements. Thank you for the opportunity to provide feedback.”

Survey Questions (1/2)

Question 1: Please check all the following that apply to you:

- I live in the City of Windsor.
- I own property in the City of Windsor.
- I work in the City of Windsor.
- I own or operate a business based in the City of Windsor.
- I own or operate a business that does business in the City of Windsor.

Question 2: Overall, how satisfied are you with the extent and quality of digital / online services offered by the City?

- I don't use any digital / online services from the City
- Generally Satisfied
- Generally Dissatisfied

Question 3: With what frequency do you use the following digital / online services?

The City's online/digital services include: City website, City social media platforms, Open data catalogue, 311 Online, Childcare registry, Dog license registry, Bizpal, Council meeting delegation request, Cloudpermit, Online payments, Ticket payment, Property tax payment, Lottery information, Public property inquiry, Windsor Alerts, Property Document request, Ontario Works application, Active Windsor, Subsidy programs, MapMyCity, Vulnerable Persons Registry

- Once per week or more
- Once per month or more
- Once per year or more
- I don't use this service

Survey Questions (2/2)

Question 4: How satisfied are you with the following digital / online services from the City that you use?

The City's online/digital services include: City website, City social media platforms, Open data catalogue, 311 Online, Child care registry, Dog license registry, Bizpal, Council meeting delegation request, Cloudpermit, Online payments, Ticket payment, Property tax payment, Lottery information, Public property inquiry, Windsor Alerts, Property Document request, Ontario Works application, Active Windsor, Subsidy programs, MapMyCity, Vulnerable Persons Registry

- Once per week or more
- Once per month or more
- Once per year or more
- I don't use this service

Question 5: If you have any additional comments or you clicked “Dissatisfied” for any of the services listed, please leave a tell us why.

[Open Ended / Text-Box Response]

Question 6: Are there any other City services or processes that you feel would benefit from increased digital modernization, online service, or changes to the digital service delivery approach?

[Open Ended / Text-Box Response]

Question 7 : Do you have any additional comments regarding digital modernization in the City of Windsor?

[Open Ended / Text-Box Response]

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Supporting Materials

6.1 *Current-State Consultation Findings*

6.2 *Resident Survey*

6.3 **Prioritization Approach and Criteria Scoring Rubrics**

a. Prioritization Criteria

6.4 *Benefit Scores*

b. Benefit Score Rubric

6.5 *Implementation Scores*

c. Implementation Score Rubric

Opportunities for digital modernization were assessed based on a clear set of prioritization criteria included below

Prioritization Criteria

Criteria 1: Value

To be measured through the sub-criteria:

- a. Improvement to Service Convenience and Accessibility
- b. Processes Automation / Optimization / Productivity
- c. Enable Enhanced Services or Outcomes
- d. Impact on Employment Challenges
(e.g., Attraction / Recruitment and Retention)

Criteria 2: Ease of Implementation

To be measured through the sub-criteria:

- a) Resource Requirements to Implement
- b) Complexity and Scope of Change
- c) Readiness (capacity, commitment and culture)
- d) Time to Implement

**Criteria 3:
Alignment with Council &
Corporate Priorities**
(No Sub-criteria)

**Criteria 4:
Associated Cost**
(No Sub-criteria)

**Criteria 5:
Associated Risk**
(No Sub-criteria)

- Each opportunity was assessed to arrive at a **Benefit Score**; similarly, each solution was assessed to arrive at an **Implementation Score**.

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Benefit Score Rubric (1/6)

CRITERIA

Council and Corporate Alignment

WHAT ARE WE MEASURING:

- Does the opportunity align with the current understanding and interpretation of the City’s overall priorities / objectives?
- It is recognized that this is difficult to assess without a guiding document such as a Corporate Strategic Plan.

HOW DO WE MEASURE IT:

No Alignment

Significant Alignment

<p>No Alignment</p> <p>Addressing this opportunity would not support any Council & Corporate priorities / objectives.</p> <p style="background-color: #cccccc; padding: 2px;">0</p>	<p>Limited Alignment</p> <p>Addressing this opportunity would not support any Council & Corporate priorities / objectives.</p> <p style="background-color: #cccccc; padding: 2px;">12</p>	<p>Minor Alignment</p> <p>Addressing this opportunity would indirectly support more than one Council & Corporate priorities / objectives.</p> <p style="background-color: #cccccc; padding: 2px;">20</p>	<p>Moderate Alignment</p> <p>Addressing this opportunity would directly support one Council & Corporate priority / objective.</p> <p style="background-color: #cccccc; padding: 2px;">35</p>	<p>Major Alignment</p> <p>Addressing this opportunity would directly supports one Council & Corporate priority / objective, and indirectly supports more than one Council & Corporate priority / objective.</p> <p style="background-color: #cccccc; padding: 2px;">60</p>	<p>Significant Alignment</p> <p>Addressing this opportunity would directly supports more than one Council & Corporate priority / objective.</p> <p style="background-color: #cccccc; padding: 2px;">100</p>
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Benefit Score (2/6)

CRITERIA

Associated Risk

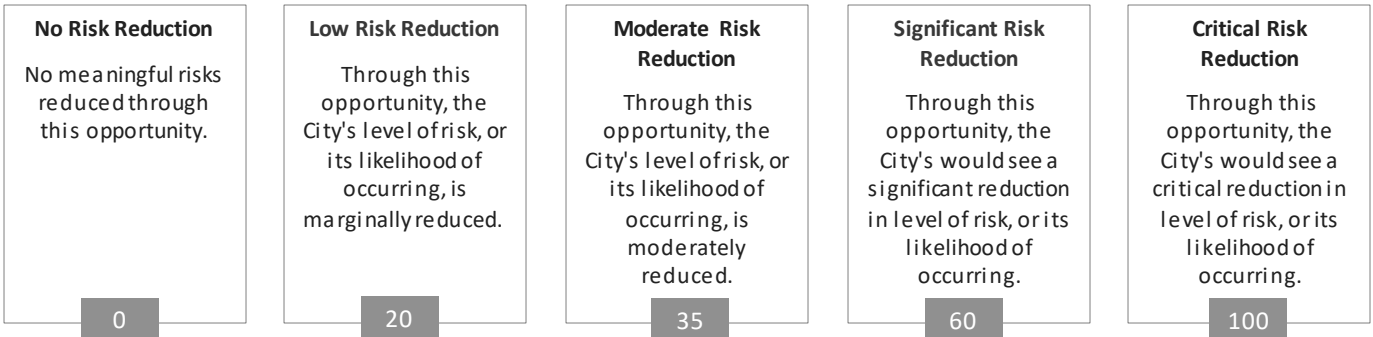
WHAT ARE WE MEASURING:

- To what extent is risk to the City reduced by pursuing this opportunity?
- The levels in the scale are aligned to the City of Windsor's Enterprise Risk Management Framework

HOW DO WE MEASURE IT:

No Risk Reduction

Critical Risk Reduction



Benefit Score (3/6)

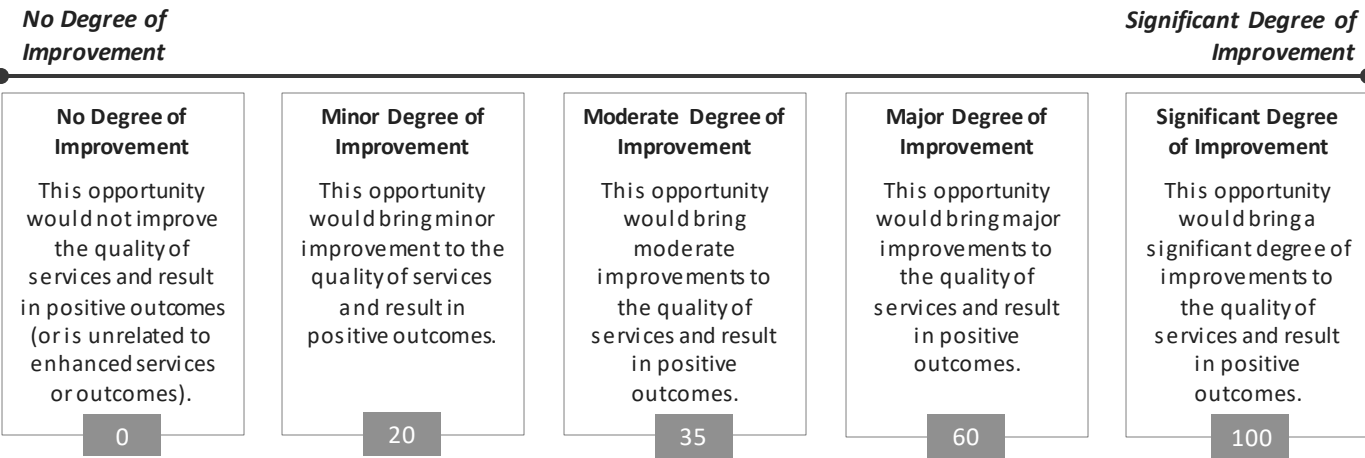
CRITERIA

Value: Enable Enhanced Services or Outcomes

WHAT ARE WE MEASURING:

- To what degree does this opportunity improve the quality of services, or other positive outcomes?
- It is recognized that the assessment of the degree of improvement is highly subjective— steps were taken to ensure consistency of judgements across opportunities.

HOW DO WE MEASURE IT:



Benefit Score (4/6)

CRITERIA

Value: Impact on Employment Challenges

WHAT ARE WE MEASURING:

- To what degree does the opportunity improve the City's attraction and retention capabilities?

HOW DO WE MEASURE IT:

No Degree of Improvement

Significant Degree of Improvement

No Degree of Improvement

This opportunity would not improve the City's talent attraction and employee retention capabilities (or is unrelated to the City's attraction and retention capabilities).

0

Marginal Degree of Improvement

This opportunity would bring minor improvement to the quality of services and result in positive outcomes.

20

Moderate Degree of Improvement

This opportunity would moderately improve the City's talent attraction and employee retention capabilities (or is moderately related to the City's attraction and retention capabilities).

35

Major Degree of Improvement

This opportunity would bring major improvements to the City's talent attraction and employee retention capabilities (or is significantly related to the City's attraction and retention capabilities).

60

Significant Degree of Improvement

This opportunity would significantly improve the City's talent attraction and employee retention capabilities (or is directly related to the City's attraction and retention capabilities).

100

Benefit Score (5/6)

CRITERIA

Value: Improve Service and Convenience and Accessibility

WHAT ARE WE MEASURING:

- To what degree does this opportunity improve the convenience and accessibility of services?

HOW DO WE MEASURE IT:

No Degree of Improvement

Significant Degree of Improvement

No Degree of Improvement	Marginal Degree of Improvement	Moderate Degree of Improvement	Major Degree of Improvement	Significant Degree of Improvement
<p>The opportunity does not make it easier for residents to access services provided by the City.</p>	<p>The opportunity marginally improves the convenience and accessibility of resident services; however, the impacted services still have room for improvement.</p>	<p>The opportunity moderately improves the convenience and accessibility of resident services; however, the impacted services still have room for improvement.</p>	<p>The opportunity greatly improves the convenience and accessibility of resident services, and the impacted services have minimal room for improvement.</p>	<p>The opportunity significantly improves the convenience and accessibility of resident services with minimal room for improvement, and/or this opportunity addresses a deficiency in AODA requirements.</p>
0	20	35	60	100

Benefit Score (6/6)

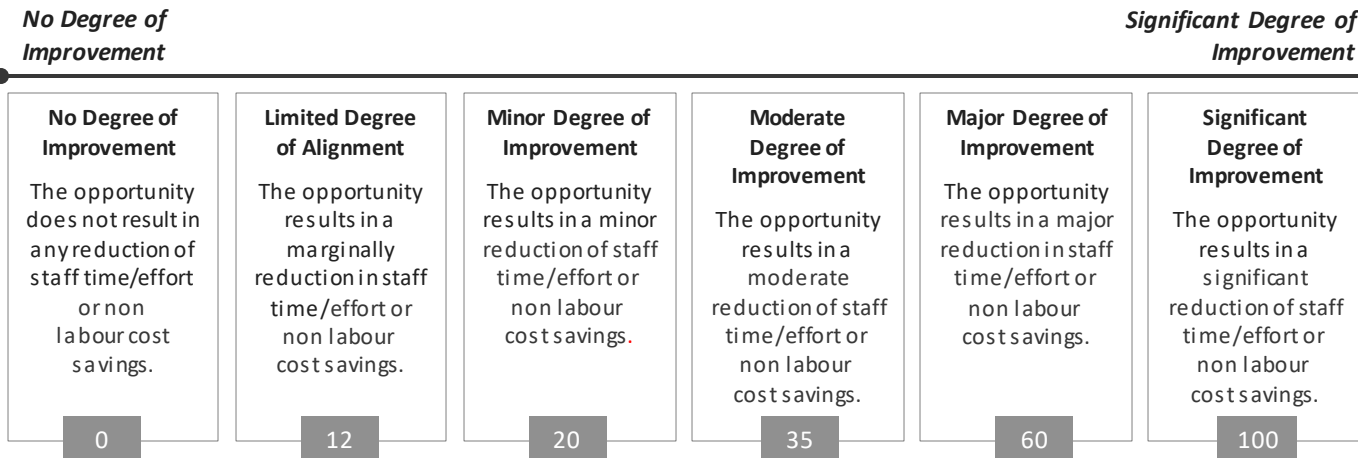
CRITERIA

Value: Process Automation / Optimization / Productivity

WHAT ARE WE MEASURING:

- To what degree does this opportunity improve efficiency and productivity through either process optimization, or partial-to-complete automation?

HOW DO WE MEASURE IT:



6

Supporting Materials

6.1 *Current-State Consultation Findings*

6.2 *Resident Survey*

6.3 *Prioritization Approach and Criteria Scoring Rubrics*

a. Prioritization Criteria

6.4 *Benefit Scores*

b. Benefit Score Rubric

6.5 *Implementation Scores*

c. Implementation Score Rubric

Implementation Score (1/6)

CRITERIA

Cost

WHAT ARE WE MEASURING:

- What level of cost/ investment will be required to successfully achieve the outcomes of this solution (both for implementation and ongoing operating costs)?
- The thresholds reflect current policy at the City.

HOW DO WE MEASURE IT:

\$\$\$\$\$\$

\$

\$\$\$\$\$\$

Operational and Capital Costs for this solution are over \$150,000 and will require Council approval.

0

\$\$\$\$

Operational and Capital Costs for this solution for this project are between \$100,000-\$150,000 and will require CAO approval.

20

\$\$\$

Operational and Capital Costs for this solution for this project are up to \$100,000 and require Department Head or CLT member approval.

35

\$\$

Operational and Capital Costs for this solution are under \$15,000 and will require a small purchase order.

60

\$

The cost to acquire, implement, and continue to run / operate this initiative (i.e., recurring costs) fits within the typical costs of operations.

100

Implementation Score (2/6)

CRITERIA

Associated Risk

WHAT ARE WE MEASURING:

- Is there risk associated with pursuing this solution?
- The levels in the scale are aligned to the City of Windsor's Enterprise Risk Management Framework

HOW DO WE MEASURE IT:

Critical Risk

No Risk

Critical Risk	Significant Risk	Moderate Risk	Low Risk	No Risk
<p>There are critical risks associated with pursuing this solution. The risks would significantly disrupt, undermine, or adversely impact the City's operations or reputation. The impact of these risks would be difficult to manage.</p>	<p>There are significant risks associated with pursuing this solution. The risks could disrupt, undermine, or adversely impact the City's operations or reputation. These risks are highly likely but can be proactively managed.</p>	<p>There are moderate risks associated with pursuing this solution. The risk could disrupt, undermine, or adversely impact the City's operations or reputation. These risks are of moderate likelihood and can be proactively managed.</p>	<p>There are low-rated risks associated with pursuing this solution. The risks would not disrupt, undermine, or adversely impact the City's operations or reputation. These risks are of low likelihood and can be proactively managed.</p>	<p>No meaningful risk is associated with this solution</p>
0	20	35	60	100

Implementation Score (3/6)

CRITERIA

Ease of Implementation: Complexity and Scope of Change

WHAT ARE WE MEASURING:

- How complex or wide-ranging are the systems and processes that this solution would implement, interact with, or integrate with?

HOW DO WE MEASURE IT:

Significant Complexity

No Complexity

Significant Complexity	Major Complexity	Moderate Complexity	Marginal Complexity	No Complexity
<p>The processes / systems this solution would implement, interact with, or integrate with are complex and align with existing processes, systems, or information touchpoints within more than one department.</p>	<p>The processes / systems this solution would implement, interact with, or integrate with are complex and align with existing processes, systems, or information touchpoints within one department.</p>	<p>The processes / systems this solution would implement, interact with, or integrate with are simple and align with existing processes, systems, or information touchpoints within more than one department.</p>	<p>The processes / systems this solution would implement, interact with, or integrate with are simple and align with existing processes, systems, or information touchpoints within one department.</p>	<p>No new process or system would be implemented.</p>
0	20	35	60	100

Implementation Score (4/6)

CRITERIA

Ease of Implementation: Readiness (Capacity, Commitment and Culture)

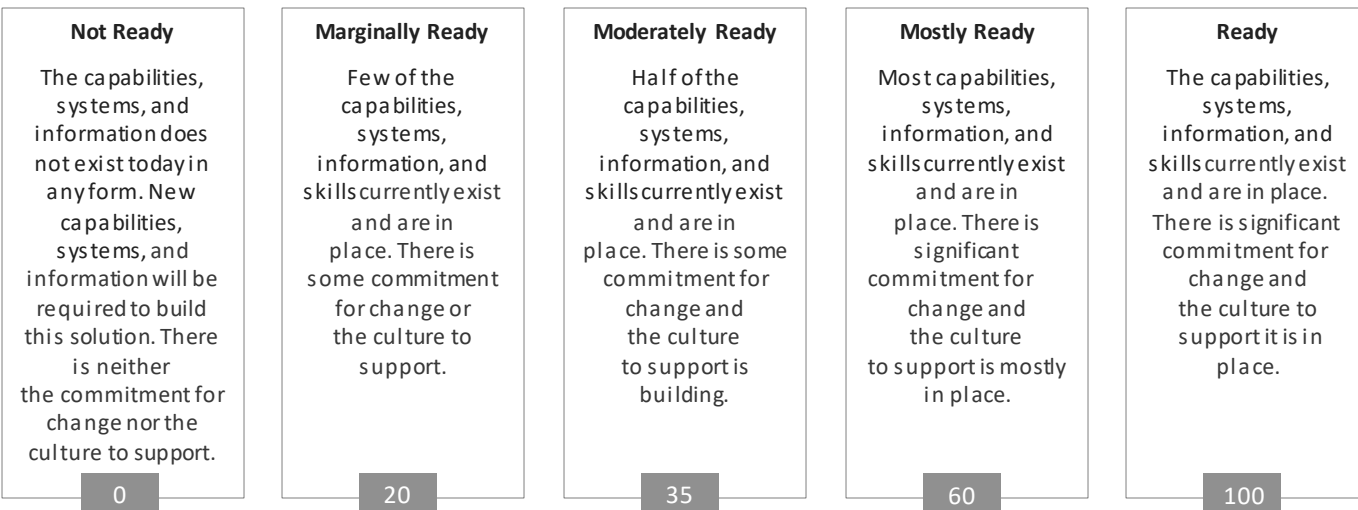
WHAT ARE WE MEASURING:

- Does this solution require or need to be preceded by other capabilities, systems, or information that does not currently exist? Are the skills, capabilities, and other supports required to execute this solution in place or at risk of changing?
- At the City, readiness is assessed through three lenses: capacity, commitment and culture.

HOW DO WE MEASURE IT:

Not Ready

Ready



Implementation Score (5/6)

CRITERIA

Ease of Implementation: Resource Requirements to Implement

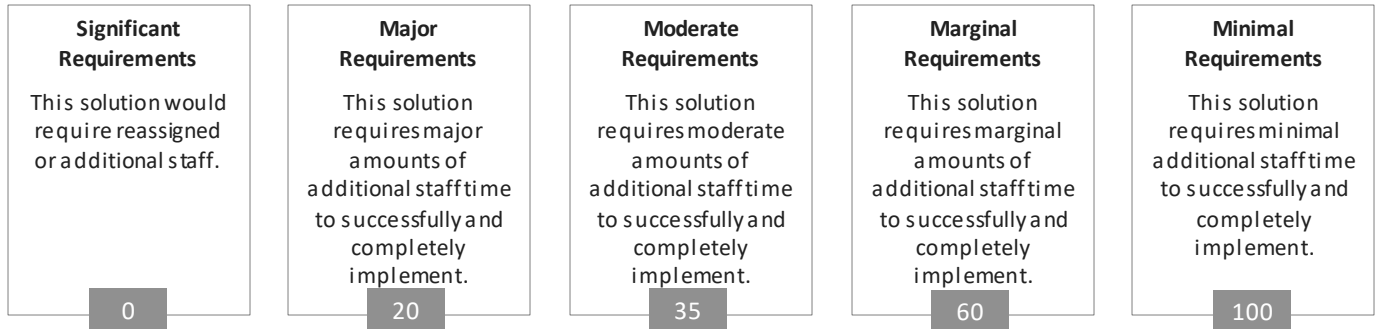
WHAT ARE WE MEASURING:

- What scale of non-financial resources (e.g., staff time, etc.) would be required to successfully and completely implement this solution?

HOW DO WE MEASURE IT:

Significant Requirements

Minimal Requirements



Implementation Score (6/6)

CRITERIA

Ease of Implementation: Time to Implement

WHAT ARE WE MEASURING:

- How quickly can this initiative be implemented so that its benefits are achieved?

HOW DO WE MEASURE IT:

2+ Years

0-3 months

2 + Years

This solution will take more than 2 years to implement.

0

1 – 2 Years

This solution will take 1 to 2 years to completely implement.

20

7 Months – 1 Year

This solution will take 7 months to 1 year to completely implement.

35

4 – 6 Months

This solution will take 4 to 6 months to completely implement.

60

0 – 3 months

This solution will take 3 months or less to completely implement.

100

6

Supporting Materials

- 6.1 *Current-State Consultation Findings*
- 6.2 *Resident Survey*
- 6.3 *Prioritization Approach and Criteria Scoring Rubrics*
- 6.4 **Benefit Scores**
- 6.5 *Implementation Scores*

Benefit Scoring Details (1/5) – Sorted by Benefit Score (descending)

Opportunity Name	Value 26.0%				Alignment with Council & Corporate Priorities: 25.1%	Associated Risk: 7.5%	Total Benefit Score (In descending order)
	Process Automation: 9.9%	Enable Enhanced Services or Outcomes: 5.7%	Improve Service Convenience and Accessibility: 5.5%	Impact on Employment Challenges: 4.9%			
3.3. Modernize Financial Systems	100	35	20	20	60	60	33.6
1.5. Digitize Transit Fare Payment	20	100	100	0	60	60	32.7
6.1. Update or Replace Agenda.Net	100	35	35	0	60	35	31.5
1.1. Establish Consistent and Accessible Digital Payments for Resident Services	60	100	60	0	60	20	31.5
2.3. Review and Refresh the City Website with Modern Capabilities	35	60	100	20	60	35	31.0
3.4. Digitize Accounts Payable Process	100	35	20	20	35	100	30.3
1.7. Review 311 Windsor City Services' Information Flow to Service Departments.	60	60	60	0	60	0	27.7
1.4. Digitize Property Tax Adjustments	35	60	60	0	60	20	26.7
6.3. Digitally Enable Field Staff in Various Departments	100	60	20	35	35	20	26.4
5.2. Explore Data Analytics and BI Literacy	60	60	60	20	20	60	23.1

Note: The score values in each cell are out of 100, based on the rubric for each criteria (as shown in section 6.3).

Benefit Scoring Details (2/5) – Sorted by Benefit Score (descending)

Opportunity Name	Value 26.0%				Alignment with Council & Corporate Priorities: 25.1%	Associated Risk: 7.5%	Total Benefit Score (In descending order)
	Process Automation: 9.9%	Enable Enhanced Services or Outcomes: 5.7%	Improve Service Convenience and Accessibility: 5.5%	Impact on Employment Challenges: 4.9%			
3.1.1 Implement a recruiting process that is fully digitized end to end (e.g., digitizing request to recruitment forms) to optimize efficiency and minimize manual processes.	100	20	20	100	20	0	22.1
4.2. Centralize IT Support Communications / Requests	100	20	20	35	12	60	21.4
5.1. Further Formalize Governance of Data	60	60	35	0	20	60	20.8
6.4. Integrate Finance Systems Across Other Payment Processes	60	35	60	0	12	60	18.7
2.1. Establish a Cohesive Omni-Channel Communications Strategy for Residents	0	60	60	0	35	35	18.1
3.2. Sort and Digitize Existing City Files	100	20	20	20	0	60	17.6
5.3. Implement and Expand Usage of Common Dashboard Tools	60	35	35	20	12	35	16.5
2.4. Expand Windsor's Open Data Catalogue	12	35	35	0	35	20	15.4

Note: The score values in each cell are out of 100, based on the rubric for each criteria (as shown in section 6.3).

Benefit Scoring Details (3/5) – Sorted by Benefit Score (descending)

Opportunity Name	Value 26.0%				Alignment with Council & Corporate Priorities: 25.1%	Associated Risk: 7.5%	Total Benefit Score (In descending order)
	Process Automation: 9.9%	Enable Enhanced Services or Outcomes: 5.7%	Improve Service Convenience and Accessibility: 5.5%	Impact on Employment Challenges: 4.9%			
3.1.2 Digitize the Leave of Absence Request process and forms end to end including e-signatures and file storage.	100	0	0	100	0	0	14.8
3.1.4 Digitize the Unpaid Leave Requests end to end including e-signatures, approvals, and file storage, and eliminate parallel paper-based processes.	35	0	0	35	0	0	14.8
6.5. Expand the use of a single Common Integration Platform	60	35	20	20	0	60	14.5
3.5. Digitize Commercial Vehicle Paper Forms	35	20	0	0	20	60	14.1
1.2. Establish a Common Resident Identity/ Login Credentials	12	60	60	0	12	35	13.5
1.6. Expand Implementation of Resident Queuing Platforms	35	35	35	20	20	0	13.4
4.3. Fully Develop an IT Service Catalogue	60	20	0	35	12	20	13.3
3.1.2 Digitize Performance Appraisal Process and forms end to end including e-signatures and digital file storage.	100	20	0	35	0	0	12.8

Note: The score values in each cell are out of 100, based on the rubric for each criteria (as shown in section 6.3).

Benefit Scoring Details (4/5) – Sorted by Benefit Score (descending)

Opportunity Name	Value 26.0%				Alignment with Council & Corporate Priorities: 25.1%	Associated Risk: 7.5%	Total Benefit Score (In descending order)
	Process Automation: 9.9%	Enable Enhanced Services or Outcomes: 5.7%	Improve Service Convenience and Accessibility: 5.5%	Impact on Employment Challenges: 4.9%			
3.1.8 Digitize Accident Incident Forms and process to provide more efficient means of sharing of information with Health and Safety officials and digitize file storage.	60	20	0	20	0	60	12.6
6.6. Expand use of AI technology for road maintenance (i.e., on demand road condition, further automation of the process, and expand to Parks and other linear assets)	60	35	0	0	12	20	12.4
2.2. Implement a Common, Aligned Resident Consultation Approach	20	35	35	0	20	20	12.4
1.3. Introduce Online Declaration Form for Property Owners	20	35	20	0	20	20	11.6
6.7. Reconcile Video Conferencing Needs	20	35	20	0	12	35	10.7
4.1. Digitize Registration Process for Professional Development Course and Training	60	20	0	35	0	0	8.8
5.4. Explore CRM Request Mapping	0	35	20	0	20	0	8.1
6.2. Migrate Fire Prevention Module to ICO System	20	20	0	0	12	20	7.6

Note: The score values in each cell are out of 100, based on the rubric for each criteria (as shown in section 6.3).

Benefit Scoring Details (5/5) – Sorted by Benefit Score (descending)

Opportunity Name	Value 26.0%				Alignment with Council & Corporate Priorities: %25.1	Associated Risk: 7.5%	Total Benefit Score (In descending order)
	Process Automation: 9.9%	Enable Enhanced Services or Outcomes: 5.7%	Improve Service Convenience and Accessibility: 5.5%	Impact on Employment Challenges: 4.9%			
4.5. Establish and Enforce Standard Policies for the use of collaborative tools.	20	0	0	0	0	60	6.5
3.1.5 Digitize Pay grade change process end to end including e-signatures, approvals and file storage.	35	0	0	35	0	0	5.2
3.1.7 Digitize Vacation Requests for all departments including a digital calendar to map out vacation schedules.	35	0	0	35	0	0	5.2
4.4. Review / Reconcile Intranet Solutions and Policy	35	0	0	0	0	20	5.0
3.1.6 Digitize Travel Authorizations end to end including e-signatures, approvals and file storage.	20	0	0	20	0	20	4.5

Note: The score values in each cell are out of 100, based on the rubric for each criteria (as shown in section 6.3).

6

Supporting Materials

- 6.1 *Current-State Consultation Findings*
- 6.2 *Resident Survey*
- 6.3 *Prioritization Approach and Criteria Scoring Rubrics*
- 6.4 *Benefit Scores*
- 6.5 **Implementation Scores**

Implementation Scoring Details (1/6) – Sorted by Implementation Score (descending)

Solution Name	Ease of Implementation: 20.2%				Associated Cost: 13.7%	Associated Risk: 7.5%	Total Implementation Score (In descending order)
	Complexity and Scope of Change: 4.2%	Implementation Readiness: 7.5%	Resource Requirements to Implement: 6.1%	Time to Implement: 2.3%			
S23. Develop the front facing IT Service Catalogue in ServiceNow.	60	100	100	100	100	100	39.8
S35. Reconcile all video conferencing into one platform- Microsoft Teams.	100	60	100	100	100	60	38.5
S11. Review the learning from the Bang The Table (BTT) pilot and implement it across the enterprise with a governance strategy guiding resident consultation.	35	100	100	100	100	60	35.8
S25. Develop standards and training plan for using collaborative tools including Outlook, Microsoft Teams, OneDrive and SharePoint, monitoring compliance, and eliminating use of other collaborative tools.	35	100	100	100	100	60	35.8
S28. Expand use of Windsor311 to "live-map" service requests.	60	100	60	60	100	60	33.3

Note: The score values in each cell are out of 100, based on the rubric for each criteria (as shown in section 6.3).

Implementation Scoring Details (2/6) – Sorted by Implementation Score (descending)

Solution Name	Ease of Implementation: 20.2%				Associated Cost: 13.7%	Associated Risk: 7.5%	Total Implementation Score (In descending order)
	Complexity and Scope of Change: 4.2%	Implementation Readiness: 7.5%	Resource Requirements to Implement: 6.1%	Time to Implement: 2.3%			
S21. Investigate the feasibility of Share Point or Eventbrite as an alternative to enable course advertising and registration.	35	100	60	100	100	60	33.2
S24. Define the use of SharePoint and the City's Intranet. Publish, implement and train users in new procedures.	35	60	100	100	100	100	32.8
S22. Centralize all IT requests through the ServiceNow channel (and close other channels, except for help desk operators who can enter requests on behalf of callers).	35	100	60	60	100	60	32.3
S18. Expand the use of FleetFocus for work order, vehicle checks, and tracking to enable digitization of existing manual processes.	35	20	100	60	100	60	32.0
S27. Provide learning and training opportunities for leadership to use technological tools available.	60	60	60	60	100	100	30.3
S04. Implement a digital declaration form in MyWindsor for Property Owners	20	35	35	60	100	100	29.9

Note: The score values in each cell are out of 100, based on the rubric for each criteria (as shown in section 6.3).

Implementation Scoring Details (3/6) – Sorted by Implementation Score (descending)

Solution Name					Associated Cost: 13.7%	Associated Risk: 7.5%	Total Implementation Score (In descending order)
	Complexity and Scope of Change: 4.2%	Implementation Readiness: 7.5%	Resource Requirements to Implement: 6.1%	Time to Implement: 2.3%			
S05. Implement digital property tax adjustment requests in MyWindsor	20	35	35	60	100	100	29.9
S10. Develop a clear standard operating procedure for digital interactions with residents and sharing of best practices.	35	35	60	60	100	100	27.5
S14. Expand the use of JazzHR and Work Force Management to allow staff to manage processes, requests, and forms digitally.	35	60	35	35	100	60	27.1
S13. Develop a clear governance model around data including criteria to determine if a particular data set is valuable to the public and outlining a requirement for departments to publish data.	35	60	60	60	100	20	26.3
S20. Expand the use of ACTIVENet to enable course registration.	35	60	60	100	60	60	24.8
S15. Embark on a Digitization of City files project that is paired with appropriate governance and operating procedures.	35	60	20	35	100	35	24.3

Note: The score values in each cell are out of 100, based on the rubric for each criteria (as shown in section 6.3).

Implementation Scoring Details (4/6) – Sorted by Implementation Score (descending)

Solution Name					Associated Cost: 13.7%	Associated Risk: 7.5%	Total Implementation Score (In descending order)
	Complexity and Scope of Change: 4.2%	Implementation Readiness: 7.5%	Resource Requirements to Implement: 6.1%	Time to Implement: 2.3%			
S26 Develop organizational wide data management and business intelligence plan with the Data Management Program Manager.	35	20	35	35	100	60	24.2
S08. Expand the use of FrontDesk, the queuing platform.	35	35	60	100	60	60	22.9
S02. Expand the use of MyWindsor Online Payments as a Payment Card Industry (PCI) compliant way to remotely pay for products and services from various departments.	35	35	35	35	60	60	19.8
S30. Reconcile Fire processes into ICO as the sole operational system.	60	20	35	35	60	60	19.7
S31. Build business case and implementation plan to equip field staff with technology to implement digitization of processes.	20	35	35	35	60	60	19.2
S29. Replace Agenda.Net with an AODA compliant, more functional, and user-friendly solution.	20	60	35	35	60	35	19.2

Note: The score values in each cell are out of 100, based on the rubric for each criteria (as shown in section 6.3).

Implementation Scoring Details (5/6) – Sorted by Implementation Score (descending)

Solution Name					Associated Cost: 13.7%	Associated Risk: 7.5%	Total Implementation Score (In descending order)
	Complexity and Scope of Change: 4.2%	Implementation Readiness: 7.5%	Resource Requirements to Implement: 6.1%	Time to Implement: 2.3%			
S33. Expand use of SnapLogic as the integration platform of choice with a dedicated integration support team.	0	35	20	35	60	60	17.4
S34. Expand use of AI technology for road maintenance based on the successful automation pilot.	60	60	35	35	20	60	17.2
S09. Explore the digitization of the flow of information between 311 Windsor City Services and Service Departments.	35	35	60	35	60	60	16.9
S03. Migrate service portals to enable single sign in for City services.	60	60	35	35	35	20	16.3
S32. Expand use of SnapLogic to integrate finance systems across payment processes.	60	60	35	60	20	35	15.9

Note: The score values in each cell are out of 100, based on the rubric for each criteria (as shown in section 6.3).

Implementation Scoring Details (6/6) – Sorted by Implementation Score (descending)

Solution Name					Associated Cost: 13.7%	Associated Risk: 7.5%	Total Implementation Score (In descending order)
	Complexity and Scope of Change: 4.2%	Implementation Readiness: 7.5%	Resource Requirements to Implement: 6.1%	Time to Implement: 2.3%			
S12. Refresh the City's public facing website to be customer centric, in compliance with AODA standards, user friendly, and modern.	35	20	35	35	60	20	15.7
S17. Carry out an accounts payable review to understand the requirements and source a tool that can accept and process accounts payable digitally.	20	35	35	35	35	60	11.3
S06. Acquire news system (Presto) to allow riders to pay for transit via visa, debit, electronic payment, and pre-loaded card	20	35	0	20	0	20	5.4
S16. Carry out a financial modernization review with a focus on system replacement.	0	35	35	20	0	35	5.3

Note: The score values in each cell are out of 100, based on the rubric for each criteria (as shown in section 6.3).



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Subject: Approval to Create By-Law for the Safe Restart Agreement - City Wide

Reference:

Date to Council: January 16, 2023

Author: Luigi Congi

Asset Coordinator

lcong@citywindsor.ca

519-255-6100 x6136

Asset Planning

Report Date: December 20, 2022

Clerk's File #: MT2023

To: Mayor and Members of City Council

Recommendation:

THAT City Council **PASS** a by-law authorizing the execution of the Transfer Payment Agreement for the Safe Restart Agreement Phase 4 Funding for Municipal Transit required by His Majesty the King in Right of Ontario; and further,

THAT three readings of the respective by-law **BE CONSIDERED** and **APPROVED** at the January 16, 2023 meeting of Council; and further,

THAT the Chief Administrative Officer and City Clerk **BE AUTHORIZED** to execute any agreements, declarations or approvals required to seek additional funding and/or resulting from receiving funding under this Phase of the Safe Restart Agreement for municipal transit pressures, satisfactory in legal form to the Commissioner of Legal & Legislative Services, in technical content to the Commissioner of Infrastructure Services, and in financial content to the Commissioner of Corporate Services, Chief Financial Officer/City Treasurer or designates; and further,

THAT the Chief Administrative Officer **BE AUTHORIZED** to delegate signing of all claims and applicable reports and other such documents, as required as part receiving funding under this Phase of the Safe Restart Agreement for municipal transit pressures, to the Commissioner of Corporate Services, Chief Financial Officer/City Treasurer or designates.

Executive Summary:

N/A

Background:

On December 07, 2022 the City of Windsor received correspondence from the Ontario Government's Ministry of Transportation (MTO) announcing additional funding to assist municipal transit systems address costs related to the COVID-19 pandemic and continue to deliver safe and reliable transit services. The funding is to provide relief in the 2022 municipal fiscal year and will be delivered through a Phase 4 Transfer Payment Agreement (TPA) of the federal Safe Restart Agreement (SRA). The City will be able to use their allocated funding to cover revenue losses, operating expenses, and provincial priority projects, including fare and service integration and On-Demand transit.

As indicated in the correspondence, the City of Windsor has been allocated \$3,462,138 to address COVID-19 municipal transit pressures incurred from February 1, 2022 to December 31, 2022. The reimbursement criteria for eligible financial expenditures for reimbursement for Phase 4 is consistent with previous phases of SRA funding for which the City received funding as outlined to City Council via C164/2022.

The City will be required to submit reporting outlining the actual financial impacts from February 1, 2022 to December 31, 2022, paid prior to the submission of such report to the MTO by January 31, 2023. The City will also be required to sign a SRA Phase 4 TPA with the Province. In further correspondence from the Province, the TPA is currently under development and will need to be executed sometime in February 2023.

Discussion:

To ensure Administration fully understood the funding requirements, a video conference technical briefing on the SRA Phase 4 was attended on December 13, 2022. During this briefing, Administration learned of the requirement of a municipal Council Resolution that authorizes the Head of Council and a designated official to enter in to the TPA. To accommodate this request, a by-law is required to provide confirmation of authority for Administration and the Mayor, to sign and bind the Corporation. Given the unknown timing of when the TPA will be received, the by-law is also before City Council at the same time this report is being considered, for Council's approval.

Risk Analysis:

If this by-law is not passed the City risks not receiving funding of \$3,462,138 for Phase 4 the federal Safe Restart Agreement (SRA).

Climate Change Risks

Climate Change Mitigation:

There is no climate change mitigation risk associated with this funding opportunity.

Climate Change Adaptation:

There is no climate change adaptation risk associated with this funding opportunity.

Financial Matters:

As stated, the City’s ability to execute Phase 4 Transfer Payment Agreement of the federal Safe Restart Agreement (SRA) is required in order to obtain the funding. Without these funds the City will not be able to receive funding to address costs related to the COVID-19 pandemic and continue to deliver safe and reliable transit services.

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 Ontario Government, which are outside of the control of the City. As these funds are necessary to address COVID-19 related financial pressures experienced by the municipal transit system, approval of the report and passage of the by-law is strongly recommended.

Approvals:

Name	Title
Natasha Gabbana	Senior Manager, Asset Planning
Shelby Askin-Hager	Commissioner, Legal & Legislative Services
Joe Mancina	Commissioner, Corp. Services/CFO
Onorio Colucci	Acting Chief Administrative Officer

Notifications:

Name	Address	Email

Appendices:

Subject: POA Annual Write-Off Policy -City Wide

Reference:

Date to Council: January 16, 2023

Author: Melissa Ryan

Manager of Provincial Offences

519-255-6555 ext.2303

mryan@citywindsor.ca

Provincial Offences

Report Date: December 8, 2022

Clerk's File #: GP2023

To: Mayor and Members of City Council

Recommendation:

THAT Council **APPROVE** the proposed POA Write-Off Policy attached as Appendix "B" for responsible, systematic and efficient write off of uncollectable provincial offences fines in accordance with the Provincial Government's "Write off Directive and Operating Guidelines" legislative requirements.

Executive Summary:

N/A

Background:

In March of 2001, as part of the transfer of responsibility for the operation of Provincial Offences Courts, the province also downloaded the collection of a delinquent case portfolio.

Based on the age of the portfolio, the success rate for collection of aging pre-transfer delinquent cases has, as expected, declined over time. Staff efforts now centre primarily on the collection of more recent post transfer delinquent cases.

The Municipality operates its municipal court pursuant to a Memorandum of Understanding ("MOU") with the Ministry of Attorney General (MAG) for the Province of Ontario. Among other things, the MOU requires the Municipality to collect and enforce fines as authorized under the Provincial Offences Act.

The Municipality's methods of fine collection and enforcement include:

- Selectively adding defaulted fines to the tax roll of sole property owners for collection pursuant to section 441.1 of the Municipal Act.
- Registering Certificates of Default with the civil court having monetary jurisdiction, thereby constituting deemed orders or judgments for enforcement purposes.
- Filing and maintaining wage garnishment proceedings where the employer has been identified and the offender's employment status has been verified.
- Use of Collection Agencies. In addition to skip tracing and making the usual contacts with debtors, our collection agencies have reported numerous defaulters to the major credit bureaus, thereby impairing the creditworthiness of the offenders.
- Filing and maintaining Writs of Seizure and Sale with sheriff's offices, thereby erecting judicial liens against present and future proprietary interests.
- Driver's License suspensions and plate denials under various statutes and regulations.
- Intercepting indemnity deposits with permit-issuing City departments, by redirecting the indemnity refunds to POA where the indemnitors have defaulted fines
- Exercise of prosecutorial discretion to encourage defendants presenting themselves with fresh charges, to finally honour monetary sentences previously imposed by the POA Court.

Despite these collection efforts, there are fines that the Municipality is unable to collect and these are situations where fine collection is not appropriate or practical. In such cases, the Municipality needs to remove these fines from its outstanding receivables to properly reflect the receivables and to identify cases that active fine collection should cease.

In February of 2008 a new MAG directive and guideline titled "MAG POA Write-Off Directive and Operating Guideline" (See Appendix A) provided Municipalities with the written authority to establish write-off criteria for those aged delinquent cases deemed uncollectible. MAG has stipulated that in order for a municipality to perform this obligation, it must have created a formal "write-off" policy and that this policy must be approved by Council.

Discussion:

Attached is a proposed POA Write Off Policy (Appendix B) which administration believes should be adopted by Council. This policy formalizes or improves the

collection practices that have been in use for several years and is intended to promote efficient, effective collections procedures for collecting Part 1 and Part 3 fines. This policy demonstrates compliance with MAG's directive that reasonable and systematic collection efforts be completed prior to seeking Council's authorization to cease active collection on fines staff deemed to be uncollectable.

Highlights of this policy are:

- Collection procedures are progressively applied and requires that all reasonable efforts must have been exhausted prior to a fine being considered for write off
- Requires the delivery of timely, systematic and progressively severe delinquency notices
- Accounts for "Extension of Time to Pay" motions and repayment plans
- Requires that all POA administrative surcharges applicable be applied to all fines
- Formalizes existing practice for when to refer defaulted fines to a third party collection agency
- Details when additional judgments will be sought and Civil Enforcement processes invoked
- Details type of documentation that must be maintained in support of procedures
- Ensures that the Province of Ontario, its Ministries and Agencies will not attempt to collect any portion of the written off funds from us, the Municipal Partner, including funds related to dedicated fines, fees or surcharges.

Administration has developed the required operating policy and procedures to comply with the MAG directive and it is being presented in this report (See Appendix B) for Council approval.

It should be noted as POA fines are debts to the Crown, they are not subject to the Limitations Act. Therefore, even though active collection of fines may cease, the liability for them is never extinguished.

If circumstances were to change, such as legislative changes which enhance collection efforts or if information were to surface about a debtor, the Municipality may resume collection of any written off amount. Even if the fine is written off and purged from the Provincial database, there is a procedure to re-enter the fine so that a payment can be received.

Risk Analysis:

The risk associated with the approval of this report is low. As noted above, write-offs do not absolve a convicted offender from the requirement to pay a fine as debts to the Crown are owed in perpetuity and are never forgiven.

Climate Change Risks

Climate Change Mitigation:

N/A

Climate Change Adaptation:

N/A

Financial Matters:

There is no direct financial impact to the City of adopting this policy as the City's financial statements and referenced POA accounts receivables are presented on the cash basis of accounting. As such revenues are only recognized as payments are made and hence there is no direct financial impact resulting. Although the outstanding receivables dollar figure is not documented on our financial statements it is represented on Provincial reports and this number will be reduced with the introduction of a POA specific write off policy.

As was previously noted the POA fines are debts to the Crown, they are not subject to the Limitations Act. Therefore, even though active collection of fines may cease, the liability for them is never extinguished.

There are no additional costs associated with this new policy.

Consultations:

The POA Write Off Policy was provided to the Liaison Committee members at the meeting held on November 9, 2022 for input and was unanimously approved.

Conclusion:

If approved, the recommendations in this report will allow POA collection staff to fully concentrate their efforts on the most recent delinquent cases and will assist in maximizing the effectiveness of the POA collection process. Staff have always worked to ensure that all outstanding and unpaid fines that can be collected are. Despite these best efforts, some matters may remain unpaid. This could be because an accused has no assets or income. It could be because the party was simply "passing through" and has never returned to our jurisdiction. Sometimes it's because the convicted party has died. Therefore, it is necessary for staff to be able to eliminate these matters from the records.

Approving this proposed POA Write Off Policy will allow this to happen.

Planning Act Matters:

N/A

Approvals:

Name	Title
Kristina Savi-Mascaro	Deputy City Solicitor (A)
Shelby Askin-Hager	Commissioner Legal & Legal Services
Joe Mancina	Commissioner Corporate Services
Onorio Colucci	Chief Administrative Officer (A)

Notifications:

Name	Address	Email
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Justin Rousseau	419 Notre Dame St, Belle River, ON, N0R 1A0	jrousseau@lakeshore.ca
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Michelle Feltz	1045 West Shore Rd, Pelee Island, ON, N0R 1M0	Michelle.feltz@pelee.ca
Tom Kitsos	917 Lesperance Rd, Tecumseh, ON, N8N 1W9	tkitsos@tecumseh.ca
Dale Langlois	5950 Malden RD, LaSalle, ON, N9H 1S4	dlanglois@lasalle.ca

Appendices:

- 1 Appendix A- MAG POA Write-Off Directive and Operating Guideline
- 2 Appendix B- POA Write Off Policy

Provincial Offences Act

Write-Off Directive and Operating Guideline

Provincial Offences Act Unit
POA and Strategic Planning Branch
Court Services Division
Ministry of the Attorney General
February 25, 2008

PROVINCIAL OFFENCES ACT

WRITE-OFF DIRECTIVE AND OPERATING GUIDELINE

PURPOSE:

1. To ensure that Municipal Partners administering the Provincial Offences Act (POA) courts can demonstrate that they have exercised due diligence with respect to the write-off of POA accounts receivable and made all reasonable efforts to minimize the value of POA accounts receivable recommended for write-off.
2. To provide guidance with respect to best practices regarding the write-off of POA accounts receivable that have been deemed uncollectible.

SCOPE AND APPLICATION:

1. This Directive and Operating Guideline applies to all Municipal Partners that are subject to a POA Transfer Agreement and the related Memorandum of Understanding (MOU) with the Attorney General.
2. This document has been developed to provide Municipal Partners with guidance as to the minimum requirements they are expected to meet in order to write-off POA accounts receivable. While the decision to write-off POA accounts receivable that have been deemed uncollectible is a local decision to be made by a Municipal Partner once all reasonable efforts to collect unpaid, defaulted fines have been exhausted, a Municipal Partner must follow the directives contained herein in order to ensure that the Province of Ontario, its Ministries and Agencies will not attempt to collect any portion of the written off funds from the Municipal Partner, including funds related to dedicated fines, fees or surcharges, subject to clause 4 below.
3. The Recommended Best Practices contained in this document have been developed to provide Municipal Partners with guidance with respect to best practices regarding the write-off of POA accounts receivable that have been deemed uncollectible.
4. Where a Municipal Partner has written off POA accounts receivable and any portion of those accounts receivable are subsequently paid, the requirements of the POA Transfer Agreements and the Provincial Offences Act, including requirements with respect to the remittance of certain funds to the Province of Ontario upon collection, continue to apply.

PRINCIPLES:

1. All reasonable effort to collect fines imposed under the POA must be made before any consideration for write-off is made. For purposes of this policy, "write-off" means the cessation of active collection.
2. In accordance with the requirements of the MOU, an equal effort to collect unpaid fines, regardless as to whether they are retained by the municipality or paid to a third party, must be demonstrated.
3. POA accounts receivable may be written off for accounting purposes only and do not absolve a convicted offender from the requirement to pay a fine, as debts to the Crown are owed in perpetuity and are never forgiven.
4. Collection activities of written-off accounts can be resumed when conditions change, as fines imposed by POA Courts are debts owed to the Crown and therefore are not subject to the Limitations Act.
5. Municipalities must retain adequate records after an account is written-off in order to support the possible future reinstatement of collection efforts.

MANDATORY REQUIREMENTS:**General**

1. Each Municipal Partner shall create a formal Write-off Policy establishing protocols and thresholds under which POA accounts receivable shall be deemed to be uncollectible and therefore eligible for write-off.
2. Equal treatment and effort regarding the collection of all POA fines must be applied, without regard to whether the resulting revenue will be retained by the Municipal Partner or remitted to another third party.
3. With the exception of minor underpayments (i.e., less than \$25 outstanding), POA accounts receivable marked for write-off must have been in default for a minimum of 2 years.
4. Action to collect accounts receivable outstanding less than 2 years from individuals for whom a death certificate has been received may be undertaken should the Municipal Partner's Collections Policy and Protocol specifically require recoveries from Estates.
5. Where a Municipal Partner decides to write-off POA accounts receivable, the reasons for the write-off must be transparent and justifiable and must not place the administration of justice into disrepute.

-
6. Each Municipal Partner must have exhausted all reasonable and appropriate measures and efforts to collect unpaid, defaulted fines prior to the consideration of recommending a write-off.
 7. The documentation in support of a Write-off recommendation must, at a minimum, include the following:
 - Copy of original Certificate of Offence or Part III information;
 - Record of additional costs and fees included in the outstanding amount;
 - Documentation as to all collection activities undertaken; and
 - Reason the write-off is recommended

Ongoing Administration

1. Where a Municipal Partner has written off POA accounts receivable and any portion of those accounts receivable are subsequently paid, the Municipal Partner must remit to Ontario, in a timely manner, all monies received in respect of fines, surcharges and fees that are payable to Ontario pursuant to subsection 165(5) of the Provincial Offences Act.
2. Where a Municipal Partner has written off POA accounts receivable and the related case(s) have been purged from ICON and any portion of those accounts receivable are subsequently paid, the case(s) related to the payment received must be re-entered into ICON (see related ICON instructions in Appendix A) and the payment must be recorded as revenue, with supporting documents, and distributed in accordance with the MOU.
3. Where, under the terms of the POA Transfer Agreement, a Municipal Partner proposes the contracting out of any services related to the performance of its obligations under the POA Transfer Agreement, the Municipal Partner must ensure that the contract provides that the person or organization performing the contract will meet the mandatory requirements and have due regard for the recommended best practices contained within this directive and operating guideline.
4. On an annual basis, each Municipal Partner must provide the POA Unit of the Ministry of the Attorney General with information regarding the total value of all fines deemed uncollectible and written-off during the previous municipal fiscal year (i.e., January 1st to December 31st) as part of the Annual Performance & Progress Report to be submitted no later than June 30th of each year.

RECOMMENDED BEST PRACTICES:

1. The Municipal Partner should have its written policy and protocol for the collection of unpaid, defaulted POA fines and criteria for write-off of uncollectible amounts approved by Council or by the Council committee responsible for the administration of the POA courts via a municipal By-Law.
2. Examples of reasonable and appropriate measures and efforts to collect unpaid fines prior to the consideration of recommending a write-off include the following collection activities, applied progressively. While the actual measures and efforts to be employed by a Municipal Partner should be documented in its Write-off Policy, the following steps provide guidance as to what is reasonable and appropriate:
 - Timely creation and distribution of all notices and communications;
 - Progressively severe delinquency notices, including letters via registered mail;
 - Consideration of extended payment plan;
 - Application of available administrative sanctions;
 - Specialized collection assistance; and
 - Civil fine enforcement mechanisms.
3. Accounts receivable should be reviewed semi-annually to identify potential write-offs and annually to identify accounts deemed uncollectible and to be recommended for write-off.

RESPONSIBILITIES:

Municipal Partners:

- Setting thresholds and formalization of own write-off policy based on the principals and requirements of this document;
- Specifying the format and reporting detail for write-offs recommendation submissions; and
- Final approval to cease active collection and write-off a fine.

Court Managers:

- Coding and processing in ICON;

-
- Document collection efforts made prior to the recommendation of a write-off; and
 - Monitor outstanding accounts receivable on a semi-annual basis for potential write-offs.

Ministry of the Attorney General:

- Provision of continued access to ICON or its successor;
- Timely and regular scheduling of ICON purges; and
- Assistance to municipalities in dealing with other Provincial Ministries

ADDITIONAL INFORMATION:

If you have any questions or require further information regarding this document, please contact Pam Elliott, Provincial Offences Act Unit, at (416) 326-2590 or Pamela.Elliott@ontario.ca.

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

Service Area:	Office of The City Solicitor	Policy No.:	
Department:	Legal	Approval Date:	
Division:	Provincial Offences	Approved By:	
		Effective Date:	
Subject:	Write Off Policy for Provincial Offences Defaulted Fines	Procedure Ref.:	n/a
Review Date:	Review- June 2025	Pages:	Replaces:
Prepared By:	Melissa Ryan		Date:

1. POLICY

1.1 To establish a policy for the responsible, systematic and efficient write-off of uncollectable provincial offences Fines in accordance with the Ministry of Attorney General's "Write-Off Directive and Operating Guidelines" (the "Guidelines") and Public Sector Accounting Board accrual accounting standards. For purposes of this policy "write-off" means cessation of active collection.

1.2 In compliance with the Guidelines this write off policy is for accounting purposes only and does not absolve a convicted offender from the requirement to pay a fine, as debts to the Crown are owed in perpetuity and are never forgiven.

2. PURPOSE

2.1 To ensure that uncollectable provincial offences fines are written-off in a timely and consistent manner to properly represent the receivable accounts of the Windsor/Essex Provincial Offences Division, to identify cases for which active fine collection has ceased, and to ensure all reasonable efforts are made to minimize the value of accounts recommended for write-off.

3. SCOPE

3.1 This policy applies to all City of Windsor Provincial Offences employees.

4. RESPONSIBILITY

4.1 City Council is responsible to:

4.1.1 Approve all non- collectable accounts receivable write-offs of the Provincial Offences Division that are deemed uncollectable and over \$150,000.00 plus any related interest or penalties on a per account basis.

4.2 The Chief Administrative Officer (CAO) is responsible to:

4.2.1 Approve all non- collectable accounts receivable write-offs up to \$150,000.00 plus any related interest or penalties on a per account basis.

4.3 The Chief Financial Officer (CFO) & City Treasurer is responsible to:

- 4.3.1 Approve all non- collectable accounts receivable write-offs up to \$10,000.00 plus any related interest or penalties on a per account basis.

4.4 The Deputy City Solicitor, Purchasing, Risk Management, and Provincial Offences, is responsible to:

- 4.4.1 On an annual basis review, the Preliminary Write-Off Report provided by the Manager of Provincial Offences prior to the Manager of Provincial Offences submitting to the appropriate persons based on the responsibilities outlined above.
- 4.4.2 At a minimum ensure that this policy is reviewed and updated every five years

4.5 The Manager Provincial Offences is responsible to:

- 4.5.1 Overall policy management of the collections area and prepare and provide the Preliminary Write-Off Report to be provided to The Deputy City Solicitor on an annual basis.
- 4.5.2 Annually provide the POA Unit of the Ministry of the Attorney General with information regarding the total value of all fines deemed uncollectible and written-off during the previous municipal fiscal year as part of the Annual Performance & Progress Report.
- 4.5.3 Daily management of the collections area and staff.
- 4.5.4 Identify and recommend accounts to be written-off in accordance with this procedure.
- 4.5.5 Review the annual write off report provided from the province for all pending write offs in the current year to ensure proper implementation of this policy. This includes reviewing all write offs for deceased persons, nuisance balances of interest and/or penalty charges under \$25 to reconcile our internal tracking system to the provincial tracking system and accounts deemed uncollectable based on the criteria in the Guidelines (attached as Schedule A).
- 4.5.6 Communicate any changes to this Policy and report annually on write-offs to the Liaison Committee.

4.6 The Supervisor of POA Fines Enforcement and the POA Fines Enforcement Specialist are responsible to:

- 4.6.1 Provide Delinquency Reporting in accordance with 6.2 of this Policy.
- 4.6.2 Make recommendations to the Manager of Provincial Offences for accounts to be written off and provide supporting documentation of all collection efforts made.
- Fine

4.7 The Co-Ordinator of Provincial Offences Operations is responsible to:

- 4.7.1 As a regular and housekeeping function, review and approve the removal of nuisance balances of interest and/or penalty charges under \$25 to reconcile our internal tracking system to the provincial tracking system.

5. GOVERNING RULES AND REGULATIONS

5.1 Uncollectable Fines and Write-Off Procedures

- 5.1.1** A defaulted fine may be subject to write off once all active collection measures have ceased and it is determined to be uncollectable.
- 5.1.2** An uncollectable fine is one that is not paid in full and; has been in default for at least 10 years; is not the subject of current civil enforcement fine and one of the following conditions exists:
- A) The City is not in possession of the original Certificate of Offence or Part III information.
 - B) The person owing the Fine is deceased and collection from the estate is impractical or has been unsuccessful.
 - C) The entity owing the Fine is a business or organization that has claimed bankruptcy and collection efforts are unsuccessful or are impractical given that such efforts would not likely result in the payment of the Fine.
 - D) The entity owing the Fine is a business or organization that is no longer in operation and has no assets against which the Municipality can pursue a claim, making collection from the defunct entity impractical.
 - E) The person or entity owing the Fine cannot be located.
 - F) Collection of the Fine is required to be discontinued due to the legislative requirement, a Court Order or a Provincial or Federal government directive.
 - G) All reasonable collection efforts have been exhausted, including but not limited to the following:
 - a. Timely creation and distribution of all notices and communications;
 - b. Progressively severe delinquency notices, including letters via registered mail;
 - c. Consideration of extended payment plan;
 - d. Administrative sanctions available have been applied;
 - e. Specialized collection assistance; and
 - f. Civil enforcement mechanisms.
- 5.1.3** Semi annually, the Manager of Provincial Offences (the “Manager”) will provide the Chief Financial Officer/City Treasurer with an accounting of the total number of Fines/cases and associated monetary value to be written off that year. In so doing, the Manager will:
- A) Ensure that the provincial tracking system is coded to write off the Fines/cases contained within the accounting provided to the Treasurer for write off; and
 - B) Retain on file documentation of each case identified for write off including:
 - i) A copy of the original Certificate of Offence or Part III Information, if available;
 - ii) A record of the costs and fees included in the outstanding amounts;
 - iii) Documentation as to all collection activities undertaken

- 5.1.4 The reason the write-off is recommended. Once the cases/fines are removed from ICON, the Manager will provide the Treasurer with the itemized list from ICON detailing each case/fine written off.
- 5.1.5 Where an account has been written off and any portion of that account is subsequently paid, that payment shall be administered in accordance with the Ongoing Administration provisions of the Guidelines, as applicable.
- 5.1.6 Collection activities for accounts written off may be resumed if the situation changes.

5.2 Relevant Definitions:

Fine- means the provincial offences fine imposed against an offender in respect of a conviction administered within the The Provincial Offences Division and includes the fine itself and all applicable costs, surcharges and fees associated with such fine.

Write-Off- means the cessation of active collection and the removal of a fine from the Municipality's receivable accounts and from ICON, and written-off shall have a corresponding meaning.

6. RECORDS, FORMS AND ATTACHMENTS

6.1 Write-Off reporting

As required, but at a minimum semi annually, the Manager of Provincial Offences shall provide the CFO & City Treasurer and/or CAO with a recommended list of write-offs. Where amounts exceed \$150,000, the Manager of Provincial Offences shall prepare a report to City Council to request approval.

6.2 Delinquency reporting

Once per month a delinquency analysis is performed by the POA Supervisor of Fines Enforcement and provided to the Manager of Provincial Offences outlining details of the aged trial balance position.

6.3 Safekeeping

Personal information will remain confidential and will be used only for the purposes of collection of outstanding accounts.

6.4 Records and Manual Files

Records and manual files will be kept according to the existing records and retention by-law.

6.5 Attachments

Appendix A- Province of Ontario "Write-Off Directive and Operating Guidelines"

Subject: Capital Power Request for Municipal Support Resolution for Natural Gas Expansions - Ward 5

Reference:

Date to Council: January 16, 2023
Author: Karina Richters
Supervisor, Environmental Sustainability and Climate Change
519-255-6100 x 6127
krichters@citywindsor.ca

Michelle Moxley-Peltier
Community Energy Plan Administrator
519-255-6100 x 6109
mmoxleypeltier@citywindsor.ca
Asset Planning
Report Date: December 16, 2022
Clerk's File #: MD/14028

To: Mayor and Members of City Council

Recommendation:

- 1) **THAT** the report from the Community Energy Plan Administrator dated December 16, 2022 **BE RECEIVED** for information; and,
- 2) **THAT** City Council **ENDORSE** a Municipal Support Resolution to Capital Power for the addition of two peaking fired units (100 MW) at the East Windsor Cogeneration facility; and,
- 3) **THAT** City Council **DELEGATE** the issuance of a Municipal Support Confirmation Letter for Capital Power's IESO proposal for the addition of two peaking fired units (100 MW) at the East Windsor Cogeneration facility (project specific) to the Chief Administrative Officer, satisfactory in technical content to the Commissioner of Economic Development and Innovation; and,
- 4) **THAT** City Council **DIRECT** Administration to collaborate with IESO, the Ontario Ministry of Energy, Northern Development and Mines, Enbridge Gas Inc., and local stakeholders as appropriate to support initiatives and actions that align with Pathways to Net-Zero; and,
- 5) **THAT** Administration **REPORT BACK** with a supplemental report providing details on emerging technologies and strategies related to decarbonization of the electrical grid.

Executive Summary:

N/A

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.

Ontario's electricity needs are growing due to economic growth and electrification of the economy. Ontario is also 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. Decision Number CR422/2022 included a number of initiatives unanimously approved by City Council, including but not limited to:

- 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,
- 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,
- 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,

Please refer to Appendix 01 – September 26 2022 – City Council – Decision Letter – CR422 for details on the full decision.

To address the need for additional electrical capacity across the province, the IESO is competitively securing 4,000 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 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 600 MW, with storage projects capped at 900 MW. Non-storage projects will be accessed by the IESO first, with any capacity not awarded opened up for storage projects. Non-Storage projects

with natural gas as a primary fuel will have shortened contracts with the IESO, with facilities contracted to retire on April 30, 2040.

On November 28, 2022, Administration brought forward the Municipal Support Resolutions – Independent Electricity System Operator (IESO) Proponents (C177/2022) which outlined the IESO’s procurement streams including the Long-Term Request for Proposals (LT1 RFP), and the complementary expedited process E-LT1 RFP, and the criteria for the issuance of Municipal Support Resolutions. Due to the overwhelming interest from proponents to develop battery storage solutions, Administration recommended the delegation of authority to the Chief Administrative Officer for issuance of Municipal Support Resolutions for battery storage solutions only. Decision Number CR487/2022 reinforced City Council’s commitment to supporting previous declarations by the City of Windsor to act as a willing host for future projects that will enhance the energy supply.

Please refer to Appendix 02 – November 28 2022 – City Council – Decision Letter – CR487 for details on the full decision.

In addition to the battery storage proponents, Administration has been working with one proponent applying for a non-storage project. Upon request of the proponent, Capital Power, Administration prepared a Communications report to provide an overview to City Council on Capital Power’s draft project proposals (CM 12/2022) which included both a battery storage solution as well as a natural gas turbine expansion on their existing site. At that time, Administration was unable to bring forward a report requesting a Municipal Support Resolution as Capital Power was unable to confirm their proposal details as they had yet to receive their deliverability report from the IESO, however, there was also concern with the tight timelines set by the IESO for the municipal support resolutions. The IESO timeline for proponents to submit project proposals with accompanying municipal support resolutions has since been extended to February 16, 2023.

Discussion:

To address the need for additional electrical capacity across the province, the IESO is competitively securing 4,000 MW of new capacity from a variety of resources including approximately 2,500 MW of storage, contributions from other non-emitting resources such as hybrids and biofuel resources, and up to 1,500 MW of incremental natural gas generation. Locally, Windsor’s contribution to Ontario’s existing installed capacity of natural gas fueled resources is 866 MW, represents 8% of Ontario’s total of 10.6 GW. It would take the equivalent of almost double of Windsor’s existing resources to meet the anticipated increase of 1,500 MW.

The inclusion of natural gas generation in the LT1 and E-LT1 procurements aligns with Ministry of Energy directives in addressing system shortfalls in a timely, cost-effective, and flexible manner, while also allowing for the right-sizing of natural gas generation without greenfield development. The IESO acknowledges that without a limited amount of new natural gas in the near term, the province would be reliant on emergency actions such as conservation appeals and rotating blackouts to stabilize the grid.

Natural Gas as a Transition Fuel

Over time, the IESO expects that natural gas generation will be replaced by a portfolio approach that includes new non-emitting generation, storage, as well as demand-side and transmission solutions. As this transition occurs, natural gas will continue to provide stability to the system as new forms of flexible supply are built, tested and connected to the grid.

Prior to developing the Request for Proposal for new generation and storage, the IESO published a report entitled Resource Eligibility Interim Report to inform policy decisions about the eligibility of carbon-emitting generation to meet future energy and capacity needs. This report outlined that while natural gas currently comprises 28 percent of installed generation capacity in Ontario, in 2021, it only produced 8.6 per cent of actual energy. Natural gas generation provides flexibility to the system by quickly ramping up and down to meet changes in demand and augmenting the availability of other forms of generation. The IESO identifies the need for additional natural gas capacity to reduce risks to reliability, support economic development, as well as changing consumer preferences and electrification, beyond what is currently considered in the IESO demand forecasts.

For these reasons, IESO is recommending up to 1,500 MW of incremental natural gas generation be procured to be used during periods of peak demand. Based on the expected usage of gas as a peaking resource, province-wide incremental carbon emissions would be in the range of 0.2 to 0.4 MT, or a 2 to 4 percent increase over 2021 projections.

In March 2022, the Government of Canada issued a discussion paper titled “A Clean Electricity Standard in support of a net-zero electricity sector”. The purpose of this report is to send a clear signal that the Government of Canada intends to move forward with regulations to achieve a net-zero electricity system by 2035. The Government of Canada acknowledges that the transition to a net-zero electricity supply by 2035 will be transformational and effort will involve multiple measures and jurisdictions working together to achieve a clean, reliable and affordable electricity system.

To manage expectations of the Proposed Clean Electricity Standard the IESO’s Request for Proposals for the Procurement of Expedited Long-Term Electricity Reliability Services outlines the conditions of an E-LT1 Contract in the event that the proponent is successful. For natural gas-fired facilities, if the clean electricity standard proposed by the federal government in the “Proposed Clean Electricity Standard” or other Laws and Regulations limiting actual Greenhouse Gas emissions from the Facility are implemented, the Supplier shall provide the IESO with an abatement plan. The abatement plan includes two options: a) placing the facility in a Safe Standby State; or b) carry out decommissioning. In the event that the proponent elects to place the facility in a safe standby state, monthly payments to the proponent from the IESO will continue unchanged for the remainder of the term. If the proponent elects to decommission, the fixed capacity payment will be reduced by 25%. This may result in electricity ratepayers continuing to pay for stranded assets.

Capital Power's Proposal

Capital Power is submitting a proposal to the IESO to add two peaking gas fired units for an additional 100 MW capacity at their existing East Windsor Cogeneration facility located at 244 Cadillac Street. This project will assist the IESO in achieving their established target of adding up to 1,500 MW of additional natural gas generation capability to the electricity system.

Capital Power is exploring low-carbon alternatives and features as it develops its component specifications and site plans. Turbine units proposed for the site are "hydrogen ready", in that they come installed capable of accommodating a 30% hydrogen fuel mix, with the capability of transitioning to a 100% hydrogen fuel mix over time as supply becomes readily available.

Operationally, it is expected that the incremental 100 MW installation will be operated similarly to the existing facility (i.e. for peaking purposes) with incremental greenhouse gas (GHG) emissions not expected to be substantial. Continual efforts focusing on the mitigation of GHG emissions is and will continue to be a priority for Capital Power. Capital Power expects that on a net basis, there will be a net reduction in GHG emissions at the facility as a result of the project, provided that the assumption that additional power generated from the facility is used for electrification is realized.

On December 15, 2022, Capital Power hosted two virtual public meetings to discuss their proposals. Further information can be found on the Capital Power website <https://www.capitalpower.com/operations/east-windsor-cogeneration-centre/>.

This site is currently zoned commercial district 4.5 (CD4.5) which includes public utility as a permitted use. If Capital Power is successful in their application, they will be required to submit a pre-submission application to the planning department for a review of planning requirements.

IESO Procurement – Available Rated Criteria Points

As mentioned in C177/2022, the IESO has developed a rated criteria points to assist in the evaluation and award of projects. Rated criteria points can be achieved based on project location, duration of service (daily), and municipal and Indigenous support. The following outlines the rated criteria points available to proponents:

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

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 and local municipalities are encouraged to use the template Municipal Support Resolution in Appendix 03 – Form of Municipal Support Resolution.

Though Municipal Support Confirmation may influence 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.

Overall, Administration supports the issuance of a Municipal Support Resolution to Capital Power for its proposed 100 MW expansion at their existing East Windsor Cogeneration facility as a way to address the increasing electricity needs of our community and the province.

Risk Analysis:

Timing Risks: The deadline for application to the IESO's E-LT1 request for proposal is February 16, 2022. In order for Capital Power to receive the rated criteria points, the municipal support resolution will need to be submitted at the time of application. However, proponents will have a period of up to one (1) year after the awarding of an IESO contract to obtain a municipal support resolution.

Electrical transmission expansion projects currently under development or construction require multiple years (7-10) from concept to completion. Delays with the procurement of materials and services have placed added pressure on timelines. There is no guarantee that such projects will be in place when needed. This is a primary driver behind IESO's LT-1 and E-LT1 procurements, in that localized projects that can be commissioned within a 1-3 year time period provide incremental capability to meet demand in the interim.

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.

Economic Risks: The IESO is implementing strategies to ensure the electricity system is capable of meeting the electrical needs of the province of Ontario, the region of Windsor-Essex-Chatham-Kent, and the City of Windsor in the short- and medium- term. Economic opportunities rely on energy availability, reliability, and costs. Future

investment(s) in the region may be lost should electricity supply not be sufficient to meet demand. This uncertainty can be offset by the City supporting projects geared to increasing energy supply, such as that proposed by Capital Power.

Climate Change Risks

Climate Change Mitigation:

Administration recognizes that although natural gas generation has the potential to negatively impact Windsor's efforts at GHG reduction, natural gas generation also has many positive benefits in that it provides reliable, and cost effective energy required for the continued growth of the city, region, and province. Natural Gas generation is uniquely suitable to assist the province of Ontario transition its generation portfolio towards non-emitting sources. Efforts by the City and region to position Windsor as an electric and autonomous vehicle hub, have to date proven successful with the NextStar Energy Plant currently under construction and slated to produce electric vehicle batteries for Stellantis in 2025. Economic prosperity in sourcing supply chain facilities are directly impacted by the availability of utilities and energy.

Windsor's Community GHG Emissions are calculated using utility / sales data supplied by fuel type (i.e. electricity, natural gas, gasoline, diesel, etc.). The data provided is aggregated and includes energy usage from natural gas generators. Windsor's natural gas generators are dispatched by the IESO to quickly meet instantaneous peak demand due to generation outages or demand swings (i.e. temperature). It is challenging to predict the annual GHG contribution from natural gas generation and its impact on the Community's GHG Emissions. Although significant changes in the operation of natural gas generators have the potential to negatively impact GHG emissions (i.e. increase), they are beyond the influence of the City.

Mitigating the risk

Administration understands the need to have a fulsome and comprehensive approach to accessing and addressing impacts to existing climate mitigation plans. Pathways to address how to offset increases in GHG emissions in one sector with reductions in other sectors will be a focus as Administration updates the Community Energy Plan as indicated in S 42/2022 Science Based Targets for GHG Reduction. Implementation of strategies identified in Community Energy Plan will be instrumental in helping to conserve energy, reduce community GHG Emissions, and offset GHG Emissions related to electricity generation.

For future Community GHG inventories, Administration is exploring the potential of tracking natural gas generation as a separate sector, developing emission estimates based on publically available data provided by the IESO's Hourly Generator Energy Output and Capability reports and the Federal Government's Greenhouse Gas Reporting Program on an annual basis and make adjustments as data becomes available. Administration will also collaborate with local businesses who may in the future exceed the federal greenhouse gas reporting thresholds due to changes to the provincial electricity mix as a result of an increased reliance on natural gas to generate electricity. This change may impact the ability of local businesses to reach their own aggressive climate change targets.

Potential impacts to the Community Energy Plan, subsequent plans, and the Community GHG Inventory are beyond the scope of this Council report and will be addressed and communicated to Council at a future date.

As part of a broader strategy going forward, Administration will collaborate with IESO, the Ontario Ministry of Energy, Northern Development and Mines, Enbridge Gas Inc., and local stakeholders as appropriate to support initiatives and actions that align with a number of Pathways to net-zero including:

- IESO's Pathways to Decarbonization
- Clean Electricity Regulations
- Enbridge Pathways to Net-Zero Emission
- Hydrogen Strategies,

Administration will continue to monitor, track, and analyze the implications to Windsor's GHG Emission Targets and Goals; communicate with City Council for direction; and advocate or provide comments and recommendations to help form government policies.

Climate Change Adaptation:

New local generation capability may result in reduced outages during extreme weather events, and improve restoration timelines when outages occur. Additional natural gas generation provides additional resources to meet the demands of extreme temperature events with increased capability to meet increased demands for human comfort (i.e. heating and air conditioning), reducing the potential for rotating blackouts to stabilize the grid.

Financial Matters:

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

Consultations:

Economic Development and Innovation – Milan Vujanovic

Conclusion:

Proponents applying for IESO contracts have been pre-qualified by the IESO and require a municipal support resolution be included in their proposal submissions (E-LT1 due February 16th, 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.

Administration recognizes the immediate need for additional generation and transmission capacity in the Windsor-Essex area to support economic development, electrification of other high emitting sources (e.g. vehicle, home heating) and support growth. As the City of Windsor has endorsed being a willing host for future projects that will enhance the energy supply, Administration is recommending a Municipal Support Resolution for Capital Power be endorsed.

However, there are climate change risks associated with the utilization of additional natural gas for electricity generation. As this report shows, there are many existing strategies available to mitigate climate change risk and avoid future stranded assets. Administration will report back to City Council with a supplemental report providing details on emerging technologies and strategies related to decarbonization of the electrical grid.

Planning Act Matters:

N/A

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
Grant Berry		gberry@capitalpower.com
Wilhelm Danek		wdanek@capitalpower.com
Kelly Lail		klail@capitalpower.com
Robert Wydareny		rwydareny@capitalpower.com
Jack Gibbons		jack@cleanairalliance.org

Appendices:

- 01 – September 26 2022 – City Council – Decision Letter – CR422
- 02 – November 28 2022 – City Council – Decision Letter – CR487
- 03 – Form of Municipal Support Resolution (source IESO)
- 04 – Capital Power Presentation deck

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**City Council
Decision
Monday, September 26, 2022**

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,

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- 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.

Report Number: C 161/2022
Clerk's File: MD/14028 10.1

Anna Ciacelli

Deputy City Clerk
October 7, 2022

Department Distribution

Jelena Payne	Commissioner, Economic Development & Innovation
Sandra Bradt	Executive Initiatives Coordinator
Joe Mancina	Commissioner, Corporate Services / Chief Financial Officer / City Treasurer
Onorio Colucci	(Acting) Chief Administrative



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**City Council
Decision
Monday, November 28, 2022**

Moved by: Councillor Kieran McKenzie
Seconded by: Councillor Gary Kaschak

Decision Number: CR487/2022

That the report of the Supervisor of Environmental Sustainability & Climate Change and the Community Energy Plan Administrator entitled "Municipal Support Resolutions - Independent Electricity System Operator (IESO) Proponents - City Wide" dated October 17, 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.

Carried.

Report Number: C 177/2022 & AI 16/2022
Clerk's File: MD/14028 8.10

Anna Ciacelli

Deputy City Clerk
December 30, 2022

Department Distribution

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Michelle Moxley-Peltier	Community Energy Plan Administrator
Natasha Gabbana	Senior Manager of Asset Planning
Joe Mancina	Commissioner, Corporate Services / Chief Financial Officer / City Treasurer
Jelena Payne	Commissioner, Economic Development & Innovation



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

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]:

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.>

DRAFT



East Windsor Cogeneration

Expansion Project

City of Windsor Presentation
January 16, 2023

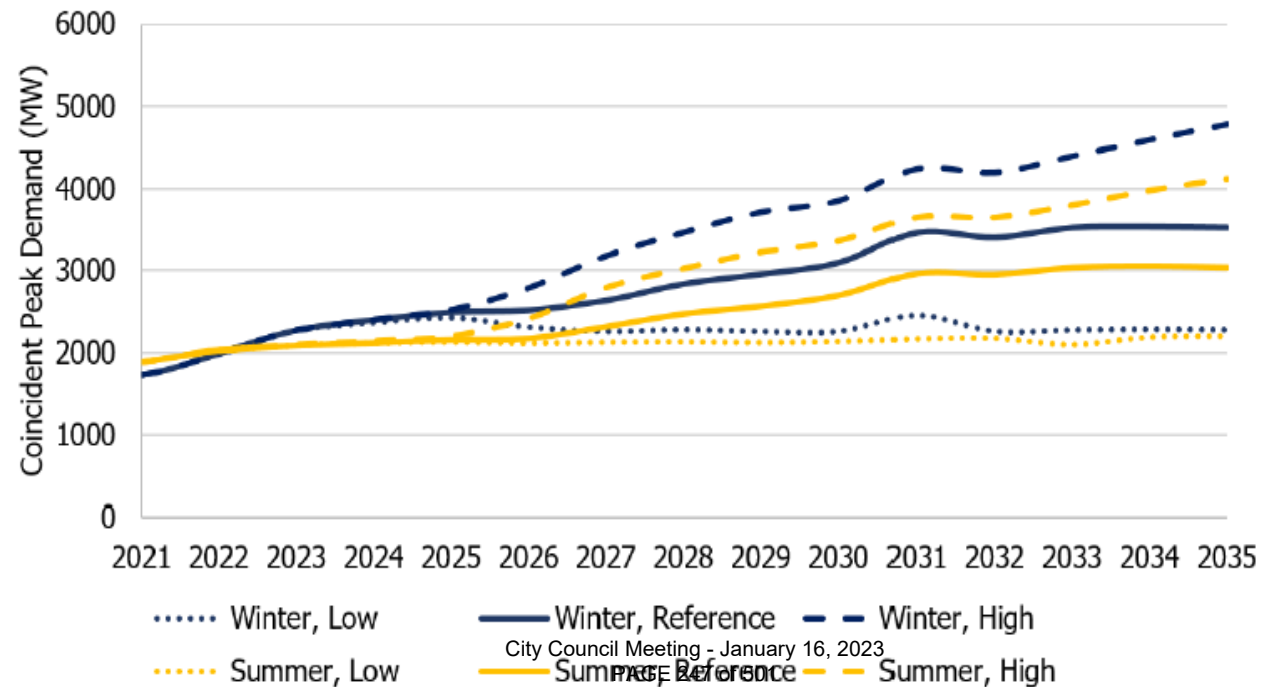
East Windsor Cogen – Natural Gas Expansion

- East Windsor (“EWC”) is a 92 MW peaking facility
 - One of the few quick response facilities in Ontario
 - Facility is primarily used for system backup, reliability and security of supply
 - The facility helps support the transition to renewable energy and electrification of our economy
- Capital Power owns and operates the facility
- In service since 2009
- Capital Power plans to invest ~ \$200 million to add two new units - increasing the current nameplate capacity from 92 MW to 192 MW
- The expansion will add capacity where it's needed most in Ontario

Anticipated Local Demand Growth

- West of London has been identified as a high priority area
- Need for new capacity and generation as early as 2025
 - Significant economic growth forecasted in the City of Windsor
 - Increasing need for energy as a result of increased economic activity

Total West of London Forecast Scenarios

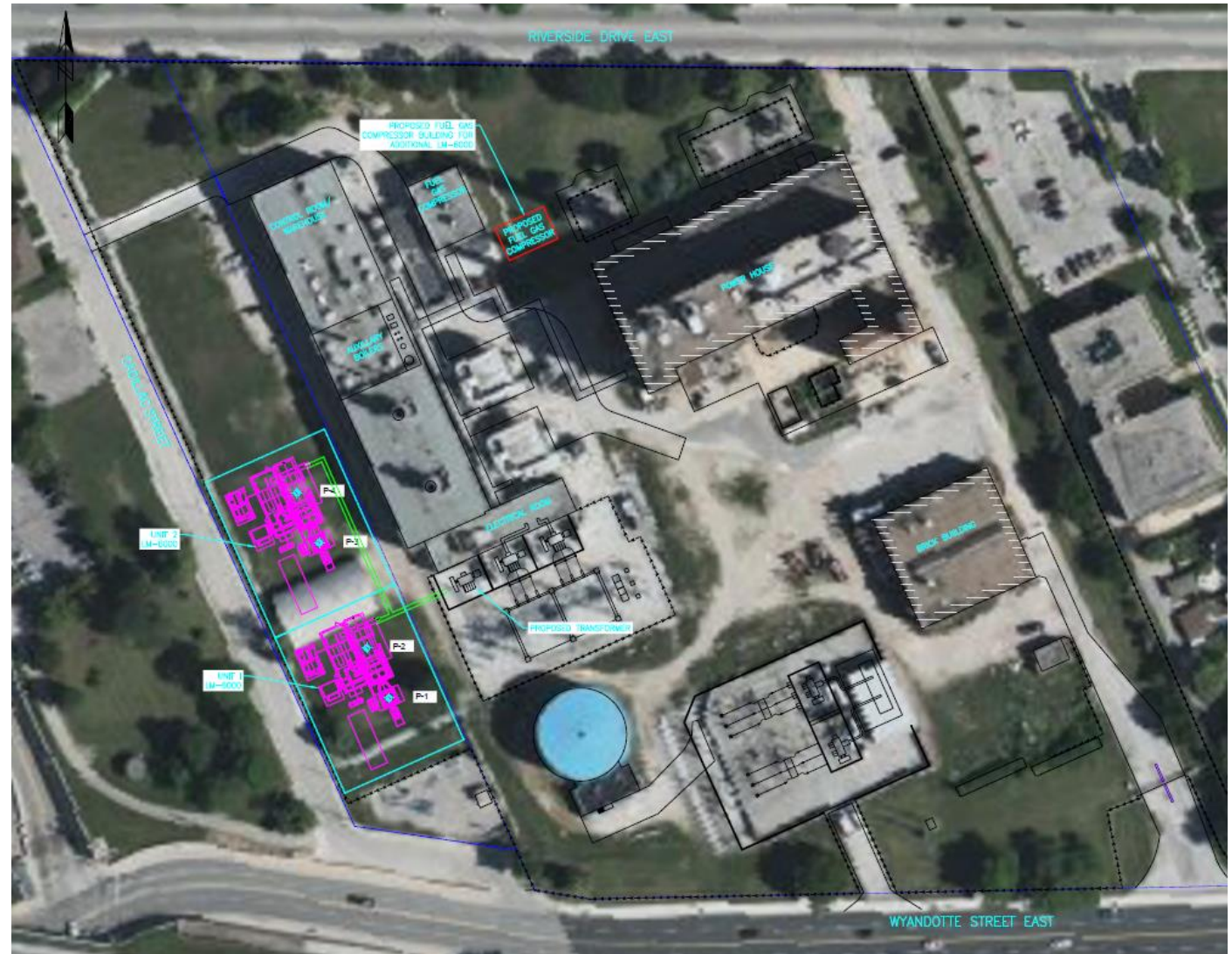


Meeting the Need - IESO's Procurement Process

- 1,500 MW of new natural gas generation capacity will be procured prior to 2027
 - 600 MW of which will be procured in the Expedited Procurement and
 - 900 MW in the Long Term 1 procurement, expected to launch late in 2023
- Capital Power has qualified to participate in the Expedited Procurement
- EWC transmission deliverability assessment was received on November 30 and showed higher available capacity than originally anticipated, allowing for a natural gas expansion
- Capital Power will be bidding the proposed 100 MW natural gas expansion project
- Project bids due February 16, 2023

Turbine Expansion

- Plan to add two GE LM6000 simple cycle gas turbines to provide 100 MW of power at a capital cost of \$200 million
- Over 200 construction jobs and one highly skilled full-time operations role
- Construction will have a focus on local content
- To be situated on our existing site
- The units will be located in a new building
- Apply a similar aesthetic to existing facility (preserves the integrity of the historic Ford site)



Turbine Expansion

- Proposed project turbine technology is the same as the current facility (GE LM6000), but a more advanced model
- Immediately capable of blending 35% hydrogen with natural gas, with a roadmap to 50% capability by 2025 and 100% capability by 2030
- 10 MW more power output compared to the previous model, and over a 10% reduction in NO_x emissions
- The proposed project (assuming 50% utilization rate) could power 438,000 electric cars, which is equivalent of removing 382,735 tCO₂e / year

IESO – Need for Natural Gas Generation

- IESO has stated that without the addition of new natural gas in the near term, the IESO would be reliant on disruptive actions, such as:
 - Load curtailments
 - Blackouts
- IESO has emphasized the importance of long duration (>4 hours at a time) generation in the near term for reliability
- Battery systems do not add new supply but shift existing generation for a limited amount of time - energy in the Windsor region is required immediately
 - Example: The proposed LG battery plant

IESO Need for Gas Generation Cont'd

- Natural gas expansions can be located closer to demand sources, reducing the need for large transmission upgrades which are intrusive, expensive and impactful to rural areas
- Continuing to use some natural gas will allow businesses and consumers to continue with their electrification plans and decarbonize the electricity system without risking reliability or economic growth
- An expansion at EWC is well positioned to be successful as it is cost effective, located adjacent to load and directly meets the needs of the IESO

Project Timeline and Next Steps

- The project will apply for and meet all provincial and municipal permitting requirements
- First open house has been completed
- Capital Power requests municipal support for the project

Milestone	Anticipated Timing
RFP bid	Feb 16, 2023
RFP award	May 2023
Permitting complete	Q4 2024
Construction start	Q4 2024
Commercial operation	Dec 2025

Thank-you





Item No. 8.5

Committee Matters: SCM 318/2022

Subjects: Zoning Bylaw Amendment Z 028-22 [ZNG-6846] WinValco Ltd, 1235 St Luke Rd to add “outdoor storage yard” as an additional permitted use - Ward 5

Moved by: Councillor Fred Francis

Seconded by: Councillor Angelo Marignani

Decision Number: **DHSC 446**

THAT Section 20(1) of the City of Windsor Zoning By-law 8600 **BE AMENDED** for the lands described as Part of Lot 97, Concession 1, as shown on Map 3 of this report, (known municipally as 1235 St Luke Rd) by adding site specific regulation to permit an outdoor storage yard as an additional permitted use as follows:

457. WEST SIDE OF ST. LUKE ROAD, NORTH OF ESSEX TERMINAL RAILWAY

For the lands comprising of Part of Lot 97, Concession 1; as shown on Map 3 of this report, situated on the west side of St. Luke Road, immediately north and abutting the Essex Terminal Railway, the following provisions shall apply:

- a. Notwithstanding Section 3.10, an “outdoor storage yard: shall be defined to mean:

“an open space which has a minimum area of 10.0 m² and is used for storage. A loading compound, parking area, transport storage area, or transport terminal is not an outdoor storage yard.”

- b. an “outdoor storage yard” shall be an additional permitted use.

(ZDM 7, ZNG-6846).

Carried.

Report Number: S 134/2022

Clerk’s File:Z/14474

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 December 5, 2022.
3. To view the stream of this Standing Committee meeting, please refer to:
<http://csg001-harmony.sliq.net/00310/Harmony/en/PowerBrowser/PowerBrowserV2/20221207/-1/9370>

Subject: Zoning Bylaw Amendment Z 028-22 [ZNG-6846] WinValco Ltd, 1235 St Luke Rd to add “outdoor storage yard” as an additional permitted use - Ward 5

Reference:

Date to Council: 12/5/2022
Author: Jim Abbs, Senior Planner
255-6543 x6317
jabbs@citywindsor.ca

Planning & Building Services
Report Date: 11/15/2022
Clerk’s File #: Z/14474

To: Mayor and Members of City Council

Recommendation:

THAT Section 20(1) of the City of Windsor Zoning By-law 8600 **BE AMENDED** for the lands described as Part of Lot 97, Concession 1, as shown on Map 3 of this report, (known municipally as 1235 St Luke Rd) by adding site specific regulation to permit an outdoor storage yard as an additional permitted use as follows:

457. WEST SIDE OF ST. LUKE ROAD, NORTH OF ESSEX TERMINAL RAILWAY

For the lands comprising of Part of Lot 97, Concession 1; as shown on Map 3 of this report, situated on the west side of St. Luke Road, immediately north and abutting the Essex Terminal Railway, the following provisions shall apply:

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“an open space which has a minimum area of 10.0 m² and is used for storage. A loading compound, parking area, transport storage area, or transport terminal is not an outdoor storage yard.”

- b. an “outdoor storage yard” shall be an additional permitted use.

(ZDM 7, ZNG-6846).

Executive Summary:

N/A

Background:

Application Information:

Location: 1235 St Luke Rd Ward: 5

Planning District: 04 – East Windsor ZDM: 7

Owner: WinValco Ltd

Agent: Miller Canfield LLP (Giacomo Ramieri)



KEY MAP - Z-028/22, ZNG-6846



● SUBJECT LANDS

Map 1: Z 028-22 [ZNG-6846]

Proposal:

The applicant wishes to rezone the subject site to include “outdoor storage yard” as an additional permitted use to continue the existing outdoor storage yard use.

The site is the subject of a consent to sever application to create a new parcel for the outdoor storage yard (B-037/22). This consent to sever has been conditionally approved by the Committee of Adjustment. The outstanding condition to be fulfilled is the approval of a Zoning Bylaw amendment to permit the outdoor storage yard as a permitted use.

To accomplish this, a site specific Zoning By-law Amendment will be required. The site is currently zoned Manufacturing District (MD) 2.1. The MD2.1 zone only permits outdoor storage yard as an accessory use, associated with an existing permitted use. The applicant is in the process of severing the existing outdoor storage yard to be transferred to a new owner. The outdoor storage yard would then be on a separate parcel, and no longer associated with the existing industrial use on the larger Winvalco site, therefore, the outdoor storage yard would no longer be a permitted use on the newly created parcel.

The site will be subject to Site Plan Control.

Site Information:

Official Plan	Zoning	Current Use	Previous Use
Industrial	Manufacturing District (MD) 2.1	Accessory outdoor storage yard	Accessory outdoor storage yard
Lot Depth	Lot Frontage	Area	Shape
+/- 125 m	426.95 m	5.91 ha	Rectangular

All measurements are for the entire parcel and are approximate.

Neighbourhood Characteristics:

The subject site fronts St Luke Rd, however access to the site is through the Essex Terminal Railway (ETR) right of way at Walker Road. St Luke Rd is a local road that is also designated as a truck route. Walker Road is classified as a Class II Arterial road and is also designated as a truck route.

Surrounding Land Uses:

This area exhibits a wide range of uses.

North Industrial Uses (manufacturing)

South Essex Terminal Railway, Industrial Uses (warehousing)

East contractor's yard, Garry Dugal Park, low profile residential dwellings

West rail off loading facility, commercial uses, Walker Road

The proposed outdoor storage yard use is located within an area that contains other industrial uses and is compatible within its context.



NEIGHBOURHOOD MAP - Z-028/22, ZNG-6846



SUBJECT LANDS

Map 2: Z 028-22 [ZNG-6846]

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.

This zoning bylaw amendment would result in allowing an additional permitted use consistent with the Provincial Policy Statement in that the proposal promotes economic development and competitiveness by providing for an appropriate mix and range of employment, institutional, and broader mixed uses to meet long-term needs. (PPS 1.3.1 (a))

The requested zoning bylaw amendment is consistent with the PPS by permitting a business supportive use in an area that is intended for industrial uses

Official Plan:

The City of Windsor Official Plan (OP) currently designates the land use of this site as “Industrial”. The proposed outdoor storage yard use will conform to the Industrial designation. The proposed development is consistent with the goals and objectives of the City of Windsor Official Plan.

Goal 6.4.3.1 of the OP is to permit uses that include uses that exhibit any or all of the following characteristics:

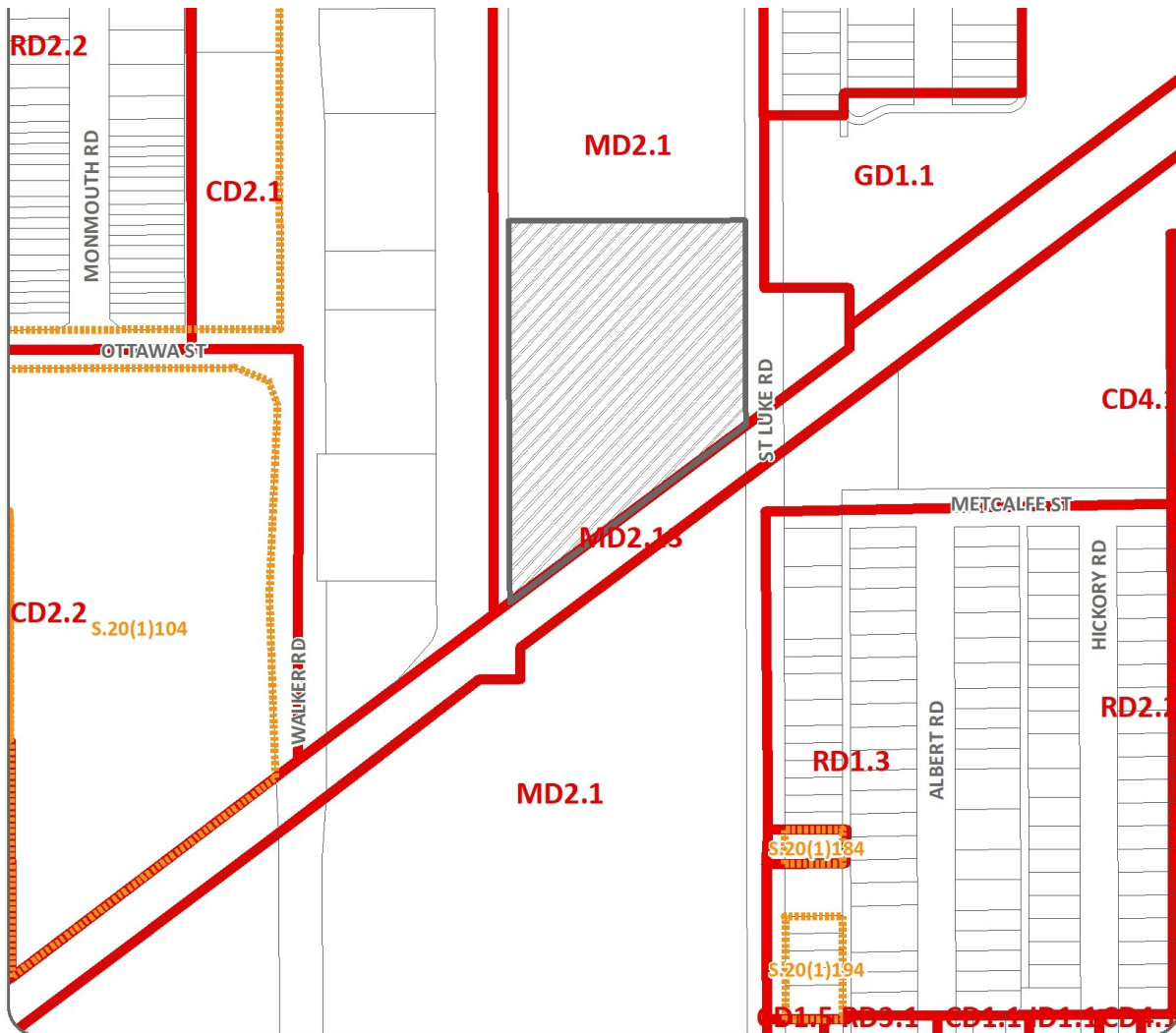
- (a) large physical size of site or facilities;
- (b) outdoor storage of materials or products;
- (c) large production volumes or large product size;
- (d) frequent or continuous shipment of products and/or materials;
- (e) long hours of production and shift operations;
- (f) likelihood of nuisances, such as noise, odour, dust or vibration;
- (g) multi-modal transportation facilities;
- (h) is dependent upon, serves or otherwise complements the industrial function of the area; and (amended by OPA #22 – 07/16/02)
- (i) service and repair facilities. (amended by OPA #22 – 07/16/02)

Objective 6.4.3.1 (h) indicates that uses that serves or compliments the industrial function of the area. The proposed outdoor storage yard use will continue to compliment the other Industrial uses in the area.

Zoning By-Law:

The site is currently zoned Manufacturing District (MD) 2.1. The MD2.1 zone only permits the existing outdoor storage yard as an accessory use (a use subordinate to an existing main use). The applicant is proposing that a site specific provision be applied that would allow an outdoor storage yard to be a permitted on the subject site as the main use.

This change can be supported on this specific site as the use and the new parcel (B-037/22) would continue to support existing industrial uses as it has in the past, however in the future it would do so on its own parcel of land.



PART OF ZONING DISTRICT MAPS 6 & 7

N.T.S.

REZONING

Applicant: WinValco Ltd



SUBJECT LANDS

PLANNING & BUILDING DEPARTMENT



DATE : SEPTEMBER 2022
FILE NO. : Z-028/22, ZNG/6846

Map 3: Z 028-22 [ZNG-6846]

Risk Analysis:

N/A

Climate Change Risks**Climate Change Mitigation:**

Providing an outdoor storage yard close to a transportation facility (ETR) within an urban industrial area can serve to bring goods closer to the end user, thereby helping to minimize the City's carbon footprint.

Climate Change Adaptation:

Any future development on 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 outdoor storage yard can be supported on this specific site as the use and the new parcel would continue to support existing industrial uses as it has in the past, however in the future it would do so on its own parcel of land.

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 of Planning Policy/Deputy City Planner

Thom Hunt City Planner / Executive Director, Planning & Development Services

I am not a registered Planner and have reviewed as a Corporate Team Leader

JP OC

Approvals:

Name	Title
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:

Name	Address	Email
Winvalco Limited (Nick Sauro)	6555 Hawthorne Windsor, Ontario N8T 3G6	nick.sauro@valiantmachine.com
Miller Canfield LLP (Giacomo Ramieri)	100 Ouellette Avenue, Suite 1300 Windsor ON N9A 6T3	ramieri@millercanfield.com
Councillor Sleiman		

Appendices:

- 1 Z 028-22 Comments
- 2 Draft Bylaw

COMMENTS

Shannon Deehan – Transportation

- St. Luke Road is classified as a Local Road per the Official Plan with a required right-of-way width of 20.1 meters. The current right-of-way is sufficient and therefore no conveyance is required.
- All parking must comply with zoning by-law 8600.
- A site plan is required if any site or layout changes will occur (i.e. new accesses). A reciprocal access agreement may be required.
- All accesses shall conform to the TAC Geometric Design Guide for Canadian Roads and the City of Windsor Standard Engineering Drawings.
- All exterior paths of travel must meet the requirements of the Accessibility for Ontarians with Disabilities Act (AODA).

Enwin

HYDRO ENGINEERING: No objection provided adequate clearances are achieved and maintained. ENWIN has existing primary and secondary overhead conductor running along the eastern limit of the lot.

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 to the rezoning.

Sandy Mio – Engineering & ROW

The subject development is located at 1235 St Luke Rd. The applicant wishes to rezone the subject site to include "outdoor storage yard" as an additional permitted use to continue an existing use. The site is designated Industrial in the City of Windsor Official Plan and is zoned Manufacturing District (MD) 2.1 in Bylaw 8600. We have reviewed the servicing requirements relative to the current application and offer the following comments:

The site may be serviced by a 450mm storm sewer fronting the property on St Luke road, and a 450mm RCP sanitary sewer fronting the property on St Luke road. A 6m wide easement is required over the existing sanitary sewer through the site, if one does not exist. Any redundant connections shall be abandoned in accordance with the City of Windsor Engineering Best Practice B.P 1.3.3. A sampling manhole is to be provided at the property line, if one does not already exist. A site servicing drawing will be required to determine location of existing services.

St Luke Road is classified as Local Road according to the Official Plan with a required right-of-way width of 20.0 meters. The current right-of-way width of this road is sufficient, therefore, no conveyance is required. Driveways shall be constructed as per AS-204, complete with straight flares and no raised curbs within the right-of-way as per BP2.3.1. Redundant curb cuts and sidewalks shall be removed and restored in accordance with City Standards to the satisfaction of the City Engineer. Permits are required for any work in the right-of-way.

It was noted that there is existing parking bumper block within the right-of-way. The applicant will be required to remove the block and restore the boulevard to the satisfaction of the City Engineer.

In summary, we have no objections to the proposed Site Plan Control application, subject to the following requirements:

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.

Sanitary Sewer Easement – Prior to the issuance of a construction permit, the owners agree to gratuitously convey to the Corporation, in fee simple and without encumbrance, a 6 metre wide easement centered over the existing sanitary sewer on the subject site.

Sanitary Sampling Manhole – The owner agrees for all non-residential uses, to install a sanitary sampling manhole accessible at the property line of the subject lands to the City engineer at all times. The determination of the requirement or interpretation if a sampling manhole exists or exceptions to such, will be to the satisfaction of the City Engineer.

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, of said by-law, is amended by adding the following paragraph:

457. WEST SIDE OF ST. LUKE ROAD, NORTH OF ESSEX TERMINAL RAILWAY

For the lands comprising of Part of Lot 97, Concession 1; Part 2, 12R-xxxxx, situated on the west side of St. Luke Road, north of Essex Terminal Railway, the following provisions shall apply:

- a. Notwithstanding Section 3.10, for the lands comprising of Part of Lot 97, Concession 1; Part 2, 12R-xxxxx, situated on the west side of St. Luke Road, north of Essex Terminal Railway an “outdoor storage yard: shall be defined to mean:
 - “ an open space which has a minimum area of 10.0 m2 and is used for storage. A loading compound, parking area, transport storage area, or transport terminal is not an outdoor storage yard.”
- b. an “outdoor storage yard” shall be an additional permitted use. (ZDM 7, ZNG-6846).

2. The said by-law is further amended by changing the Zoning District Maps or parts thereof referred to in Section 1, of said by-law and made part thereof, so that the lands described in Column 3 are delineated by a broken line and further identified by the zoning symbol shown in Column 5:

1. Item Number	2. Zoning District Map Part	3. Lands Affected	4. Official Plan Amendment Number	5. Zoning Symbol
1	7	Part of Lot 97, Concession 1; Part 2, 12R-xxxxx	N/A	S.20(1)457

DREW DILKENS, MAYOR

CLERK

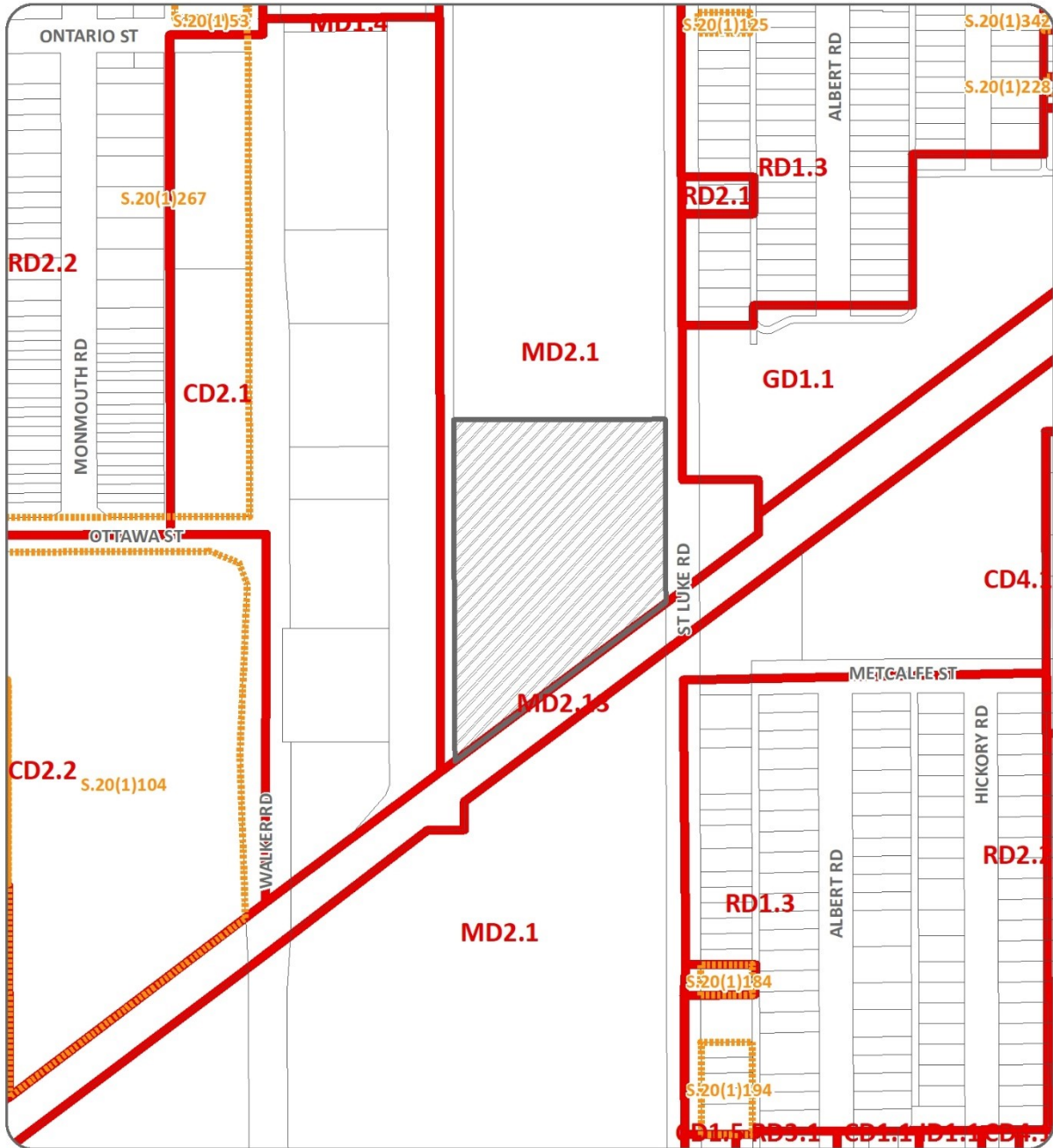
First Reading - , 2022
Second Reading - , 2022
Third Reading - , 2022

SCHEDULE 2

1. By-law _____ has the following purpose and effect:

To amend the zoning of Part of Lot 97, Concession 1; Part 2, 12R-xxxxx, to permit an outdoor storage yard as an additional permitted use.

2. Key map showing the location of the lands to which By-law _____ applies.



PART OF ZONING DISTRICT MAPS 6 & 7

N.T.S.

REZONING

Applicant: WinValco Ltd



SUBJECT LANDS

PLANNING & BUILDING DEPARTMENT



DATE : SEPTEMBER 2022
FILE NO. : Z-028/22, ZNG/6846

Subject: Rezoning – Gansil Inc. - 0 Campbell Avenue - Z-031/22 ZNG/6866 - Ward 2

Moved by: Councillor Fred Francis
Seconded by: Councillor Mark McKenzie

Decision Number: **DHSC 447**

THAT Zoning By-law 8600 **BE AMENDED** by changing the zoning of Lot 9, Registered Plan 1148 (known municipally as 0 Campbell Avenue; Roll No. 050-300-03100) situated on the west side of Campbell Avenue, south of Wyandotte Street West, by adding a site specific exception to Section 20(1) as follows:

455. WEST SIDE OF CAMPBELL AVENUE, SOUTH OF WYANDOTTE STREET WEST

For the lands comprising of Lot 9, Registered Plan 1148, for a *double duplex dwelling* or a *multiple dwelling* with a maximum of four *dwelling units* the following additional provisions shall apply:

- a) Lot Width – minimum 12.0 m
- b) Lot Area – minimum 520.0 m²
- c) Notwithstanding Section 24.26.5, a *parking space*, visitor parking space or accessible parking space shall be permitted in a *required front yard*.
- d) Notwithstanding Section 24.28.1.3, the total area of the *required front yard* occupied by a hard surface for the purpose of a walkway, driveway, *access area* or a *parking space* or any combination thereof cannot exceed 50% of the *required front yard* area and any driveway, *access area*, and *parking space*, shall be paved and maintained with a hard surface consisting of paving brick or block, asphalt, concrete, or any combination thereof.

[ZDM 3; ZNG/6866]

Carried.

Councillor Angelo Marignani and Member Moore voting nay.

Report Number: S 130/2022
Clerk's File: Z/14486

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 December 5, 2022.
3. To view the stream of this Standing Committee meeting, please refer to:
<http://csg001-harmony.sliq.net/00310/Harmony/en/PowerBrowser/PowerBrowserV2/20221207/-1/9370>

**Subject: Rezoning – Gansil Inc. - 0 Campbell Avenue - Z-031/22
ZNG/6866 - Ward 2**

Reference:

Date to Council: December 5, 2022
Author: Adam Szymczak, MCIP, RPP
Senior Planner
519-255-6543 x6250
aszymczak@citywindsor.ca

Planning & Building Services
Report Date: November 7, 2022
Clerk's File #: Z/14486

To: Mayor and Members of City Council

Recommendation:

THAT Zoning By-law 8600 **BE AMENDED** by changing the zoning of Lot 9, Registered Plan 1148 (known municipally as 0 Campbell Avenue; Roll No. 050-300-03100) situated on the west side of Campbell Avenue, south of Wyandotte Street West, by adding a site specific exception to Section 20(1) as follows:

455. WEST SIDE OF CAMPBELL AVENUE, SOUTH OF WYANDOTTE STREET WEST

For the lands comprising of Lot 9, Registered Plan 1148, for a *double duplex dwelling* or a *multiple dwelling* with a maximum of four *dwelling units* the following additional provisions shall apply:

- a) Lot Width – minimum 12.0 m
- b) Lot Area – minimum 520.0 m²
- c) Notwithstanding Section 24.26.5, a *parking space*, visitor parking space or accessible parking space shall be permitted in a *required front yard*.
- d) Notwithstanding Section 24.28.1.3, the total area of the *required front yard* occupied by a hard surface for the purpose of a walkway, driveway, *access area* or a *parking space* or any combination thereof cannot exceed 50% of the *required front yard* area and any driveway, *access area*, and *parking space*, shall be paved and maintained with a hard surface consisting of paving brick or block, asphalt, concrete, or any combination thereof.

[ZDM 3; ZNG/6866]

Executive Summary:

N/A

Background:

Application Information:

Location: 0 Campbell Avenue
(west side of Campbell, south of Wyandotte Street West; 050-300-03100)

Ward: 2 **Planning District:** Riverwest **Zoning District Map:** 3

Applicant: Gansil Inc. (Dario Silvaggi, President)

Owner: Gansil Inc. (Dario Silvaggi, President)

Agent: Architecttura Inc. (Daniel Soleski)

Proposal:

The applicant is requesting an amendment to Zoning By-law 8600 to allow the construction of a double duplex dwelling (four dwelling units total) with a maximum building height of 8.5 m consisting of three floors (basement, main floor and second floor) on an undersized lot. A total of four motor vehicle parking spaces and four bicycle spaces, all located in the front yard, are proposed. Also requesting relief from Section 24.26.5 to permit for two sets of tandem spaces in the required front yard and from Section 24.28.1.3.1 to permit a hard surface for the purpose of a walkway, driveway and parking spaces to occupy up to 50% of the required front yard.

Applicant Submissions:

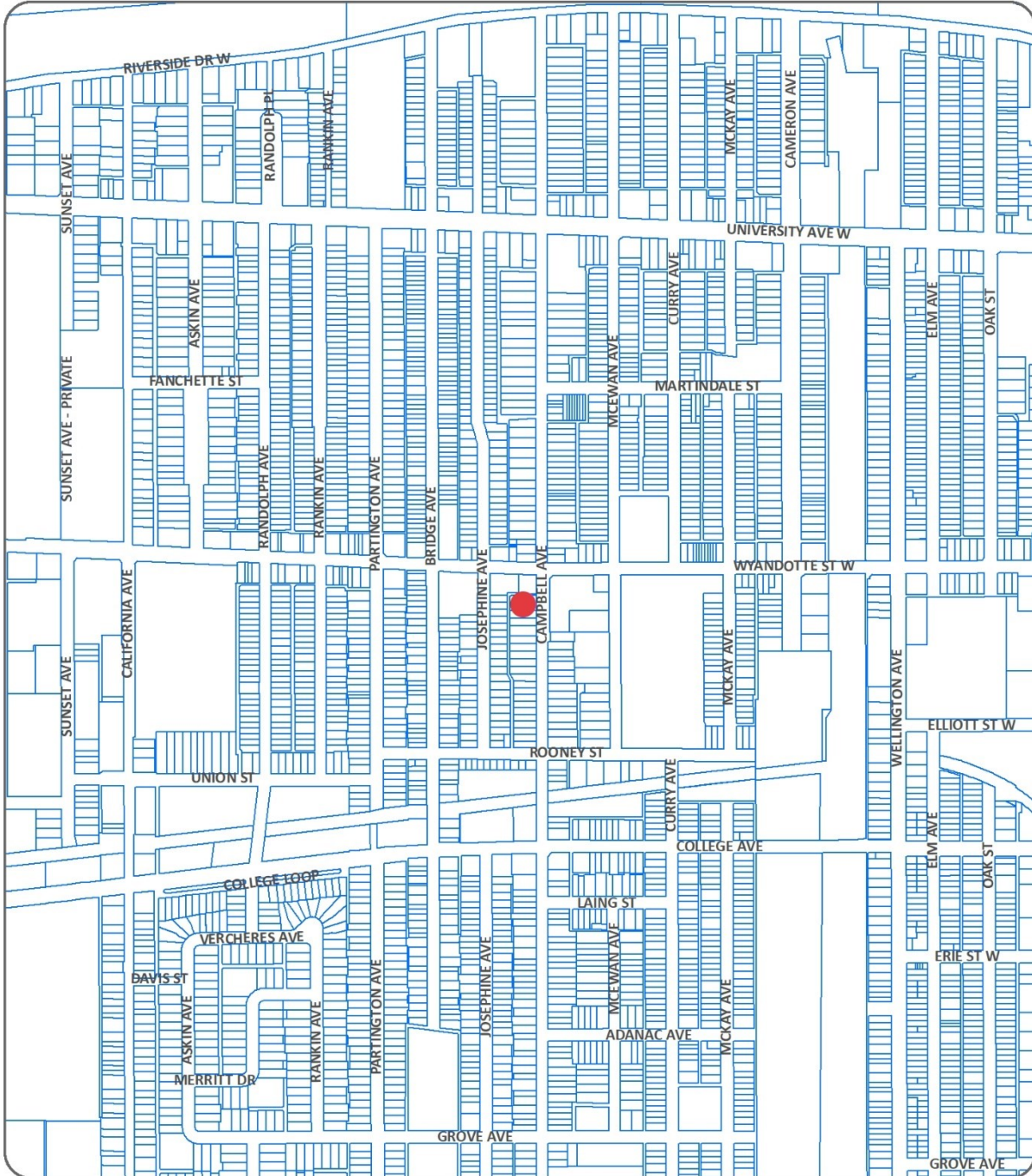
Zoning By-law Amendment Application, Planning Rationale Report & Urban Design, Site Plan & Elevations, Tree Report

Site Information:

OFFICIAL PLAN	ZONING	CURRENT USE	PREVIOUS USE
Residential	Residential District 2.2 (RD2.2)	Vacant Land	N/A
LOT WIDTH	LOT DEPTH	LOT AREA	LOT SHAPE
12.19 m	42.67 m	520.26 sq. m	Rectangular
40.0 ft	139.9 ft	5,600 sq. ft.	

All measurements are approximate and are for information purposes only.

Figure 1: Key Map

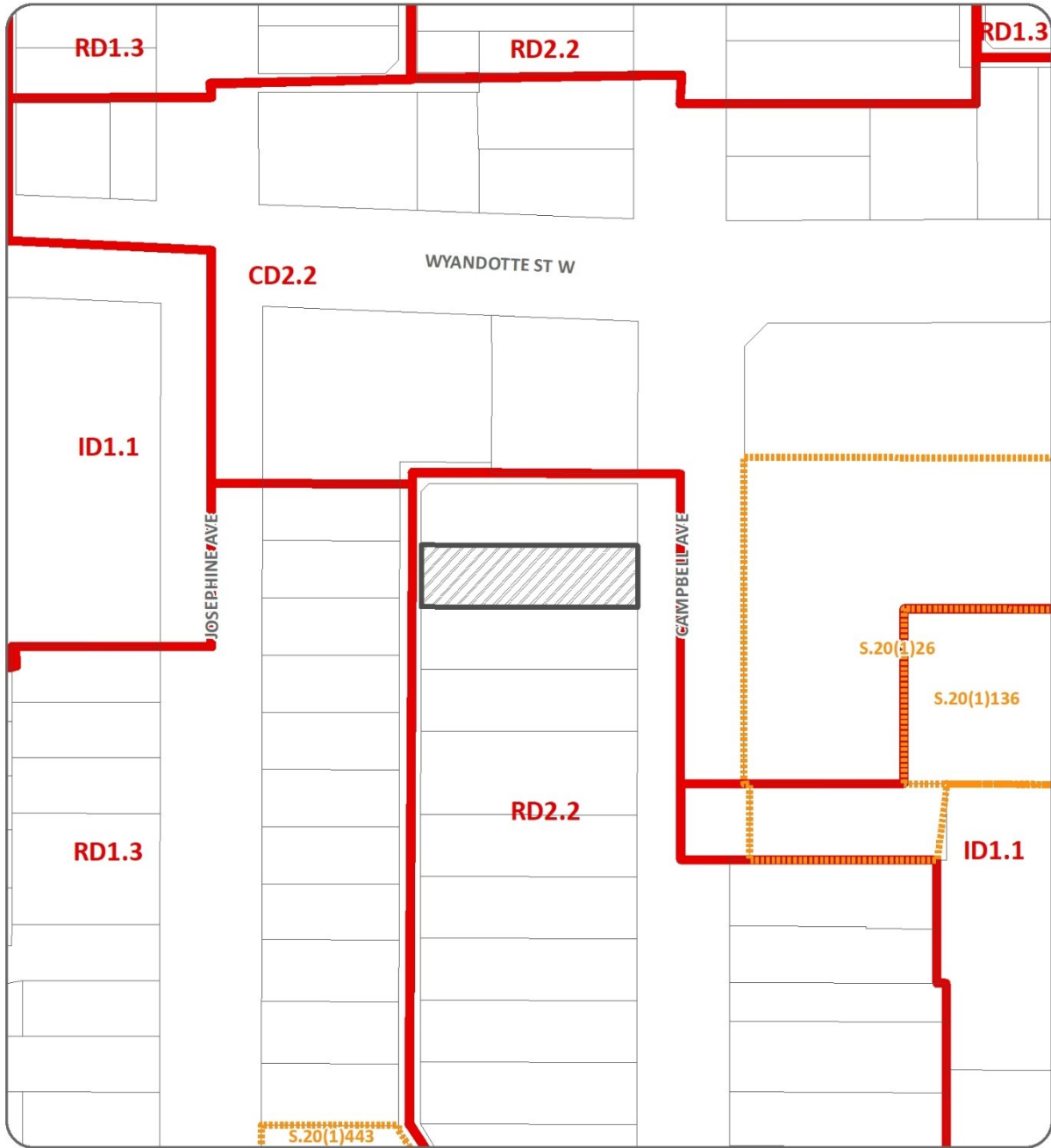


KEY MAP - Z-031/22, ZNG-6866



● SUBJECT LANDS

Figure 2: Subject Parcel - Rezoning



PART OF ZONING DISTRICT MAP 3

N.T.S.

REZONING

Applicant: Gansil Inc



SUBJECT LANDS

PLANNING & BUILDING DEPARTMENT



DATE : SEPTEMBER 2022
FILE NO. : Z-031/22, ZNG/6866

Figure 3: Neighborhood Map



NEIGHBOURHOOD MAP - Z-031/22, ZNG-6866



SUBJECT LANDS

Neighbourhood Characteristics:

The subject parcel is located in a residential area consisting of low to medium density dwellings. See Appendix B for site images. The University of Windsor, about 700 m to the west, is a major use in the nearby area. A mix of commercial uses are located along Wyandotte Street to the north including a Shopper's Drug Mart across from the subject parcel. The City of Windsor Adie Knox Herman Recreation Complex and Wilson Park are located about 200 m to the east.

Campbell Avenue is classified as a Class I Collector Road, and has sidewalks and on-street parking on both sides of the street. To the north, Wyandotte Street West is classified as a Class II Arterial Road. To the south, College Avenue is classified a Class I Collector Road and a Proposed Bikeway on Schedule F: Roads and Bikeways.

Transit Windsor operates the Crosstown 2 bus route along Wyandotte Street West, with stops at Wyandotte and Campbell, and the Dougall 5 bus route on Campbell Avenue with stops on both sides of Campbell Avenue, just south of Wyandotte Street. The Transit Master Plan recommends maintaining similar transit service.

A combined sewer is located in the Campbell Avenue right-of-way.

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 double duplex dwelling represents an efficient development that will have no adverse impact on the financial well-being of the City, land consumption, and servicing costs, accommodates an appropriate range of residential uses, and optimizes investments in transit. The zoning amendment is consistent with Policy 1.1.1.

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 parcel is located within the settlement area. The zoning amendment promotes a land use that makes efficient use of land and existing infrastructure. Transit services and planned active transportation options are located near the parcel. 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:

The subject property is located within the Riverwest Planning District and is designated Residential on Schedule D: Land Use of the City of Windsor Official Plan.

Objective 6.3.1.1 supports a complementary range of housing forms and tenures in all neighbourhoods. Objective 6.3.1.2 promotes compact neighbourhoods and balanced transportation systems. Objective 6.3.1.3 promotes residential redevelopment, infill and intensification initiatives. The double duplex dwelling is a complementary and compact form of housing, redevelopment, and intensification that is near sources of transportation. The zoning amendment satisfies the objectives in Section 6.5.1 of the Official Plan.

The proposed double duplex dwelling is classified as a small-scale Low Profile housing development under Section 6.3.2.3 (a), a permitted use in the Residential land use designation (Section 6.3.2.1). The proposed development is compatible with the surrounding land uses (Section 6.3.2.5 (c)) and no deficiencies in municipal physical services and emergency services have been identified (Section 6.3.2.5 (e)). The zoning amendment conforms to the policies in Sections 6.3.2.1 and 6.3.2.5 of the Official Plan.

The 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:

The parcel is zoned Residential District 2.2 (RD2.2) which permits a double duplex dwelling or a multiple dwelling with a maximum of four dwelling units on a lot having a minimum width of 18.0 m and a minimum area of 540.0 m² with a minimum front yard depth of 6.0, a minimum rear yard depth of 7.50 m, and a minimum side yard width of 1.80 m. The maximum building height is 9.0 m with a maximum lot coverage of 45%.

The applicant is requesting a site specific provision to allow a double duplex dwelling on a lot having a minimum width of 12 m and a minimum area of 520.0 m² and to allow parking within the required front yard and to allow a maximum of 50% of required front yard area to be paved with a hard surface for the purpose of a walkway, driveway, access area or a parking space or any combination thereof.

The reductions in minimum lot width and minimum lot area are for the lot as existing, however, the building envelope remains the same. There is no adverse impact on the proposed development or on surrounding uses. The alley at the rear of the parcel is open but untraveled and terminates in a dead-end just to the north and cannot be used for parking access. Any parking will be located in the front yard. The 50% hard surface paving request clarifies that Section 24.28.1.3 applies to the proposed development and ensures that the parking spaces and access area are paved with a hard surface.

No other changes to the zoning provisions have been requested. The proposed double duplex dwelling and parking area are not subject to site plan control.

Risk Analysis:

N/A

Climate Change Risks

Climate Change Mitigation:

In general, residential intensification minimizes the impact on the Community greenhouse gas emissions as these developments create complete communities and neighbourhoods while using currently available infrastructure such as sewers, sidewalks, and public transit.

Climate Change Adaptation:

The proposed construction of a new dwelling provides an opportunity to increase resiliency for the development and surrounding area.

Financial Matters:

N/A

Consultations:

Comments received from municipal departments and external agencies are attached as Appendix D.

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 requested zoning amendment has been evaluated for consistency with the Provincial Policy Statement 2020 and conformity with the policies of the City of Windsor Official Plan.

Based on the information presented in this report, it is my opinion that an amendment to Zoning By-law 8600 to rezone the subject parcel by adding a site specific exception to allow the proposed double duplex 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 to permit a rezoning of the subject parcel by adding a site specific exception to permit a double duplex dwelling subject to the additional provisions contained in the site specific exception.

Planning Act Matters:

I concur with the above comments and opinion of the Registered Professional Planner.

*Neil Robertson, MCIP, RPP
Manager of Urban Design*

*Thom Hunt, MCIP, RPP
City Planner*

I am not a registered Planner and have reviewed as a Corporate Team Leader

JP OC

Approvals:

Name	Title
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:

Name	Address	Email
Dario Silvaggi Gansil Inc.	140 Winclare Drive Windsor, ON N8P 1H5	dariosilvaggi@gmail.com
Daniel Soleski Architectura Inc.	180 Eugenie Street West Windsor, ON N8X 2X6	dsoleski@architectura.com
Councillor Costante		
Property owners and tenants within 120 m of the subject parcel		

Appendices:

- 1 Appendix A - Conceptual Site Plan, Floor Plans and Elevations
- 2 Appendix B - Site Images
- 3 Appendix C - Comments
- 4 Appendix D - Planning Rationale Report & Urban Design Study



302 Cultura
1000
1000
1000

DATE

EMERSON

NO.

COVER SHEET

635 Campbell Ave., Windsor, Ontario N9B 2H6

PROPOSED DOUBLE DUPLEX

635 Campbell Ave., Windsor, Ontario N9B 2H6

PROJECT NO. 2204

A000

Dario Silvaggi
PROPOSED DOUBLE DUPLEX

635 Campbell Ave., Windsor, Ontario N9B 2H6

Project No. 2204

ARCHITECTURAL SHEETS
NO. SHEET NAME
1.00 COVER SHEET
1.01 FLOOR PLAN
1.02 SECTION
1.03 ELECTRICAL
1.04 MECHANICAL
1.05 PLUMBING
1.06 FINISHES
1.07 SCHEDULES



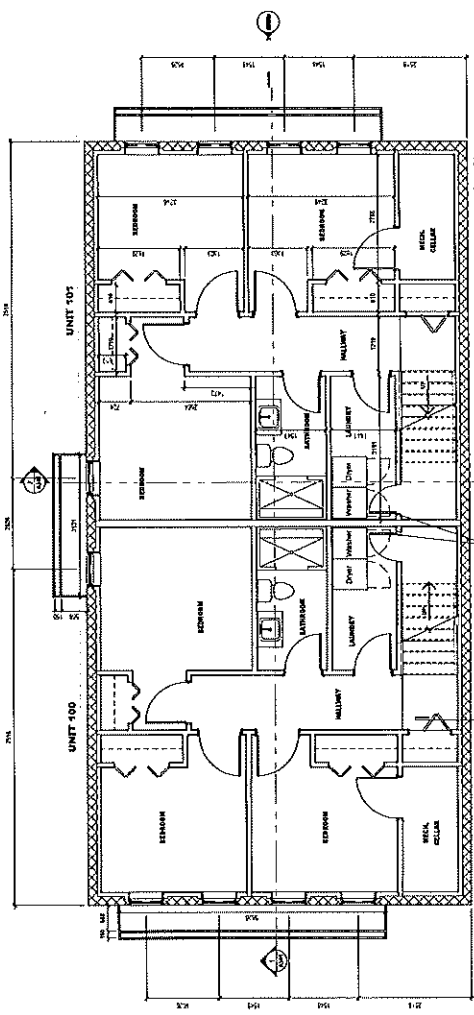
635 Campbell Ave., Windsor, Ontario N9B 2H8
 519-253-8888
 www.360architect.com

Project: 2023-001
 Date: 2023-01-10

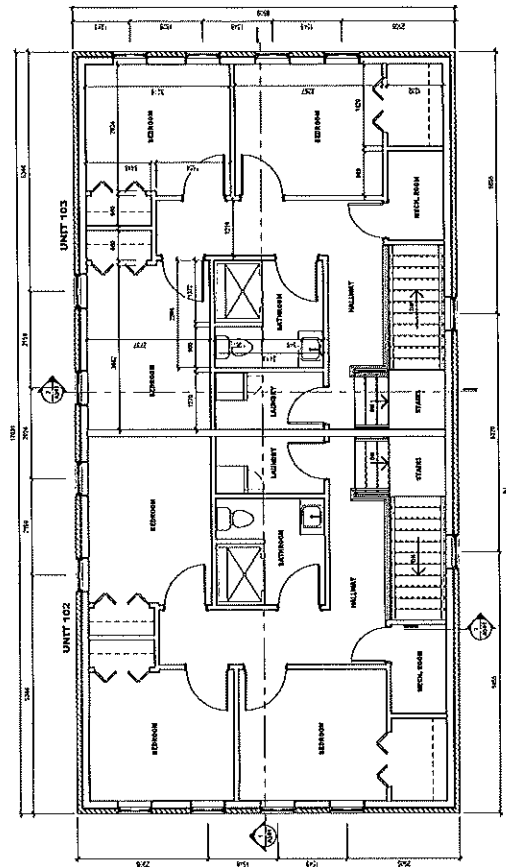
FLOOR PLANS

Data Storage
 Unit: P
 Author: J
 Date: 2023-01-10
 Scale: 1/8" = 1'-0"

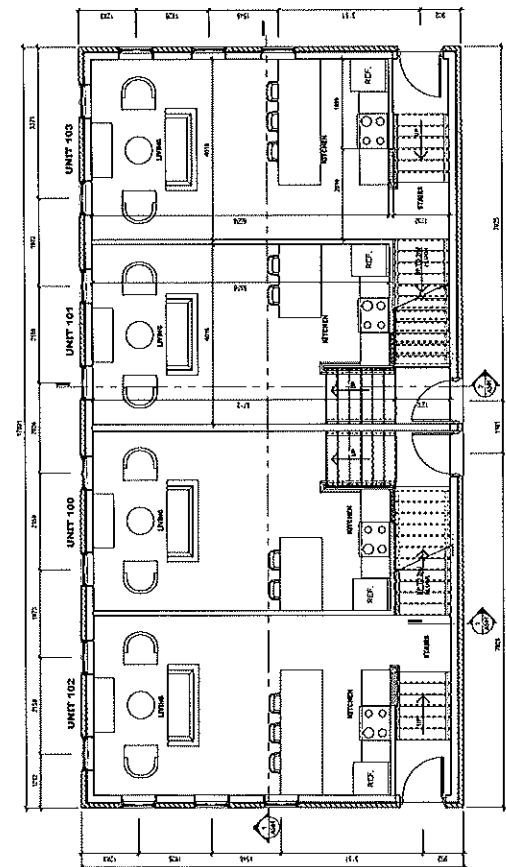
A201



BASEMENT
 SCALE: 1/8" = 1'-0"



2ND FLOOR
 SCALE: 1/8" = 1'-0"



MAIN FLOOR
 SCALE: 1/8" = 1'-0"



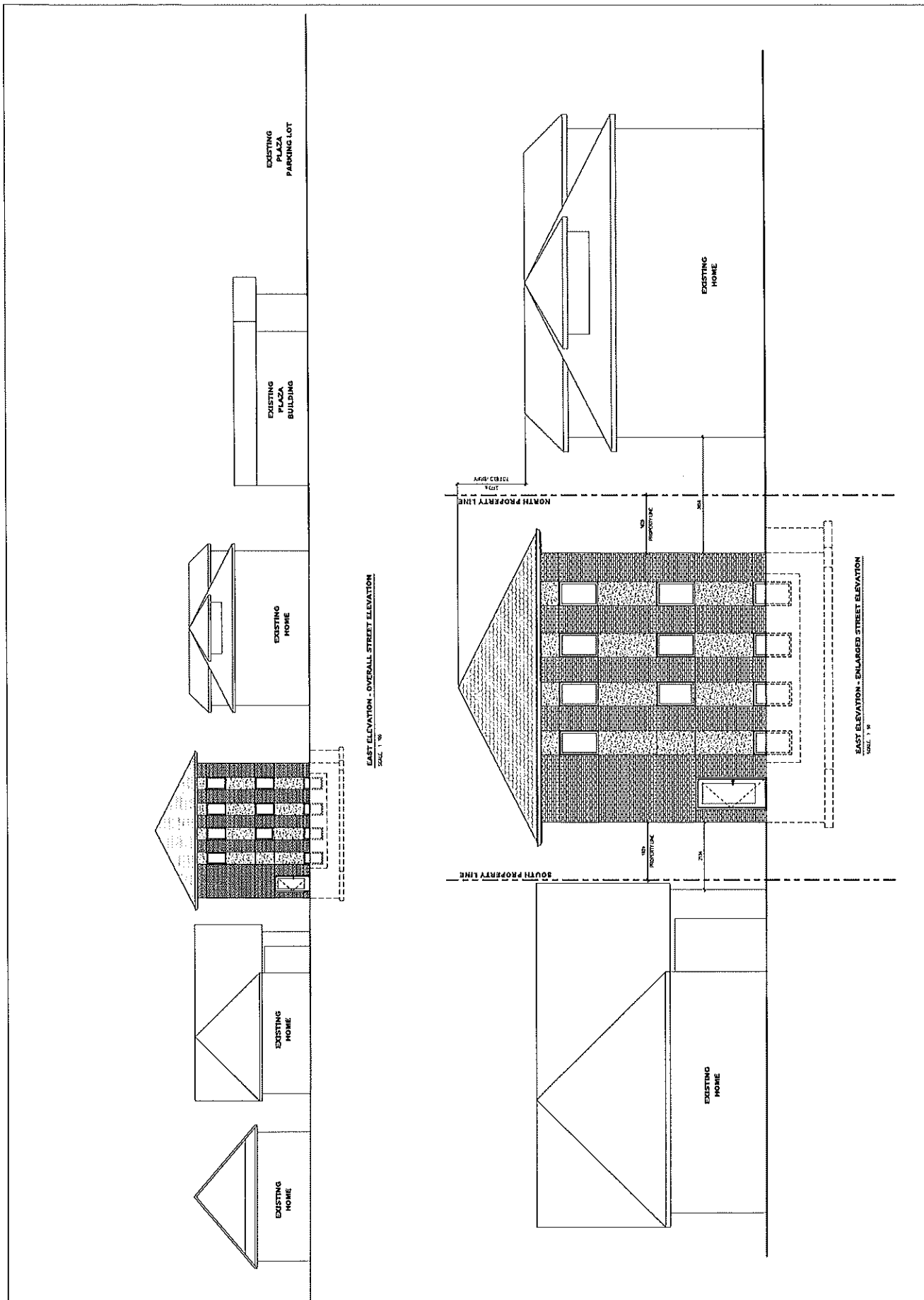
City of Windsor
 Planning Department
 2204
 2023

Project Name
 Description
 Date

STREET ELEVATIONS

635 Campbell Ave., Windsor, Ontario N9B 2H5
 PROPOSED DOUBLE DUPLEX
 Darfo Salvaggi
 Project Architect
 Author: [Name]
 Checker: [Name]
 Date: 2023

A400





Architect
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Project
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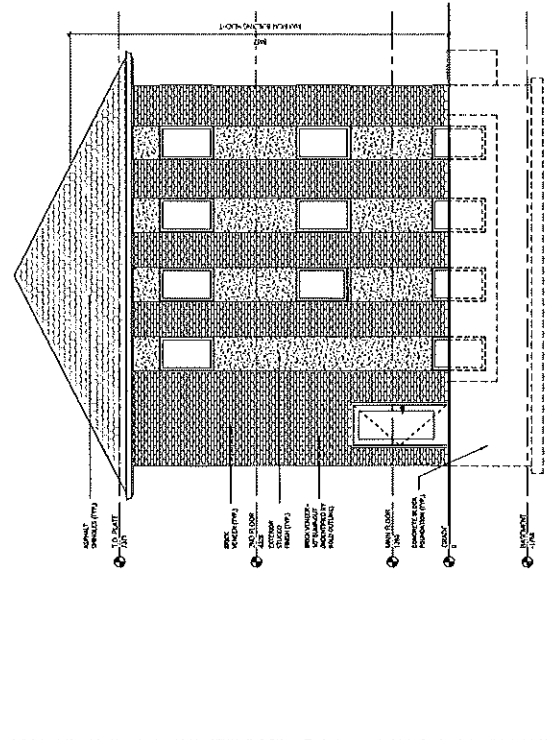
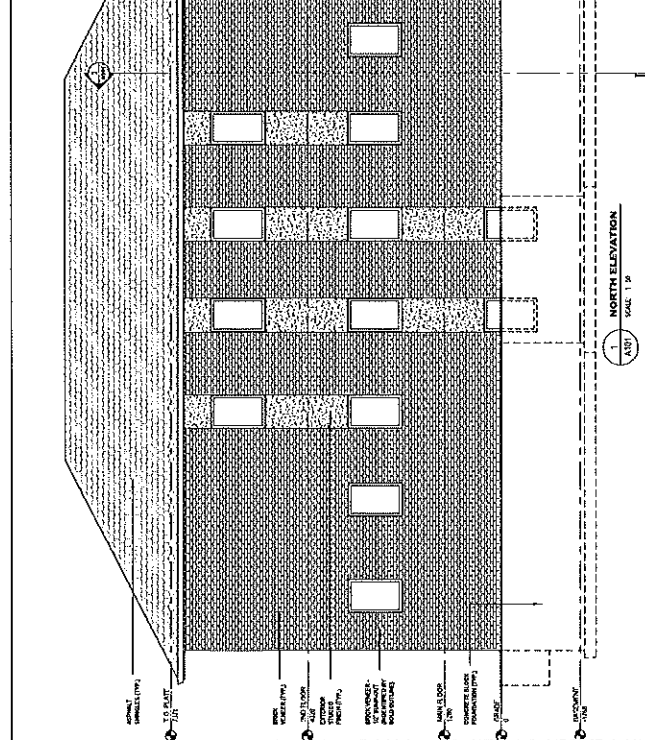
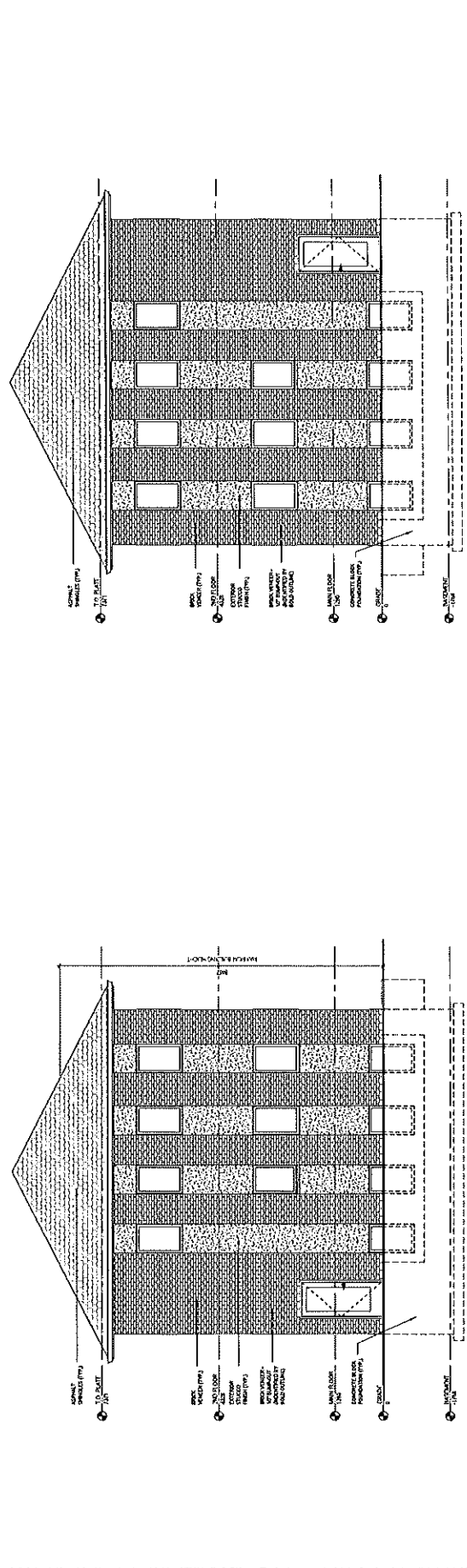
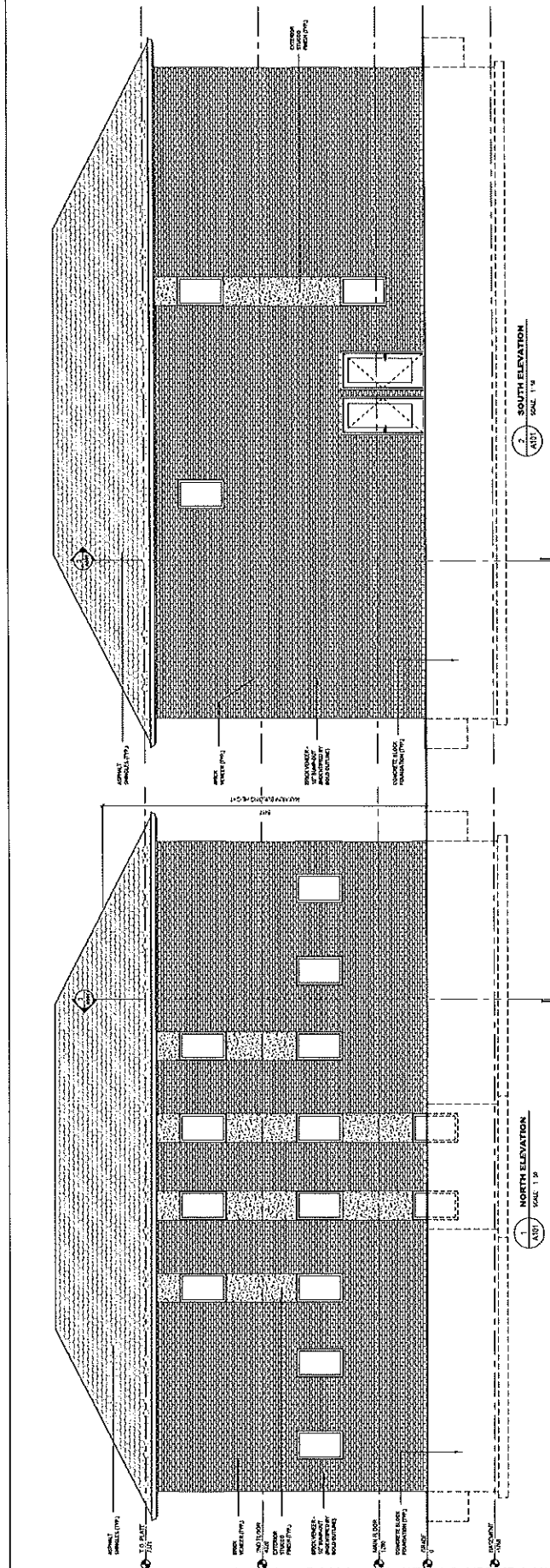
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EXTERIOR ELEVATIONS

835 Campbell Ave., Windsor, Ontario N9B 2H5
 PROPOSED DOUBLE DUPLEX
 Date: 01/16/2023
 Project No: 2023-001

A401





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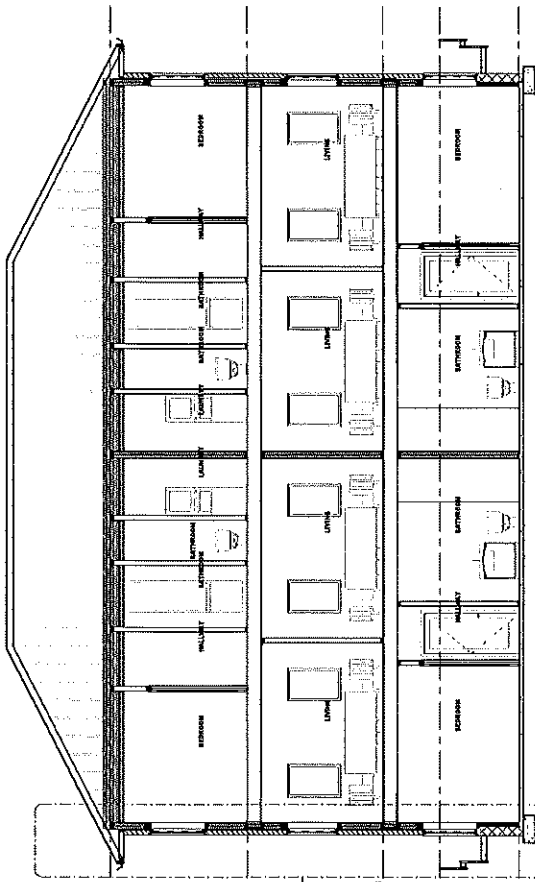
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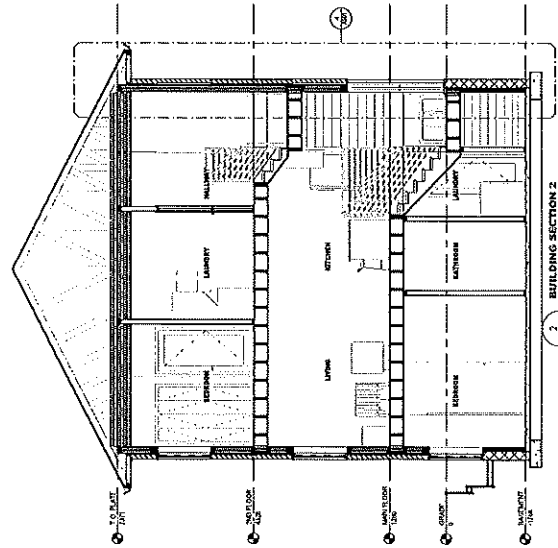
BUILDING & WALL SECTIONS

635 Campbell Ave., Windsor, Ontario N9B 2H6
 PROPOSED DOUBLE DUPLEX
 Darío Sivaggi
 Architect

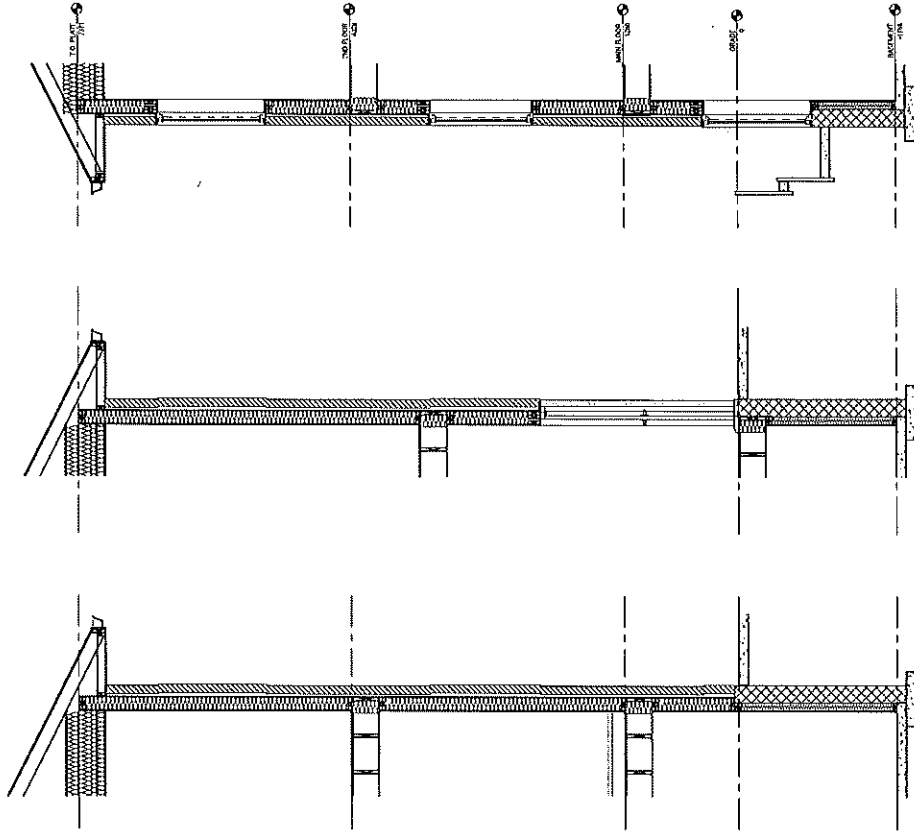
A501



1. BUILDING SECTION 1
SCALE: 1/8"



2. BUILDING SECTION 2
SCALE: 1/8"



3. TYPICAL WALL SECTION
SCALE: 1/8"

4. TYPICAL WALL SECTION AT DOOR
SCALE: 1/8"

5. TYPICAL WALL SECTION AT WINDOW
SCALE: 1/8"

APPENDIX B - SITE IMAGES

IMAGE 1



Subject Parcel – 0 Campbell Ave - Looking west

IMAGE 2



**Looking north on Campbell Avenue towards Wyandotte Street West
Subject parcel on left side**

APPENDIX B - SITE IMAGES

IMAGE 3



Looking east on Campbell Avenue, across from subject parcel

IMAGE 4



**Looking south on Campbell Avenue towards Rooney Street
Subject parcel on right side**

APPENDIX C - COMMENTS

City of Windsor - Building Department - Barbara Rusan

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.

City of Windsor - Environmental Services - Anne Marie Albidone

No concerns

City of Windsor - Planning Department - Heritage Planner - Tracy Tang

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 Tourism, Culture and Sport 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 Tourism, Culture and Sport and the Registrar at the Ministry of Government and Consumer Services if needed, and notification and satisfactory confirmation be given by the Ministry of Tourism, Culture and Sport.

Contacts:

Windsor Police: 911

Windsor Planning & Building Department: 519-255-6543 x6179, ktang@citywindsor.ca, planningdept@citywindsor.ca

APPENDIX C - COMMENTS

Windsor Manager of Culture and Events (A): Michelle Staaedegaard, (O) 519-253-2300x2726, (C) 519-816-0711, mstaadegaard@citywindsor.ca

Ontario Ministry of Tourism, Culture and Sport - Archaeology Programs Unit, 1-416-212-8886, Archaeology@ontario.ca

Ontario Ministry of Government & Consumer Services - A/Registrar of Burial Sites, War Graves, Abandoned Cemeteries and Cemetery Closures, 1-416-212-7499, Crystal.Forrest@ontario.ca

City of Windsor - Planning Department - Landscape Architect & Acting Senior Urban Designer - Stefan Fediuk

Zoning Provisions for Parking Setback:

The requested relief from the maximum front yard paving could be made to comply with a redesign of the some of the internal and external spaces.

- 1) Each unit has its own principle entrance. Bicycle parking proposed can be accommodated internally based on the floorplans provided.
- 2) Relocate the proposed Patio Amenity to rear yard area to provide privacy for the tenants while using the amenity space.
- 3) Flipping the footprint and orienting the entrances to the north side of the property would reduce the need for excessive paved surface crossing the front of the property allowing for additional greenspace in the front yard.

Tree Preservation:

The tree survey provided has not been stamped by a certified Arborist (ISA) nor certified Forester (OPFA). While the report identifies three trees and there overall health, it does not identify the caliper at breast height (DBH). Therefore, a revised Tree Inventory and Preservation Report complete with the location, size (caliper DBH) and health is required to be completed by an certified Arborist, Forester ort Landscape Architect to help assess the compensation for loss to the urban tree canopy with the removal of the trees to accommodate this development.

Climate Change:

Reorienting the units to allow for the driveway and walkways to access the north side of the site, will also allow the proposed windows to be on the south side of the building, allowing for better solar gains through passive heating, as well as provide better illumination into the units, especially those proposed below grade.

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.

City of Windsor - Planning Department - Site Plan Control - Jackie Cabral

Site Plan is not applicable for this proposed development pursuant to the Planning Act and City of Windsor By-law 1-200.

APPENDIX C - COMMENTS

City of Windsor - Transit Windsor

Transit Windsor has no objections to this development. The closest existing transit routes to this property are with the Crosstown 2 and Dominion 5. The closest existing bus stops to this property are located on either Wyandotte at Campbell or Campbell at Wyandotte. All bus stops are well within our walking distance guidelines of 400 metres to a bus stop. This will be maintained with our Council approved Transit Master Plan.

City of Windsor - Transportation Planning - Shannon Deehan

- Campbell Ave is classified as a Class I Collector Road with a required right-of-way width of 22 meters per Schedule X. The current right-of-way is insufficient, however, we are not requesting a conveyance at this time.
- All parking must comply with zoning by-law 8600 (vehicle and bicycle).
- All accesses shall conform to the TAC Geometric Design Guide for Canadian Roads and the City of Windsor Standard Engineering Drawings.
- All exterior paths of travel must meet the requirements of the Accessibility for Ontarians with Disabilities Act (AODA).

Enbridge – Windsor Mapping

After reviewing the provided drawing at 635 Campbell Ave. and consulting our mapping system, please note that Enbridge Gas has active infrastructure in the proposed area. A PDF drawing is available for review.

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

APPENDIX C - COMMENTS

- 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

Enwin

HYDRO ENGINEERING: No Objection, provided adequate clearances are achieved and maintained.

ENWIN has existing overhead pole lines along the west 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.

635 Campbell Avenue

Planning Rationale Report & Urban Design Study

1.0 Introduction

1.1 Purpose

ARCHITECTTURA INC.(Architecttura) has been retained by GANSIL INC., herein referred to as the “Applicant”, to assist in designing, and obtaining the necessary approvals associated with a proposed double duplex dwelling development at 635 Campbell Avenue, in the City of Windsor (refer to Figure 1 – Location Map).

The property is designated accordingly in the City of Windsor Official Plan and Zoning By-law 8600 as follows:

City of Windsor Official Plan – Schedule D: Land Use

- Residential

(Refer to Figure 2 – Existing Official Plan Designations).

City of Windsor Zoning By-law 8600 – Schedule A: Zoning District Map 3

- Residential District 2.2 (RD2.2)

(Refer to Figure 3 – Existing Zoning Designations).

The applicant is requesting that the Council approve an amendment to the City of Windsor Zoning By-law 8600 to permit the proposed residential development on the subject site. The applicant is requesting that the zoning of the subject site be amended to a site-specific Residential District 2.2 (RD2.2) zoning that:

- Permits a DOUBLE DUPLEX dwelling in a lot with Lot Area of 520sm and Lot Width of 12.0m.
- Provides relief from provision 24.26 .5 and permits for two sets of double tandem spaces encroaching the required front yard for a new DOUBLE DUPLEX dwelling.
- Provides relief from provision 24.28.1 .3 .1 and permits for hard surface for the purpose of a walkway, driveway, and parking spaces to occupy up to 50% of the required front yard for a new DOUBLE DUPLEX dwelling.
- Provides four (4) bicycle parking spaces and outdoor amenity patio area in lieu of the above reliefs.

The applicant has submitted application to this effect (Refer to Appendix A – Development Application).

1.2 Description of Site

The subject site is located on the west side of Campbell Avenue (refer to Figure 1.0 – Location Map). The subject site is legally described as PLAN 1148 LOT 9; Roll 3739-050-300-03100-0000.

The total site area under application is 5,600ft² (520.25m²) having 40ft (12.19m²) of frontage on Campbell Avenue.

The site is vacant land with no existing structures.

1.3 Proposed Development

The applicant proposes to develop the site for a 420.66m² two (2) storey with basement, double duplex dwelling building.

The proposed development will provide a total of four (4) parking spaces, as two sets of tandem parking spaces on a driveway. A total of four (4) bicycle spaces will also be provided to promote the use of active transportation. The proposed development intends to provide local students, professionals, and other local residents with housing near the University of Windsor Campus (900m), downtown core, St. Clair College Downtown Campus(2km) and St Clair College Campus (direct bus connection from Campbell Avenue).

The proposed double duplex dwelling building will be a minimum of 1.8 metre from the side yard property line, 7.5 metres from the rear property line and 18.1 metres from the front property line.

The proposed development project intended to help provide post-secondary students, professionals, and other local residents with additional affordable housing options. Access to the proposed development will be provided from Campbell Avenue.

A Zoning By-Law Amendment application is required to permit the proposed development. The applicant is requesting an amendment from the existing “Residential District 2.2(RD2.2)” zoning to a site-specific “Residential District 2.2(RD2.2)” zoning category which would permit the proposed.

Refer to Figure 5 – Conceptual Site Plan and Appendix A – Development Application.

2.0 Existing Land Use

2.1 Subject Site

The physical attributes of the site are as follows:

- A total site area of 520.25 m²;
- Rectangular shaped parcel with frontage on Campbell Avenue;

- The subject site is vacant land with no existing structures.

2.2 Surrounding Land Use

The surrounding land uses are varied as shown in Figure 5 – Surrounding Land Uses and are described as follows:

North

- 627 Campbell Avenue, two storey residential building (RD2.2) single family dwelling.

East

- Campbell Avenue, with 22m required ROW and beyond that
- 1675 Wyandotte Street West, commercial buildings (CD2.2) plaza.

South

- 643 Campbell Avenue, two storey residential building (RD2.2) two(2) units dwelling.

West

- Alley, approximately 4.3m wide and beyond that
- 636 Josephine Avenue, single storey residential building (RD1.3) single family dwelling

3.0 Planning Evaluation

To determine the feasibility and appropriateness of the proposed development, an evaluation of the potential planning issues and impacts has been undertaken. This evaluation has been based on:

- Official Plan;
- Zoning By-law; and
- Visual inspections of the site and surrounding lands.

3.1 The City of Windsor Official Plan

The local policy context in the City of Windsor is outlined in the Official Plan which contains goals, objectives, and policies to manage and direct growth in the City.

In the Official Plan, the subject lands are currently designated as “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. Opportunities for a broad range of housing types and complementary services and amenities are

provided to develop safe, caring and diverse neighbourhoods. The proposed use complies with the current Official Plan designation and satisfies the following objectives of the Official Plan:

- 6.3.1.1 To support a complementary range of housing forms and tenures in all neighbourhoods.
- 6.3.1.2 To promote compact neighbourhoods which encourage a balanced transportation system.
- 6.3.1.3 To promote selective residential redevelopment, infill, and intensification initiatives.
- 6.3.1.7 To ensure that a sufficient land supply for residential and ancillary land uses is available to accommodate market demands over the 20-year period of this Plan.

Our analysis suggests that the proposed development is consistent with the following policies found in the Official Plan:

- Policy 6.3.2.1, relating to Permitted Uses, providing Low Profile and Small Scale Residential building.
- Policy 6.3.2.3 relating to Types of Low Profile Housing, providing small scale form of multiplex with no more than 8 units (double duplex – 4 units).
- Policy 6.3.2.4., relating to Location Criteria
- Policy 6.3.2.5 relating to Evaluation Criteria for a Neighbourhood Development Pattern.

These policies are included in Appendix B and will be referenced at this report.

3.2 The City of Windsor Zoning By-Law

The City of Windsor Zoning By-law 8600 implements the policies of the City of Windsor Official Plan by regulating built form and land uses throughout the City.

The subject site is currently zoned Residential District 2.2 (RD2.2) zone. The applicant is applying for a Zoning By-law Amendment to a site-specific Residential District 2.2 (RD2.2) zone to permit the proposed residential development of a double duplex dwelling building. The RD2.2 site specific zone will require the following modifications:

- A decrease the minimum lot area for a DOUBLE DUPLEX dwelling from 540sm to 520sm.
- A decrease the Minimum lot width for a DOUBLE DUPLEX dwelling from 18.0m to 12.0m.
- Provides relief from provision 24.26 (.5) of the City of Windsor Zoning By-Law 8600 and permits for two sets of double tandem spaces encroaching the required front yard for a new DOUBLE DUPLEX dwelling.

- Provide relief from provision 24.28.1 (.3) (.1) of the City of Windsor Zoning By-Law 8600 and permits for hard surface for the purpose of a walkway, driveway, and parking spaces to occupy up to 50% of the required front yard for a new DOUBLE DUPLEX dwelling.

The proposed use is compatible with the uses permitted in the zone. The proposed development will help diversify housing options in the surrounding neighbourhood and will help supplying the housing units that are needed in the area.

On-site parking is proposed as two sets of double tandem spaces meeting the parking requirements of the zoning by-law for the DOUBLE DUPLEX dwelling.

See Appendix C – City of Windsor Zoning By-law Policies and Figure 3 – Existing Zoning Designations.

3.3 Planning Analysis and Considerations

The proposed DOUBLE DUPLEX dwelling encourages the use of underutilized land and intensification of land uses in an area with existing municipal infrastructure and access to services.

The proposed development provides the potential for four dwelling units. The surrounding area consists of residential and commercial uses, single family dwellings and double dwellings at the north, south, west, and commercial at the east. The proposed development is compatible, fits well in the surrounding neighbourhood and provides additional housing and increased density.

Located near schools, recreational areas, commercial buildings, and transit routes the subject site provides an opportunity for a low profile and small-scale development that will help provide students and Windsor residents with additional housing supply.

3.3.1 Location

The subject site is adjacent to a walkable neighbourhood corridor (refer to Figure 4 – Neighbourhood Map). The surrounding area consists of low-profile single family, multiple units dwelling, commercial and institutional buildings. The site is also steps from Wyandotte Street West, a traditional commercial street with the Civic Image of Main Street. University of Windsor is at a distance of 900m, and residents can reach there either on a 10min walk or 4min bicycle ride. Downtown Windsor and St. Clair Downtown Campus are at a distance of 2.0km, and residents can reach there either on a 25min walk or by 8min bicycle ride. St. Clair College Campus is a 20min direct bus trip with DOMINION 5 public transit bus route which stops at the intersection of Wyandote St and Campbell Ave.

There are several amenity and park spaces in the surrounding neighbourhood of the proposed development, such as “Council on Aging” customer care centre, “Adle Knox Herman” arena and “Wilson” Park, “Ernest Atkinson” Park,

South section of “International Gardens” Park, Assumption Cares-Assumption Parish McEwan Campus and Campbell Baptist Church community centres.

Due to the location of the site at a walkable neighbourhood corridor, the applicant proposes providing 4 bicycle parking spaces which can accommodate for the required parking spaces for residents cycling to school or work and reduce the area of hard surface dedicated for parking at the front of the property. A front yard landscaped outdoor amenity patio will activate social interaction on Campbell Avenue and help community building.

3.3.2 Land Use – Residential - Housing

The proposed use on the subject site complies with the Existing Land Use as per the Official Plan and Zoning By-law designation.

The proposed development includes a two storey DOUBLE-DUPLEX (4 dwelling units) building, which will provide additional housing options to University of Windsor and St Clair College students, as well as to Windsor residents. The proposal is a form of residential intensification that meets the social, health and wellbeing requirements of current and future residents, promotes increased densities which efficiently use land, resources, infrastructure, and public service facilities, and supports the use of active transportation and transit in the area. It conforms to the Residential policies in the OP, particularly with the promotion of the complementary range of housing types and tenure, infill, and intensification initiatives (OP 6.3.1.1., OP6.3.1.3.).

The proposed development will increase the housing stock in Windsor and provide residents with additional housing options.

3.3.3 Transportation

The subject property is located steps from existing transit bus routes CROSSTOWN 2 and DOMINION 5, an existing signed route on Wyandotte St that will connect the proposed development to the University of Windsor, St Clair College and downtown (OP, 7.2.2.18(b)).

Proximity to University of Windsor campus will encourage residents to use active transportation, as residents can reach there either on a 10min walk or 4min bicycle ride at a distance of 900m.

3.3.4 Infrastructure

The proposed building will use existing municipal sewers and water services and will ensure that sewage and water services provided comply with all regulatory requirements and protect human health and natural environment (OP

7.3.1.1.) The proposed infill development will require new private servicing connections but will not require extension of municipally owned or operated infrastructure (OP 7.3.3.1.)

There are existing sidewalks along both east and west sides of Cambell Ave that connect with the sidewalks on Wyandotte St which will provide pedestrian access to the surrounding area. The sidewalk is barrier free and maintained to provide accessible travel for all residents and pedestrians and will encourage people to walk to school or work, for travel, exercise, recreation, and social interaction.

3.3.5 Urban Design

The proposed development is compatible with the land uses in the surrounding area and will help bringing up the property standards and preserve the character of the neighbourhood.

The proposed DOUBLE-DUPLEX multi family dwelling is designed to appear as a large single-family home. It has a single entrance on the main façade facing Cambell Ave. The mass, orientation, form and sitting conforms with Low Profile dwellings (OP, 6.3.2.1 & 6.3.2.3.). The proposed building respects all required open yards and max height of the existing Zoning Requirements and provides sufficient living spaces for its tenants. Furthermore the proposed design utilizes a compatible and compact footprint with 40% lot coverage, which is lower than the max allowed (45%). Based on this, the applicant is requesting a decrease to the minimum lot area for a DOUBLE DUPLEX dwelling from 540sm to 520sm, and a decrease the Minimum lot width for a DOUBLE DUPLEX dwelling from 18.0m to 12.0m. See figure 7 – Site Overview and Figure 8 - Street Elevations.

Due to the demographics of future tenants, proximity to University of Windsor, walkable neighbourhood and access to public transit, the applicant is requesting relief from provision 24.26 (.5) of the City of Windsor Zoning By-Law 8600 and permits for two sets of double tandem spaces encroaching the required front yard for a new DOUBLE DUPLEX dwelling. This way parking needs will be met, and development will be able to provide more landscape area at the front side of the building.

In lieu of a porch, that allows residents to sit and interact with the street life, a landscape amenity with a patio is proposed to promote community building, social activation, and safety of the street.

3.3.6 Economic Prosperity

The proposed development promotes opportunities for economic development and investment within the City of Windsor. It also optimizes the use of vacant land, infrastructure, and public service facilities available around the subject site. The subject property is strategically located within an existing area of the City where roads, community facilities, schools and public transport are accessible.

3.3.7 Energy Strategy

The proposed development promotes compact form and low-profile housing, increased density and enables the use of active transportation, and public transportation for residents. Increased active and public transportation will help limit vehicle trips for residents and maintain carbon footprint of the residents' low.

The building construction will follow best practices for Energy Efficiency complying with OBC and SB-12.

4.0 Conclusions

Based on extensive review, the proposed residential development is appropriate for the site and consistent with good planning and urban design principles. We recommend that the Zoning By-law Amendment application, as submitted, be approved for the following reasons:

1. The proposed residential development is “consistent” with the Official Plan policies as identified in section 3.1 of this report.
2. The proposed residential development is permitted under the Residential District 2.2 (RD2.2) zone and is consistent with the intent of Zoning By-law 8600. The above analysis shows that:
 - The zoning Regulations for Residential District 2.2 (RD2.2) include the proposed use and can be further adapted to meet the additional site-specific requirements of the development. The proposed site-specific adjustments are minor in nature, while still meeting the intent of the by-law. This is consistent with other developments in the area.
 - The requested decrease of the minimum lot area for a DOUBLE DUPLEX dwelling from 540sm to 520sm and decrease of the Minimum lot width for a DOUBLE DUPLEX dwelling from 18.0m to 12.0m, are minor in nature, as the proposed building respects all required open yards and height and provides living area for the future residents meeting the Ontario Building Code and City of Windsor Property Standards by By-Law.
 - The requested reliefs from provision 24.26 (.5) of the City of Windsor Zoning By-Law 8600 and permits for two sets of double tandem spaces encroaching the required front yard and provision 24.28.1 (.3) (.1) of the City of Windsor Zoning By-Law 8600 and permits for hard surface for the purpose of a walkway, driveway, and parking spaces to occupy up to 50% of the required front yard for a new DOUBLE DUPLEX dwelling, are supported by the walkability of the neighbourhood and access to public transport which provide the residents with means of transportation others than the use of cars.
 - The site is physically suitable and strategically located to support the proposed use.
 - Municipal services and emergency services are available.

- Site access is available as per Zoning By-Law requirements.
 - Proposed design provides sufficient parking on site.
 - The proposed development is compatible with the surrounding land uses (land use, scale, massing, landscaping, etc.) and it is consistent with the mix of land uses in the surrounding neighbourhood.
3. The proposed development will fulfill the need for additional residential units in the area and the City of Windsor in general.
 4. The proposed development promotes compact form and intensification. Walkable neighbourhood, access to sidewalk network, public transit network and proximity to schools and work will encourage residents to use active transportation and transit, minimizing the number and length of vehicle trips.

Dan Amicone, OAA MRAIC

Architect

A handwritten signature in black ink, appearing to read 'Dan Amicone', with a long horizontal flourish extending to the right.

September 2, 2022

FIGURES



- Legend**
- City Facility Buildings
 - Customer Care Centres
 - Fire
 - Municipal Parking Lots
 - Arenas
 - Community Centres
 - University and College
 - Bus Stations
 - Street Centreline
 - Sidewalks
- Street Names**
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 - Green: Band_2
 - Blue: Band_3

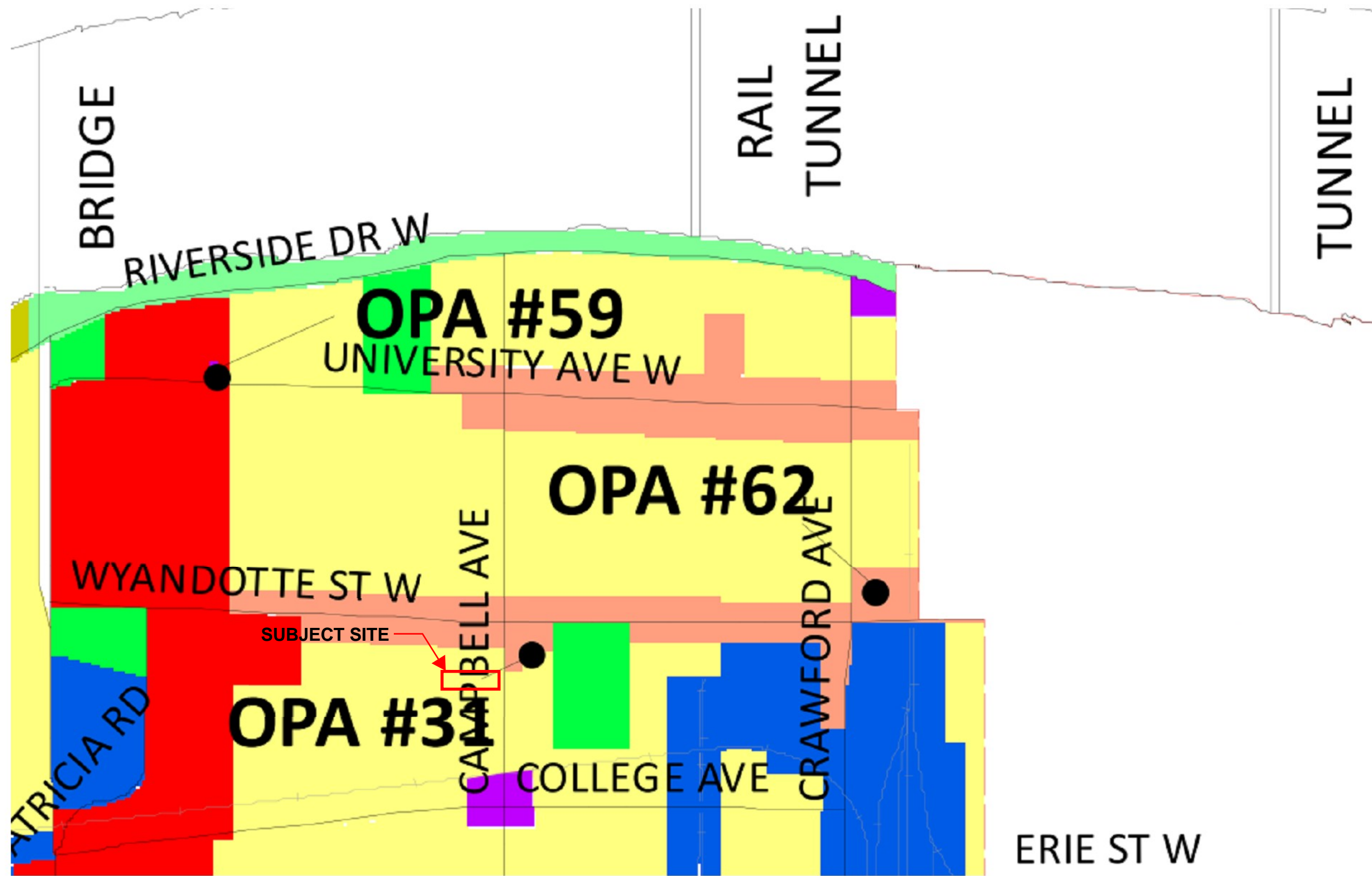
LOCATION MAP
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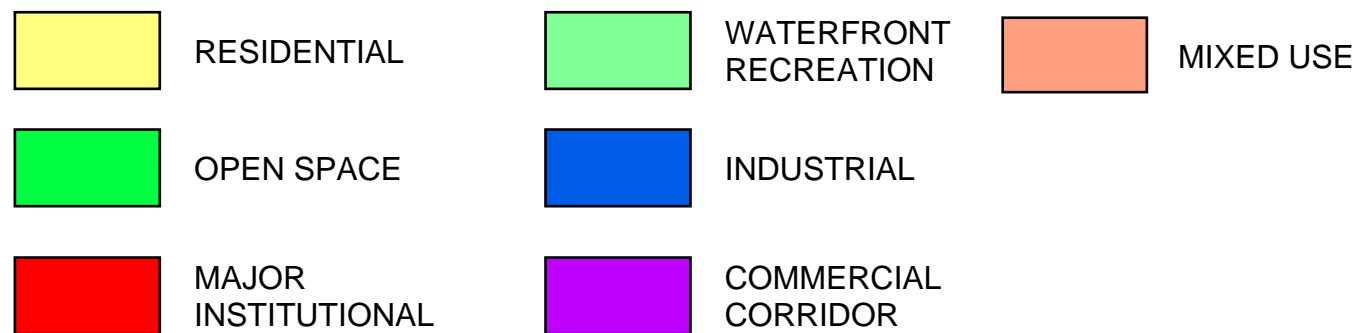
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 © Latitude Geographics Group Ltd.

This map is a user generated static output from an Internet mapping site and is for reference only. Data layers that appear on this map may or may not be accurate, current, or otherwise reliable.
 THIS MAP IS NOT TO BE USED FOR NAVIGATION

Notes
 This map was automatically generated using Geocortex Essentials.



*** MAP IS NOT TO SCALE ***



ERIE ST W

EXISTING OFFICIAL PLAN DESIGNATIONS
FIGURE 2.0

Issued for

Date

Revision Schedule
Description

No.

EXISTING OFFICIAL PLAN
DESIGNATIONS

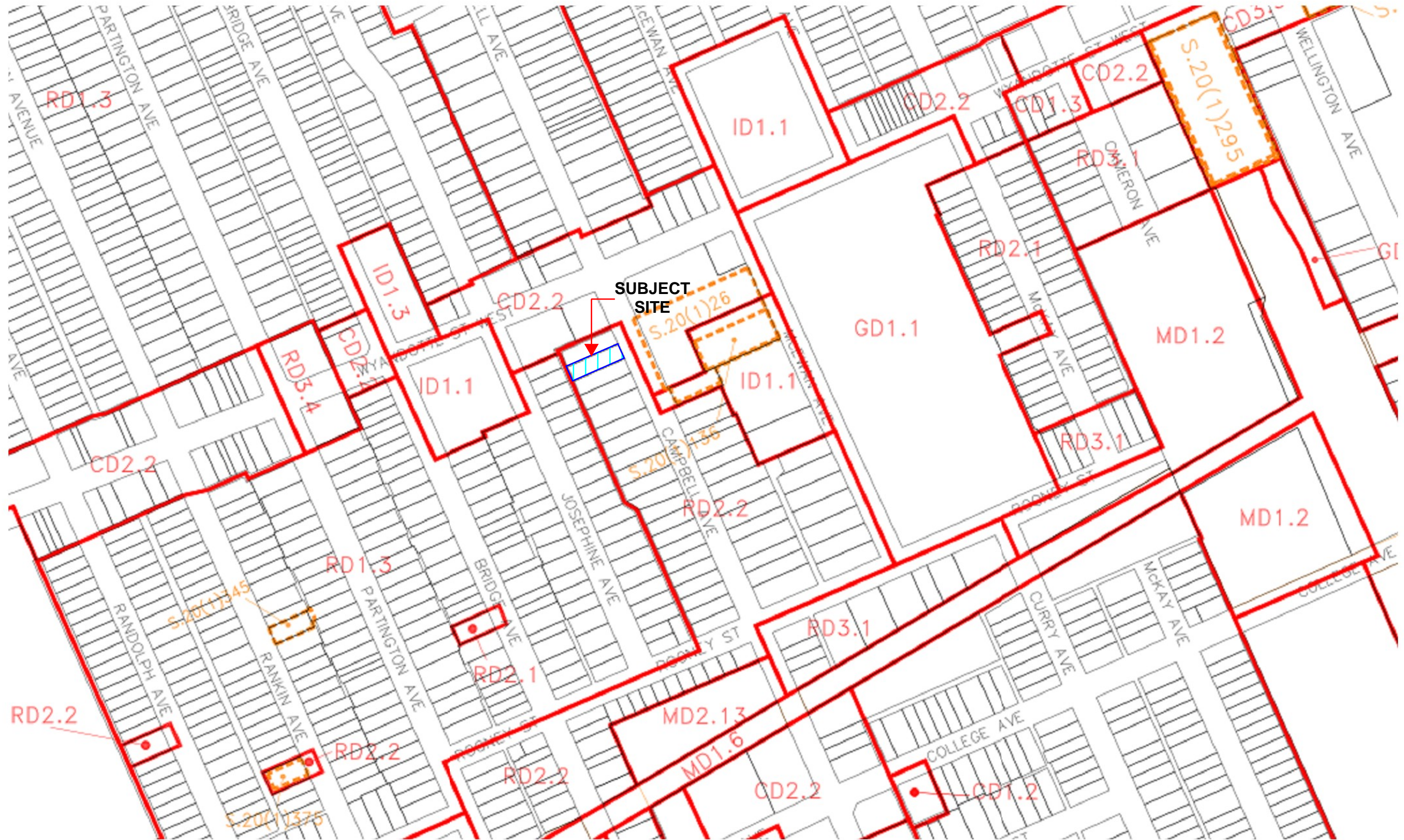
PROPOSED DOUBLE DUPLEX
635 Campbell Ave., Windsor, Ontario N9B 2H6

Drawn By Author Checked By Checker

Project No 2204

Sheet No

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*** MAP IS NOT TO SCALE ***

 SUBJECT SITE

EXISTING ZONING DESIGNATIONS
FIGURE 3.0

Issued for

Date

Revision Schedule

Description

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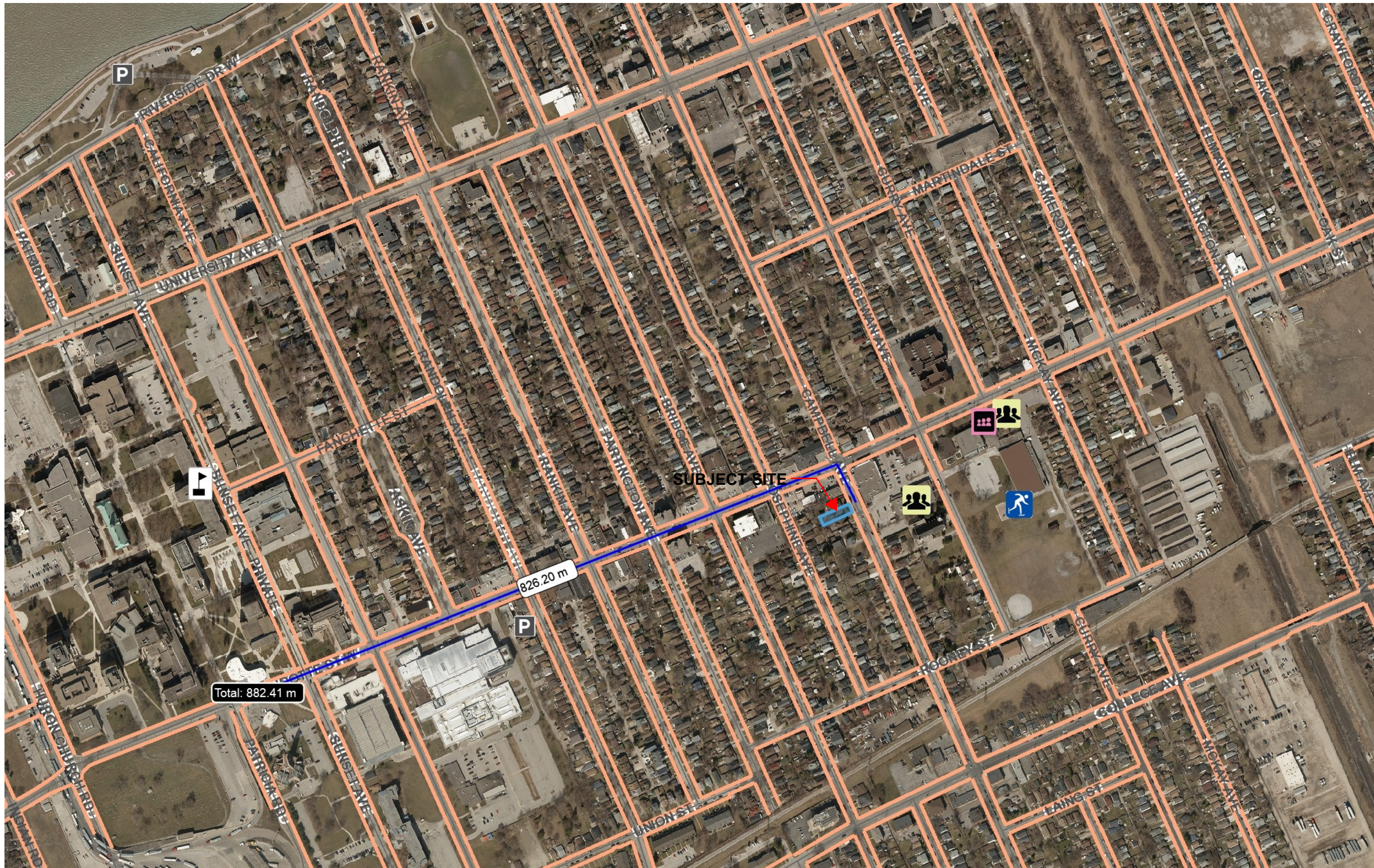
EXISTING ZONING DESIGNATIONS

PROPOSED DOUBLE DUPLEX
635 Campbell Ave., Windsor, Ontario N9B 2H6

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 Author _____ Checker _____
 Project No _____
 2204

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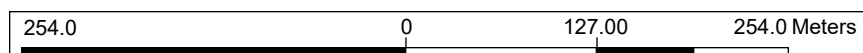
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- Legend**
- City Facility Buildings
 - Customer Care Centres
 - Fire
 - Municipal Parking Lots
 - Arenas
 - Community Centres
 - University and College
 - Bus Stations
 - Street Centreline
 - Sidewalks
 - Street Names
 - 2137ESSX_Windsor_10cm_20
 - Red: Band_1
 - Green: Band_2
 - Blue: Band_3

NEIGHBOURHOOD MAP
FIGURE 4.0

1: 5,000










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THIS MAP IS NOT TO BE USED FOR NAVIGATION

Notes
This map was automatically generated using Geocortex Essentials.



	SUBJECT SITE		PROPOSED DOUBLE DUPLEX		PATIO AREA		EXISTING BUILDINGS
	LANDSCAPING		WALKWAY		PROPOSED DRIVEWAY		

CONCEPTUAL SITE PLAN
FIGURE 5.0

*** MAP IS NOT TO SCALE ***

Revision Schedule	Description	Date	Issued for
No.			

CONCEPTUAL SITE PLAN

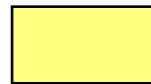
PROPOSED DOUBLE DUPLEX
635 Campbell Ave., Windsor, Ontario N9B 2H6

Drawn By Author
Checked By Checker
Project No 2204
Sheet No



SURROUNDING LAND USE

SCALE: 1 : 4000



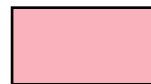
RESIDENTIAL



MAJOR INSTITUTIONAL



COMMERCIAL CORRIDOR



MIXED USE



OPEN SPACE



INDUSTRIAL

SURROUNDING LAND USE
FIGURE 6.0

Issued for

Date

Revision Schedule
Description

No.

SURROUNDING LAND USE

PROPOSED DOUBLE DUPLEX

635 Campbell Ave., Windsor, Ontario N9B 2H6

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Project No 2204

Sheet No

A101d



SITE OVERVIEW

SCALE: 1 : 500

City Council Meeting - January 16, 2023
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SITE OVERVIEW
FIGURE 7.0

SITE OVERVIEW

PROPOSED DOUBLE DUPLEX

635 Campbell Ave., Windsor, Ontario N9B 2H6

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Checked By Checker
Project No 2204

Sheet No

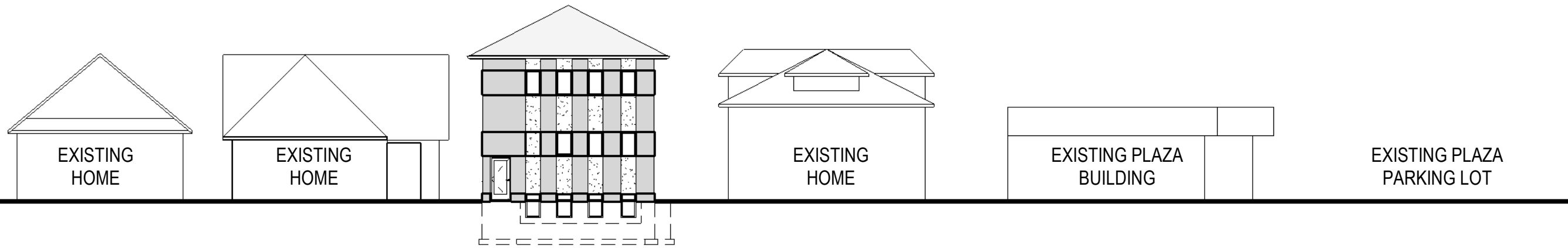
A100

Revision Schedule
Description

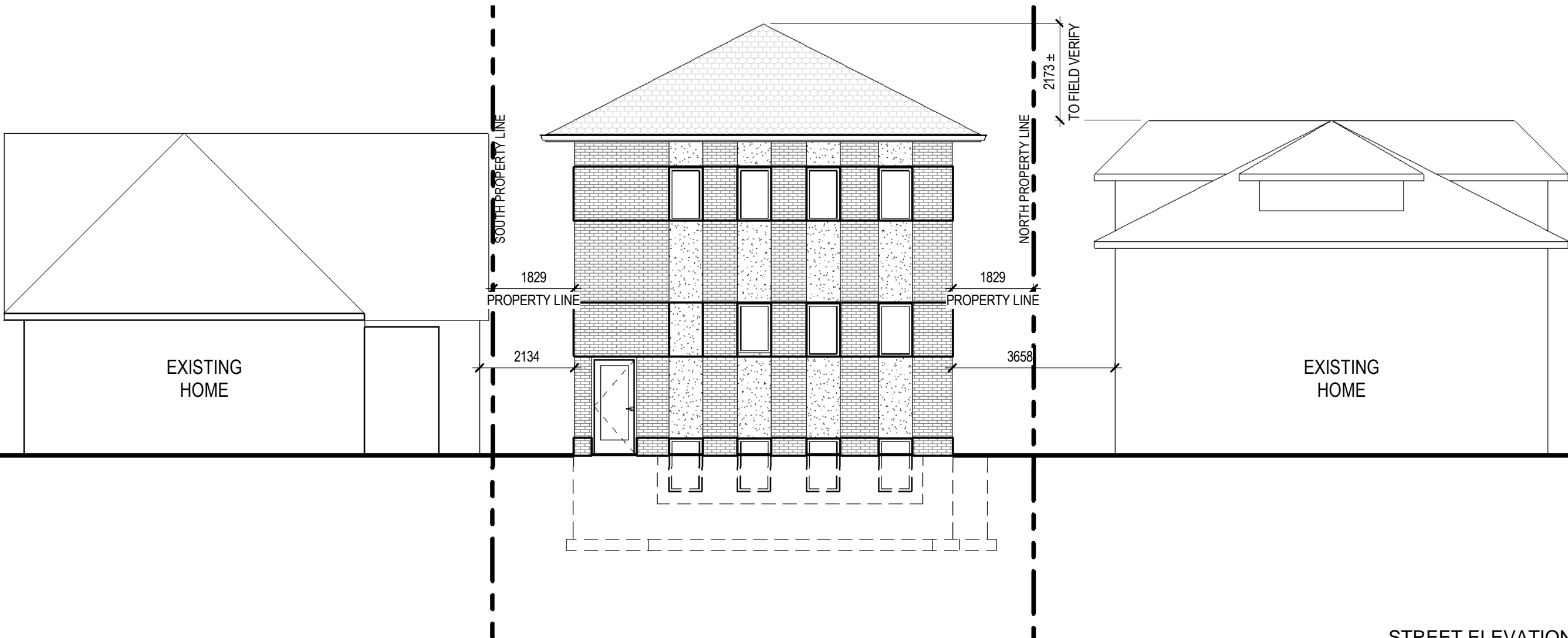
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Date

Issued for



*** ELEVATION NOT TO SCALE ***



*** ELEVATION NOT TO SCALE ***

Issued for

Date

Revision Schedule
Description

No.

STREET ELEVATIONS

PROPOSED DOUBLE DUPLEX

635 Campbell Ave., Windsor, Ontario N9B 2H6

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Checked By Checker
Project No 2204

Sheet No

A101e



PUBLIC TRANSIT MAP

City Council Meeting - January 16, 2023

SCALE: 1 : 15000

PAGE 311 of 501

Revision Schedule	Description	Date	Issued for
No.			

PUBLIC TRANSIT MAP
PROPOSED DOUBLE DUPLEX
 635 Campbell Ave., Windsor, Ontario N9B 2H6

Drawn By _____ Checked By _____
 Author _____ Checker _____
 Project No. 2204

Sheet No. **A101f**

APPENDIX – A
Development Application

ZONING BY-LAW AMENDMENT APPLICATION

INSTRUCTIONS

Verify that you are using the current application form.

- Section 1: Pre-Submission consultation with a staff Planner is mandatory per By-law 199-2007. If you do not have a valid Pre-Submission Letter, you must meet with a staff Planner who must sign and date this section.
- Section 2: During Pre-Submission consultation a staff Planner will indicate what supporting information must be submitted with the application.
- Section 3: Provide the full name, address, phone number, fax number and email address of the applicant, agent, and registered owner. If any of these are a corporation, provide the full corporate name. Include the full name of the contact person. If there is more than one person, corporation, or registered owner, use additional sheets.
- Section 4: Indicate if you are submitting other companion applications with this application.
- Section 5: Provide information about the subject land. This information is used to determine supporting information requirements and to assist in the review of the application.
- Section 6: Indicate the amendment, proposed uses and describe the nature and extent of the amendment being requested. Indicate why the amendment is being requested and how it is consistent with the Provincial Policy Statement and conforms to the City of Windsor Official Plan. If this information is in a Planning Rationale Report, check the box beside "See Planning Rationale Report".
- Section 7: If there are any existing buildings or structures on the subject land, provide the required information or submit a sketch, drawing or plan that shows this information.
- Section 8: If you propose to build any buildings or structures on the subject land, provide the required information or submit a sketch, drawing or plan that shows the information.
- Section 9: Indicate how the property is accessed. Check all boxes that apply.
- Section 10: Provide information about water service, sanitary sewage disposal, and storm drainage.
- Section 11: Provide a sketch of the subject land showing, in metric units, the items listed or indicate if this information is provided on an existing plan or a conceptual site plan.
- Section 12: Check the appropriate box based on a valid Pre-Submission Letter or pre-submission consultation.
- Section 13: Explain your proposed strategy for consulting with the public with respect to the application.
- Section 14: Complete and sign in the presence of a Commissioner of Taking Affidavits.
- Other: Read, complete in full, and sign Schedules A & E. Complete Credit Card Authorization if paying by credit card
- Submit application form, supporting information, and application fee / credit card authorization to Senior Steno Clerk at Planning Division, Suite 210, 350 City Hall Square West, Windsor ON N9A 6S1 or planningdept@citywindsor.ca

TYPE OF REZONING AMENDMENT

DATE RECEIVED STAMP

The type of amendment is determined by the City Planner or their designate.

Minor Zoning Amendment

- Site zoned commercial, institutional, or manufacturing
 - Addition to the list of permitted uses
- Site already zoned
 - Change to existing regulations or to zoning district boundary to match lot lines
- Site designated in the Official Plan for residential use
 - Rezoning to accommodate a maximum of six dwelling units
- Site designated in the Official Plan for the proposed use other than residential
 - Site-specific zoning for a site with a lot area of less than 1,000.0 m²

Major Zoning Amendment

- Any other amendment not listed as minor.

ZONING BY-LAW AMENDMENT APPLICATION

ZONING BY-LAW AMENDMENT PROCESS

The application will be terminated without notice after 60 days of inactivity. The following is for your information only. Review the Planning Act and relevant regulations for statutory requirements. The processing of the application is subject to change. Direct all questions to the assigned Planner. The process is generally as follows:

1. The application is reviewed to ensure all prescribed and required information and the fee have been submitted. Within 30 days of the receipt of the application, you will be notified in writing that the application is deemed incomplete or complete.
2. If deemed incomplete, the application and fee will be returned. If deemed complete, fees are not refundable, the application is circulated to departments and external agencies for review and comment, and all submitted documents are made available to the public.
3. Following circulation, a draft staff report containing a recommendation and any conditions is prepared. The City Planner and other staff review the draft staff report.
4. When the staff report is approved by appropriate municipal staff, it will be scheduled for a future meeting of the Development and Heritage Standing Committee (DHSC).
5. The DHSC meeting is the public meeting required by the Planning Act. Public notice of the DHSC meeting is advertised in the Windsor Star, a local newspaper, at least 20 days in advance of the DHSC meeting. A courtesy notice may be mailed to property owners and/or tenants within 120 metres or more of the subject land.
6. 10 days prior to the DHSC meeting, the staff report is circulated to the applicant and DHSC members and made available to the public. All supporting documentation submitted by the applicant is available for review.
7. At the DHSC meeting, a staff planner makes a presentation. The applicant and other parties have an opportunity to provide verbal and/or written submissions. The DHSC may ask questions of staff, the applicant, agent, and other parties. The DHSC may decide to defer or recommend approval or denial of the application.
8. If deferred, the application along with any additional information or a new staff report will be considered at a future DHSC meeting. If recommended for approval or denial, the staff report, the minutes of the DHSC meeting, and the amending by-law are forwarded to City of Windsor Council for consideration at a future date. The applicant, agent and all interested parties will be notified by the City Clerk of the date, time, and location of the Council meeting. Call 311 or contact the City Clerk at 519-255-6211 or clerks@citywindsor.ca.
9. The application may be placed on the Consent Agenda of the Council Meeting, a part of the meeting where Council approves several matters with a single motion. If the application is not on the Consent Agenda, the staff planner may introduce the application, review the staff recommendation and any additional information provided to Council, and advise Council of any differences between the staff and DHSC recommendations. The applicant and other interested parties have an opportunity to make verbal and/or written submissions. Council may decide to approve, deny, or defer the application. If Council approves the application, the amending by-law may be approved at the same Council meeting, otherwise it will be approved at a future Council meeting.
10. When the amending by-law is passed, the City Clerk will mail a notice of the passing of the amending by-law to property owners and various public agencies within 15 days. There is a 20-day appeal period commencing the day after this notice is given. The notice will include the last day to file an appeal. An appeal is made to the Ontario Land Tribunal (OLT) through the City Clerk. If no appeal is filed, the amending by-law is final and binding as of the date of Council's passing of the by-law. Contact the City Clerk at 519-255-6211 or clerks@citywindsor.ca.
11. If the rezoning is subject to a holding symbol, it is the responsibility of the property owner to satisfy the conditions to remove the holding symbol, to apply, and to pay the fee to remove the holding symbol.

CONTACT INFORMATION

Planning & Building Department – Planning Division
Suite 210
350 City Hall Square West
Windsor ON N9A 6S1

Telephone: 519-255-6543
Fax: 519-255-6544
Email: planningdept@citywindsor.ca
Web Site: www.citywindsor.ca

ZONING BY-LAW AMENDMENT APPLICATION

1. PRE-SUBMISSION CONSULTATION

By-law 199-2007 requires pre-submission consultation with a staff Planner to determine what supporting information is required, to verify fee payable, and to review the process. This application is incomplete unless you have a valid Pre-Submission Letter or a staff Planner signs below.

Valid Pre-Submission Letter? NO YES File Number: PS- 126/21

Staff Use Only

Signature of Staff Planner		Date of Consultation	
<input type="checkbox"/> Jim Abbs	<input type="checkbox"/> Kevin Alexander	<input type="checkbox"/> Greg Atkinson	<input type="checkbox"/> Laura Diotte
<input type="checkbox"/> Melissa Gasic	<input type="checkbox"/> Justina Nwaesei	<input type="checkbox"/> Simona Simion	<input type="checkbox"/> Adam Szymczak
<input type="checkbox"/> _____			

2. REQUIRED SUPPORTING INFORMATION *(To be completed by a staff Planner)*

Unless you have a valid Pre-Submission Letter, a staff Planner will indicate below what supporting information must be submitted with the application during pre-submission consultation. The City of Windsor reserves the right to require additional supporting information during the processing of the application. All supporting information submitted is made available for public review.

For each document, provide one paper copy, and where possible, one digital copy on a CD or USB flash drive. All drawings or plans shall be in letter size (8.5 x 11 inches) in JPG and PDF format. All other document shall be provided in Word and PDF format. **All PDF documents shall be flattened with no layers.**

If you are submitting a companion application submit only one set of documents.

<input checked="" type="checkbox"/> Deed or Offer to Purchase	<input type="checkbox"/> Corporation Profile Report	<input checked="" type="checkbox"/> Site Plan Conceptual <i>(see Section 8)</i>	<input checked="" type="checkbox"/> Sketch of Subject Land <i>(see Section 11)</i>
<input type="checkbox"/> Archaeological Assessment – Stage 1	<input type="checkbox"/> Built Heritage Impact Study	<input type="checkbox"/> Environmental Evaluation Report	<input type="checkbox"/> Environmental Site Assessment
<input type="checkbox"/> Floor Plan and Elevations	<input type="checkbox"/> Geotechnical Study	<input type="checkbox"/> Guideline Plan	<input type="checkbox"/> Lighting Study
<input type="checkbox"/> Market Impact Assessment	<input type="checkbox"/> Micro-Climate Study	<input type="checkbox"/> Noise Study	<input type="checkbox"/> Planning Rationale Report
<input type="checkbox"/> Record of Site Condition <i>(see Schedule E)</i>	<input type="checkbox"/> Sanitary Sewer Study	<input type="checkbox"/> Species at Risk Screening	<input type="checkbox"/> Storm Sewer Study
<input type="checkbox"/> Storm Water Retention Scheme	<input type="checkbox"/> Topographic Plan of Survey	<input type="checkbox"/> Transportation Impact Statement	<input type="checkbox"/> Transportation Impact Study
<input type="checkbox"/> Tree Preservation	<input type="checkbox"/> Tree Survey Study	<input type="checkbox"/> Urban Design Study	<input type="checkbox"/> Vibration Study
<input type="checkbox"/> Wetland Evaluation Study	Other Required Information: _____		

ZONING BY-LAW AMENDMENT APPLICATION

3. APPLICANT, REGISTERED OWNER, AND AGENT INFORMATION

Provide in full the name of the applicant, registered owner, and agent, the name of the contact person, and address, postal code, phone number, fax number and email address.

If the applicant or registered owner is a numbered company, provide the name of the principals of the company. If there is more than one applicant or registered owner, copy this page, complete in full and submit with this application.

All communication is with the Agent authorized by the Owner to file the application. If there is no Agent, all communication is with the Applicant.

Applicant

Name: Gansil Inc. Contact: Dario Silvaggi
Name of Contact Person

Address: 140 Winclare Dr., Windsor

Address: _____ Postal Code: N8P 1H5

Phone: 519 - 991 - 2557 Fax: _____

Email: dariosilvaggi@gmail.com

Registered Owner Same as Applicant

Name: _____ Contact: _____
Name of Contact Person

Address: _____

Address: _____ Postal Code: _____

Phone: _____ Fax: _____

Email: _____

Agent Authorized by the Owner to File the Application (Also complete Section A1 in Schedule A)

Name: Architecttura Inc. Contact: Daniel Soleski
Name of Contact Person

Address: 180 Eugenie St. W., Windsor

Address: _____ Postal Code: N8X 2X6

Phone: 519-258-1390 Fax: _____

Email: dsoleski@architecttura.com

4. COMPANION APPLICATIONS

Are you submitting a companion Official Plan Amendment application? NO YES

Are you submitting a companion Plan of Subdivision/Condominium application? NO YES

Are you submitting a companion Site Plan Control application? NO YES

ZONING BY-LAW AMENDMENT APPLICATION

5. SUBJECT LAND INFORMATION

Municipal Address 635 (0) Campbell Ave, Windsor, N9B 2H6

Legal Description PLAN 1148 LOT 9; 5600.00SF 40.00FR 140.00D

Assessment Roll Number 3739-050-300-03100-0000

If known, the date the subject land was acquired by the current owner: _____

Frontage (m) 12.19m (40ft) Depth (m) 42.67m (140ft) Area (sq m) 520.26m²

Official Plan Designation Residential

Current Zoning Residential District 2.2 (RD 2.2)

Existing Uses Vacant lot

If known, the lengths of time that the existing uses have continued: _____

Previous Uses _____

List the names and addresses of the holders of any mortgages, charges, or other encumbrances in respect of the subject land:

Are there any easements or restrictive covenants affecting the subject lands? NO YES

If yes, describe the easement or restrictive covenant and its effect:

If known, has the subject land ever been subject of: *(leave blank if unknown)*

An application for a Plan of Subdivision or Consent: NO YES File: _____

An application for an amendment to a Zoning By-law: NO YES File: _____

An application for approval of a Site Plan: NO YES SPC- _____

A Minister's Zoning Order (Ontario Regulation): NO YES OR#: _____

ZONING BY-LAW AMENDMENT APPLICATION

6. DESCRIPTION OF AMENDMENT

Amendment to Zoning By-law from: Residential District 2.2 (RD 2.2)

to: Site Specific Residential District 2.2 (RD 2.2)

Proposed uses of subject land: Residential

Describe the nature and extent of the amendment(s) being requested:

-Permit a DOUBLE DUPLEX dwelling in a lot with Lot Area of 520sm and Lot Width of 12.0m.

-Provide relief from provision 24.26 .5 and permits for two sets of double tandem spaces encroaching the required front yard for a new DOUBLE DUPLEX dwelling.

-Provide relief from provision 24.28.1 .3 .1 and permits for hard surface for the purpose of a walkway, driveway, and parking spaces to occupy up to 50% of the required front yard for a new DOUBLE DUPLEX dwelling.

-Provide four (4) bicycle parking spaces and outdoor amenity patio area in lieu of the above reliefs.

Why is this amendment or these amendments being requested?

The Applicant wishes to develop the subject site as a DOUBLE-DUPLEX dwelling.

Even if the building design respects all minimum required open yards and max allowed building height, the above mentioned reliefs are required.

Explain how the amendment to the Zoning By-law is consistent with the Provincial Policy Statement:

See Planning Rationale Report

The proposed use is already allowed to this site. The reliefs required do not extend to the level of the Provincial Policy Statement.

Explain how the application conforms to the City of Windsor Official Plan:

See Planning Rationale Report

If this application is to remove land from an area of employment, details of the official plan or official plan amendment that deals with this matter:

See Planning Rationale Report

See Official Plan Amendment

ZONING BY-LAW AMENDMENT APPLICATION

7. EXISTING BUILDINGS / STRUCTURES ON SUBJECT LAND

Are there any buildings or structures on the subject land?

- NO Continue to Section 8
- YES Indicate the type of building or structure, the date of construction (if known), and, in metric units, the setback from the front lot line, rear lot line and side lot lines, the height of the building or structure and its dimensions or floor area.
 - See attached Existing Plan or Sketch of Subject Land

8. PROPOSED BUILDINGS / STRUCTURES ON SUBJECT LAND

Do you propose to build any buildings or structures on the subject land?

- NO Continue to Section 9
- YES Indicate the type of building or structure and, in metric units, the setback from the front lot line, rear lot line and side lot lines, the height of the building or structure, and its dimensions or floor area.
 - See attached Site Plan Conceptual

420.66m² two (2) storey with basement, double duplex dwelling building

ZONING BY-LAW AMENDMENT APPLICATION

9. ACCESS TO SUBJECT LAND

Indicate if access to subject land is by: (check all that apply)

- Municipal Road Provincial Highway Another public road or a right-of-way
- Water - If access to the subject land is by water only, describe the parking and docking facilities used or to be used and provide the approximate distance in metric of these facilities from the subject land and the nearest public road:

Campbell Avenue

10. WATER, SANITARY SEWAGE AND STORM DRAINAGE

WATER – Indicate whether water will be provided to the subject land by:

- Publicly owned & operated piped water system
- Privately owned & operated individual well
- Privately owned & operated communal well
- Other _____

SANITARY - Indicate whether sewage disposal will be provided to the subject land by:

- Publicly owned & operated sanitary sewage system
- Privately owned & operated individual septic system - See Note below
- Privately owned & operated communal septic system - See Note below
- Other _____

Note: If the application would permit development on privately owned and operated individual or communal septic systems, and more than 4,500 litres of effluent would be produced per day as a result of the development being completed, you must submit a Servicing Options Report and a Hydrogeological Report.

STORM DRAINAGE - Indicate whether storm drainage will be provided by:

- Sewers Ditches Swales Other Overland splash pads.

ZONING BY-LAW AMENDMENT APPLICATION

11. SKETCH OF SUBJECT LAND

Provide a sketch showing, in metric units,

- a) the boundaries and dimensions of the subject land;
- b) the location, size, and type of all existing and proposed buildings and structures on the subject land, including their distance from the front lot line, rear lot line, and side lines;
- c) the approximate location of all natural and artificial features (for example, buildings, railways, roads, watercourses, drainage ditches, banks of rivers or streams, wetlands, wooded areas, wells and septic tanks) that are located on the subject land and on land that is adjacent to it, and in the applicant's opinion, may affect the application;
- d) the current uses of all land that is adjacent to the subject land;
- e) the location, width and name of any roads within or abutting the subject land, indicating whether it is an unopened road allowance, a public travelled road, a private road, or a right of way;
- f) if access to the subject land will be water only, the location of the parking and docking facilities to be used; and
- g) the location and nature of any easement affecting the subject land.

12. APPLICATION FEE & OTHER FEES

The amendment type is determined by the City Planner or their designate.

Verify fees before submitting the application. Fees are subject to change and are not refundable when the application is deemed complete. Method of payment: Cash, Mastercard or Visa (complete Credit Card Authorization on page 15), or by Certified Cheque or Personal Cheque payable to The Corporation of the City of Windsor.

APPLICATION FEE

Amendment Type	Code	<input checked="" type="checkbox"/> Minor Rezoning	<input type="checkbox"/> Major Rezoning
Base Fee	53001	\$4,347.00	\$5,837.40
GIS Fee	63024	+ \$50.00	+ \$50.00
Essex Region Conservation Authority Fee	53023	+ <u>\$200.00</u>	+ <u>\$300.00</u>
Total Application Fee		= \$4,597.00	= \$6,187.40

OTHER FEES

Re-Notification/Deferral Fee	Code 53016	\$2,258.40
Required when an applicant requests a deferral after notice of a public meeting has been given.		
Legal Fee - Servicing Agreement	Code 63002	\$597.64 plus \$50 per unit, lot, or block
Required when the preparation of a servicing agreement is a condition of approval.		
Removal of the Holding Symbol Application	Code 53001	\$1,536.00
It is the responsibility of the property owner to satisfy the conditions to remove the holding symbol and to apply and fee to remove the holding symbol.		
Ontario Land Tribunal (OLT) Appeal Fee		\$1,100.00
An appeal is made through the Office of the City Clerk (519-255-6211). Fees, forms, and processes are subject to change. Visit https://olt.gov.on.ca for additional information		

ZONING BY-LAW AMENDMENT APPLICATION

13. PROPOSED PUBLIC CONSULTATION STRATEGY

Select or describe your proposed strategy for consulting with the public with respect to the application:

Required Public Consultation (Public Notice & Public Meeting as required per the Planning Act)

Open House

Website

Other _____

14. SWORN DECLARATION OF APPLICANT

Complete in the presence of a Commissioner for Taking Affidavits. If the declaration is to be administered remotely, you must be able to see, hear and communicate with the Commissioner and show documentation that confirms your identity.

I, Dario Silvaggi, solemnly declare that the information required under Schedule 1 to Ontario Regulation 545/06 and provided by the applicant is accurate and that the information contained in the documents that accompany this application is accurate, that if this declaration was administered remotely that it was in accordance with Ontario Regulation 431/20, and I make this solemn declaration conscientiously believing it to be true, and knowing that it is of the same force and effect as if made under oath.

Dario Silvaggi

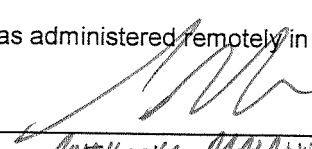
Signature of Applicant

Sign in the presence of a Commissioner
For Taking Affidavits

Windsor ON

Location of Applicant at time of declaration

This declaration was administered remotely in accordance with Ontario Regulation 431/20

Declared before me  at the City of Windsor

Anthony Malandrucchio
Signature of Commissioner

Location of Commissioner

this 23rd day of August, 2022

day

month

year

PLACE AN IMPRINT OF YOUR STAMP BELOW

READ & COMPLETE SCHEDULES A & E IN FULL & SIGN

ZONING BY-LAW AMENDMENT APPLICATION

SCHEDULE A – Authorizations & Acknowledgements

A1. Authorization of Registered Owner for Agent to Make the Application

If the applicant is not the registered owner of the land that is the subject of this application, the written authorization of the registered owner that the agent is authorized to make the application must be included with this application form or the authorization below must be completed.

I, Gansil Inc., am the registered owner of the land that is
Name of Registered Owner

subject of this application for an amendment to the City of Windsor Zoning By-law and I authorize

Architettura Inc. to make this application on my behalf.
Name of Agent

Dario Silvaggi

Aug 10, 2022

Signature of Registered Owner

Date

If Corporation - I have authority to bind the corporation

A2. Authorization to Enter Upon the Subject Lands and Premises

I, Gansil Inc.,
Name of Registered Owner

hereby authorize the Development and Heritage Standing Committee or their successor, City Council, and staff of The Corporation of the City of Windsor to enter upon the subject lands and premises described in Section 5 of the application form for the purpose of evaluating the merits of this application and subsequently to conduct any inspections on the subject lands that may be required as a condition of approval. This is their authority for doing so.

Dario Silvaggi

Aug 10, 2022

Signature of Registered Owner

Date

If Corporation – I have authority to bind the corporation

SCHEDULE A CONTINUES ON NEXT PAGE

ZONING BY-LAW AMENDMENT APPLICATION

SCHEDULE A – Authorizations & Acknowledgements - *Continued*

A3. Acknowledgements

Receipt, Fees, Additional Information, Termination, and Freedom of Information

I acknowledge that receipt of this application by the City of Windsor does not guarantee it to be a complete application, that further review of the application will occur, and that I may be contacted to provide additional information and/or resolve any discrepancies or issues with the application as submitted.

I further acknowledge that after the application is deemed complete, fees are not refundable, additional information may be requested, and that after 60 days of inactivity the City of Windsor may terminate the application without notice.

I further acknowledge that pursuant to the provisions of the Planning Act and the Municipal Freedom of Information and Protection of Privacy Act, this application and all material and information provided with this application are made available to the public.

Species at Risk

Ontario's *Endangered Species Act* protects endangered and threatened species — animals and plants in decline and at risk of disappearing from the province by restricting activities that may affect these plants, animals or their habitats.

I acknowledge that it is my sole responsibility as the Applicant to comply with the provisions of the *Endangered Species Act, 2007, S. O. c.6*. This could require me to register an activity, get a permit or other authorization from the Ministry of the Environment, Conservation and Parks (MECP) prior to conducting an activity that could impact an endangered or threatened plant or animal or its habitat. I further acknowledge that any *Planning Act, R.S.O. 1990, c.P.13* approval given by the City of Windsor does not constitute an approval under the *Endangered Species Act*, nor does it absolve me from seeking the necessary authorization, approvals or permits from the MECP prior to conducting any activity that may affect endangered or threatened plant or animal or its habitat.

Additional information can be found at:

<https://www.ontario.ca/page/development-and-infrastructure-projects-and-endangered-or-threatened-species>

or by contacting MECP at SAROntario@ontario.ca

Acknowledgement

I acknowledge that I have read and understand the above statements:

Dario Silvaggi

Aug 10, 2022

Signature of Applicant or Agent

Date

**END OF SCHEDULE A
COMPLETE SCHEDULE E ON NEXT PAGE**

ZONING BY-LAW AMENDMENT APPLICATION

SCHEDULE E – Environmental Site Screening Questionnaire

Previous Use of Property

- Residential Industrial Commercial Institutional
 Agricultural Parkland Vacant Other _____

- a) If previous use of the property is Industrial or Commercial, specify use:

- b) Has the grading of the subject land been changed by adding earth or material? Has filling occurred on the subject land?
 Yes No Unknown
- c) Has a gasoline station and/or automobile service station been located on the subject land or adjacent lands at any time?
 Yes No Unknown
- d) Has there been petroleum or other fuel stored on the subject land or adjacent lands?
 Yes No Unknown
- e) Are there or have there ever been underground storage tanks or buried waste on the subject land or adjacent lands?
 Yes No Unknown
- f) Have the lands or adjacent lands ever been used as an agricultural operation where cyanide products may have been applied as pesticides and/or sewage sludge applied to the lands?
 Yes No Unknown
- g) Have the lands or adjacent lands ever been used as a weapons firing range?
 Yes No Unknown
- h) Is the nearest boundary line of the application within 500 metres (1,640 feet) of the boundary line of an operational/non-operational public or private waste disposal site, landfill or dump?
 Yes No Unknown
- i) If there are existing or previously existing buildings on the subject lands, are there any building materials remaining on site which are potentially hazardous to public health (e.g., asbestos, PCB's)?
 Yes No Unknown
- j) Is there reason to believe the subject lands may have been contaminated by existing or former uses on the site or adjacent sites?*
- Yes No Unknown
- * Possible uses that can cause contamination include but are not limited to: operation of electrical transformer stations, disposal of waste minerals, raw material storage, and residues left in containers, maintenance activities and spills. Some commercial properties such as gasoline stations, automotive repair garages, and dry cleaning plants have similar potential. The longer a property is under industrial or similar use, the greater the potential for site contamination. Also, a series of different industrial or similar uses upon a site could potentially increase the number of chemicals that are present.*
- k) If current or previous use of the property is Industrial or Commercial, or if YES to any of a) to j) above, attach a previous use inventory showing all former uses of the subject land, or if applicable, the land(s) adjacent to the subject lands.

SCHEDULE E CONTINUES ON NEXT PAGE

ZONING BY-LAW AMENDMENT APPLICATION

SCHEDULE E - CONTINUED

Acknowledgement Clause

I hereby acknowledge that it is my responsibility to ensure that I am in compliance with all applicable laws, regulations, guidelines and the City's Official Plan policies pertaining to potentially contaminated sites, and to use all reasonable effort to identify the potential for contamination on the subject property.

I acknowledge that as a condition of approval of this application that the City may require me to file a Record of Site Condition signed by a qualified person in the provincial Environmental Site Registry, and provide verification to the City of Windsor of acknowledgement of this Record of Site Condition by the Ministry of Environment.

I acknowledge that the City may require the qualified person signing the Record of Site Condition to submit to the City a Declaration acknowledging that the City of Windsor may rely on the statements in the Record of Site Condition.

I acknowledge that the City of Windsor is not responsible for the identification and/or remediation of contaminated sites, and I agree, whether in, through, or as a result of any action or proceeding for environmental clean-up of any damage or otherwise, I will not sue or make claim whatsoever against the City of Windsor, its officers, officials, employees or agents for or in respect of any loss, damage, injury or costs.

Dario Silvaggi

Name of Applicant (print)

Dario Silvaggi

Signature of Applicant

Aug 10, 2022

Date

Daniel Soleski

Name of Agent (print)

[Signature]

Signature of Agent

Date

END OF SCHEDULE E

ZONING BY-LAW AMENDMENT APPLICATION

DO NOT COMPLETE BELOW – STAFF USE ONLY

Receipt and Assignment of Application

Date Received Stamp

This application has been assigned to:

- | | |
|---|---|
| <input type="checkbox"/> Adam Szymczak (AS) | <input type="checkbox"/> Greg Atkinson (GA) |
| <input type="checkbox"/> Pablo Golob (GL) | <input type="checkbox"/> Jim Abbs (JA) |
| <input type="checkbox"/> Justina Nwaesei (JN) | <input type="checkbox"/> Kevin Alexandar (KA) |
| <input type="checkbox"/> Laura Diotte (LD) | <input type="checkbox"/> Melissa Gasic (MG) |
| <input type="checkbox"/> Simona Simion (SS) | <input type="checkbox"/> _____ |

Complete Application

This application is deemed complete on _____
Date

Signature of Delegated Authority

- | | | |
|---|---|--|
| <input type="checkbox"/> Neil Robertson, MCIP, RPP
Manager of Urban Design | <input type="checkbox"/> Michael Cooke, MCIP, RPP
Manager of Planning Policy | <input type="checkbox"/> Thom Hunt, MCIP, RPP
City Planner & Executive Director |
|---|---|--|

Internal Information

Fee Paid: \$ _____ Receipt No: _____ Date: _____

Payment Type: Cash Certified Cheque Credit Card Personal Cheque

NEW Zoning File No. ZNG/ _____ Z- _____

Previous Zoning File No. ZNG/ _____ Z- _____

Related OPA File No. OPA/ _____ OPA _____

Other File Numbers: _____

Notes: _____

THIS IS THE LAST PAGE OF THE APPLICATION FORM

APPENDIX – B

City of Windsor – Official Plan Policies

<i>ECONOMIC OPPORTUNITY</i>	4.1.6	Economic opportunities throughout Windsor.
<i>STAY SAFE</i>	4.1.7	A safe environment throughout Windsor.
<i>BALANCED DECISION MAKING</i>	4.1.8	A decision making process that balances environmental, economic and social considerations.
	4.2	Objectives
	4.2.1	Healthy and Liveable City
<i>PLANNING & DESIGN</i>	4.2.1.1	To consider community health in the planning and design of Windsor and its neighbourhoods.
<i>ACTIVE LIFESTYLE</i>	4.2.1.2	To provide for activities and facilities which will foster an active lifestyle to improve community health.
<i>MONITOR HEALTH</i>	4.2.1.3	To regularly monitor community health.
<i>CLIMATE PROTECTION</i>	4.2.1.4	To protect against climate change and its possible adverse effects on human health, the physical environment, economy and quality of life.
<i>AGING IN PLACE</i>	4.2.1.5	To encourage a mix of housing types and services to allow people to remain in their neighbourhoods as they age.
<i>PEDESTRIAN SCALE</i>	4.2.1.6	To provide for pedestrian scale neighbourhood centres that serve the day-to-day needs of the local residents.
	4.2.2	Environmental Sustainability
<i>PLANNING & DESIGN</i>	4.2.2.1	To consider the environment in the planning and design of Windsor.
<i>ECOSYSTEMS</i>	4.2.2.2	To protect and restore ecosystems.
<i>SUSTAINABLE DEVELOPMENT</i>	4.2.2.3	To encourage community planning, design and development that is sustainable.
<i>COMPATIBLE DEVELOPMENT</i>	4.2.2.4	To promote development that meets human needs and is compatible with the natural environment.
<i>REDUCE ENVIRONMENTAL IMPACTS</i>	4.2.2.5	To reduce environmental impacts.

<i>RANGE OF FORMS & TENURES</i>	6.3.1.1	To support a complementary range of housing forms and tenures in all neighbourhoods.
<i>NEIGHBOURHOODS</i>	6.3.1.2	To promote compact neighbourhoods which encourage a balanced transportation system.
<i>INTENSIFICATION, INFILL & REDEVELOPMENT</i>	6.3.1.3	To promote selective residential redevelopment, infill and intensification initiatives.
<i>MAINTENANCE & REHABILITATION</i>	6.3.1.4	To ensure that the existing housing stock is maintained and rehabilitated.
<i>SERVICE & AMENITIES</i>	6.3.1.5	To provide for complementary services and amenities which enhance the quality of residential areas.
<i>HOME BASED OCCUPATIONS</i>	6.3.1.6	To accommodate home based occupations.
<i>SUFFICIENT LAND SUPPLY</i>	6.3.1.7	To ensure that a sufficient land supply for residential and ancillary land uses is available to accommodate market demands over the 20 year period of this Plan.

6.3.2 Policies

In order to facilitate the orderly development and integration of housing in Windsor, the following policies shall apply.

<i>PERMITTED USES</i>	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.
<i>ANCILLARY USES</i>	6.3.2.2	In addition to the uses permitted above, Council will encourage the achievement of diverse and self-sufficient neighbourhoods by permitting the following ancillary uses in areas designated Residential on Schedule D: Land Use without requiring an amendment to this Plan: (a) community services including libraries, emergency services, community centres and similar public agency uses; (Deleted by OPA #82 – June 20, 2011, B/L 117-2011)

- (a) ~~community services including libraries, emergency services, community centres and similar public agency uses, but does not include a Methadone Clinic;~~
(Deleted by OPA #106 – November 6, 2015, B/L 143-2015)
- (a) community services including libraries, emergency services, community centres and similar public agency uses;
(Amended by OPA #106 – November 6, 2015, B/L 143-2015)
- (b) home based occupations subject to the provisions of policy 6.3.2.7;
- (c) Neighbourhood Commercial uses subject to the provisions of policy 6.3.2.9;
- (d) Open Space uses subject to the provisions of section 6.7;
and
- (e) Minor Institutional uses subject to the provisions of section 6.6.

*TYPES OF
LOW PROFILE
HOUSING*

6.3.2.3

For the purposes of this Plan, Low Profile housing development is further classified as follows:

- (a) small scale forms: single detached, semi-detached, duplex and row and multiplexes with up to 8 units; and
- (b) large scale forms: buildings with more than 8 units.

*LOCATIONAL
CRITERIA*

6.3.2.4

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.

*EVALUATION
CRITERIA FOR A
NEIGHBOURHOOD
DEVELOPMENT
PATTERN*

6.3.2.5

At the time of submission, the proponent shall demonstrate to the satisfaction of the Municipality that a proposed residential development within an area having a Neighbourhood development pattern is:

(e) Establishes the preferred solution and corresponding implementation measures; and

(f) Includes a comprehensive public participation program.

COOPERATION & COORDINATION 7.2.2.4 Council shall work to achieve the coordinated planning, expansion and maintenance of the transportation system in cooperation with other public agencies and private organizations to promote increased density of development.

ALTERNATIVE DEVELOPMENT PATTERNS 7.2.2.5 Council shall promote development patterns that support an increase in walking, cycling and public transportation in accordance with the Land Use and Urban Design chapters of this Plan.

BALANCED TRANSPORTATION SYSTEM 7.2.2.6 Council shall develop a balanced transportation system by:

- (a) Adopting strategies and programs that increase public transportation use, cycling and walking;
- (b) Implementing the land use policies of this Plan that provide for a more compact urban form and are intended to reduce the growth in home based trip making;
- (c) Maintaining a road level-of-service that optimizes the use of the existing network;
- (d) Directing the expansion of existing roads or the construction of new ones in association with the application of transportation demand management strategies; and
- (e) Implementing the urban design policies of this Plan that provide for an improved street environment.
- (f) Implementing traffic calming devices in existing neighbourhoods and requiring traffic calming in new neighbourhoods consistent with the Traffic Calming Policy.

TRAFFIC CALMING DEVICES 7.2.2.7 Council may require traffic calming devices on:

- (a) Existing roads;
- (b) All proposed development;
- (c) Infrastructure undertakings;

(c) On street parking may be permitted on Class II Collector Roads and Local Roads provided there is sufficient paved road width.

RESTRICT ON-STREET PARKING

7.2.2.15 Council may restrict on-street parking in a manner that does not conflict with future and planned uses of the right of way by:

- (a) Removing on-street parking where the added roadway space is required to install left or right turn lanes;
- (b) Removing on-street parking where the added roadway space may be required to install bicycle lanes;
- (c) Removing on-street parking where the added roadway space is required for transit purposes;
- (d) Removing on-street parking where there is a need to move traffic more efficiently;
- (e) Removing on-street parking where the City has constructed off street lots to offset the loss of on-street parking.

ON STREET PARKING – STREET SCAPING

7.2.2.16 Council may permit on-street parking as part of a streetscaping plan designed to create a buffer between road traffic and pedestrian sidewalk areas.

BICYCLE PARKING

7.2.2.17 Council shall make provision for bicycle parking spaces by requiring bicycle spaces at all developments.

LAND USE AND TRANSPORTATION

7.2.2.18 Council shall recognize the link between land use and transportation systems by:

- (a) Focusing office development and high-density employment and high density residential in areas which have access to transit and pedestrian amenities;
- (b) Encouraging commercial and employment uses within 400 metres to 800 metres of residential areas to promote the use of active transportation and to promote transit service.

SUSTAINABLE SITE DESIGN

7.2.2.19 Council shall require the use of sustainable site design during the Site Plan Control process to ensure accessibility for all pedestrians and cyclists by:

- (a) Requiring buildings and access points to buildings be placed to provide convenient access to the public right of way;

encouragement of commuter and recreation cycling within Windsor;

(b) Provides principles, policies and strategic plans which address commuter and recreation cycling needs from a comprehensive perspective including the integration with other transportation modes and facilities; and

(c) Identifies priorities for new Bikeways and Recreationways.

SAFETY 7.2.4.5 Council shall encourage the separation of cyclists and pedestrians wherever possible to avoid potential conflicts.

7.2.5 Public Transportation Policies

PUBLIC TRANSPORTATION 7.2.5.1 Council shall require all proposed developments and infrastructure undertakings to provide facilities for public transportation wherever appropriate.

IMPROVE PUBLIC TRANSPORTATION 7.2.5.2 Council shall require that the design of development proposals and infrastructure undertakings facilitate easy access to public transportation. In this regard, Council shall:

- (a) Ensure that all new development patterns are supportive of public transportation in accordance with the land use and transportation policies in this Plan;
- (b) Require that the street pattern in new developments allows for the extension of public transportation services;
- (c) Require that sidewalks and other pedestrian facilities connect major traffic generators to public transportation services;
- (d) Encourage the provision of benches, lighting, rest areas and climate shelters for the safety, comfort and convenience of public transportation users;
- (e) Support the coordination and integration of local public transportation services and facilities with inter-regional, regional and international services and facilities;
- (f) Ensure that the design of roads accommodate the requirements of public transportation;
- (g) Encourage transit routes to be within new major employment areas;

- (h) Encourage transit stops to be located within a 400 metre walking distance of high density residential development.

*REGIONAL
PUBLIC
TRANSIT
SYSTEM*

7.2.5.3 Council encourages the creation of a Regional Public Transit System.

7.2.6 Road Network Policies

*ROAD
CLASSIFICATION*

7.2.6.1 The road network within Windsor is classified as follows:

- (i) Provincial Highways;
- (ii) Expressways;
- (iii) Class I Arterial Roads;
- (iv) Class II Arterial Roads;
- (v) Class I Collector Roads;
- (vi) Class II Collector Roads;
- (vii) Scenic Drives; and,
- (viii) Local Roads.

*PROVINCIAL
HIGHWAYS*

7.2.6.2 Council recognizes Provincial Highways as follows:

- (a) Provincial Highways shall be designated on Schedule F: Roads and Bikeways and in secondary plans, where appropriate; and
- (b) The Ministry of Transportation exercises its mandate adjacent to Provincial Highway corridors; as such land abutting Provincial Highways are subject to permit control process of the Ministry of Transportation.

EXPRESSWAYS

7.2.6.3 Council shall provide for Expressways as follows:

- (a) Expressways are designated on Schedule F, as controlled access highways and are to be designated in any secondary plan or master plan where appropriate.

7.3.1 Objectives

<i>COORDINATED, EFFICIENT AND COST EFFECTIVE</i>	7.3.1.1	To provide infrastructure in a coordinated, efficient and cost effective manner to accommodate projected needs.
<i>INTEGRATED PLANNING</i>	7.3.1.2	To integrate the planning for infrastructure with the planning for growth so that these are available to meet current and projected needs.
<i>MAXIMIZE USE OF EXISTING INFRASTRUCTURE</i>	7.3.1.3	To maximize and optimize the use of existing infrastructure and corridors prior to the extension and creation of new ones.
<i>MAINTAIN & UPGRADE</i>	7.3.1.4	To establish priorities for the maintenance and up-grading of existing infrastructure.
<i>SUFFICIENT SUPPLY</i>	7.3.1.5	To ensure that there is sufficient infrastructure to accommodate anticipated growth in Windsor.
<i>NATURAL & RECREATION OPPORTUNITIES</i>	7.3.1.6	To encourage the integration of natural and recreational opportunities with physical services.
<i>STORMWATER MANAGEMENT</i>	7.3.1.7	To manage stormwater to effectively control the quality and quantity of urban runoff.
<i>WATER QUALITY</i>	7.3.1.8	To protect, manage and enhance water quality and quantity.
<i>SOLID WASTE MANAGEMENT</i>	7.3.1.9	To provide for the minimization and management of solid waste.
<i>WATER CONSERVATION</i>	7.3.1.10	To promote water conservation measures.
<i>SEWAGE MANAGEMENT</i>	7.3.1.11	To provide and maintain sanitary sewers, pumping stations and sewage treatment plans with sufficient capacity to accommodate the existing and future development.
<i>NATURAL HERITAGE</i>	7.3.1.12	To direct infrastructure, where possible, away from Natural Heritage Features and Areas.

7.3.2 General Policies

- INFRASTRUCTURE DEFINITION* 7.3.2.1 For the purpose of this Official Plan, infrastructure include sewerage, stormwater management and water works, waste management systems, electric power, communications, telecommunications, transit corridors, transportation corridors, and oil and gas pipelines and associated facilities.
- MANAGEMENT PLAN* 7.3.2.2 Council may require the preparation, implementation and monitoring of an Infrastructure Management Plan for Municipally owned and/or operated infrastructure, such as sewerage and stormwater management works, as a basis to:
- (a) Prioritize strategies for the maintenance and rehabilitation of existing infrastructure and the provision of new infrastructure; and
 - (b) Monitor available capacity for new development.
- NEW DEVELOPMENT* 7.3.2.3 Council shall require all new developments to have full municipal infrastructure available, or agreements in place to provide such infrastructure, as a condition of approving a development proposal.
- INDIVIDUAL ON-SITE SEWAGE SERVICES* 7.3.2.4 Council shall not permit development on individual on-site sewage services beyond existing farm living lots.
- NEW INDIVIDUAL ON-SITE SEWAGE SERVICES* 7.3.2.5 Council shall not permit the installation of individual on-site sewage services in new developments.
- MONITOR CAPACITY* 7.3.2.6 Council shall monitor the available uncommitted reserve capacity of existing Municipally owned and/or operated infrastructure to ensure that they can accommodate projected long-term growth.

7.3.3 Infrastructure Provision Policies

- INFILLING GIVEN PRIORITY* 7.3.3.1 Council shall encourage the development of existing serviced, underutilized or undeveloped lands within Windsor prior to the extension of municipally owned and/or operated infrastructure to vacant areas within Windsor.
- EVALUATING A PROPOSED EXTENSION* 7.3.3.2 Council shall only approve the extension of municipally owned and/or operated infrastructure within Windsor when the following factors have been addressed:

MINIMUM
LANDSCAPING
STANDARD

8.5.2.6

Council may establish:

- (a) a minimum standard for landscaping; and
- (b) a minimum landscaped area.

TREE
CONSERVATION
AND
PROTECTION

8.5.2.7

Council will conserve and protect trees in accordance with the urban forestry policies of this Plan (see Environment Chapter).

ENERGY
CONSERVATION

8.5.2.8

Council will encourage energy conservation through various guidelines that promote:

- ~~(a) developments to incorporate energy efficient designs;~~
(Deleted by OPA #66-11/05/07-B/L209-2007)
- (a) energy efficient designs, materials and alternative energy sources such as water, wind and sun;
(Added by OPA #66-11/05/07-B/L209-2007)
- ~~(b) a compact pattern of development that clusters compatible uses within close proximity to one another;~~
(Deleted by OPA #66-11/05/07-B/L209-2007)
- (b) a compact, transit-oriented pattern of development that clusters compatible uses within close proximity to one another at densities that make transit service a viable investment;
(Added by OPA #66-11/05/07-B/L209-2007)
- (c) landscaping that can assist in reducing heating and cooling requirements;
- (d) the conversion and reuse of buildings; and
- (e) a sustainable, effective and efficient transportation system.

EFFICIENT USE
OF WATER

8.5.2.9

Council will encourage development to include features that reduce, control or treat site-runoff, use water efficiently and reuse or recycle water for on-site use when feasible.

(Added by OPA #66-11/05/07-B/L209-2007)

- (c) maintains and enhances valued heritage resources and natural area features and functions.
- (d) Encourages the creation of attractive residential streetscapes through architectural design that reduces the visual dominance of front drive garages, consideration of rear lanes where appropriate, planting of street trees and incorporation of pedestrian scale amenities. *(added by OPA #60-05/07/07-B/L85-2007-OMB Decision/Order No.2667, 10/05/2007)*

*REDEVELOPMENT
AREAS*

8.7.2.2

Council will ensure that the design of extensive areas of redevelopment achieves the following:

- (a) provides a development pattern that support a range of uses and profiles;
- (b) defines the perimeter of such an area by a distinct edge which may be formed by roads, elements of the Greenway System or other linear elements;
- (c) contains activity centres or nodes which are designed to serve the area and which may be identified by one or more landmarks;
- (d) provides transportation links to adjacent areas; and
- (e) maintains and enhances valued historic development patterns or heritage resources.
- (f) is complementary to adjacent development in terms of overall massing, orientation, setback and exterior design, particularly character, scale and appearance.
(Added by OPA #66-11/05/07-B/L209-2007)

*INFILL
DEVELOPMENT*

8.7.2.3

Council will ensure that proposed development within an established neighbourhood is designed to function as an integral and complementary part of that area's existing development pattern by having regard for:

- (a) massing;
- (b) building height;
- (c) architectural proportion;

APPENDIX – C

City of Windsor – Zoning By-law Policies

11.2 RESIDENTIAL DISTRICT 2.2 (RD2.2)

11.2.1 PERMITTED USES

One *Double Duplex Dwelling*

One *Duplex Dwelling*

One *Multiple Dwelling* containing a maximum of four *dwelling units*

One *Semi-Detached Dwelling*

One *Single Unit Dwelling*

Townhome Dwelling

Any use accessory to any of the preceding uses

11.2.5 PROVISIONS

.1 Duplex Dwelling

.1	Lot Width – minimum	12.0 m
.2	Lot Area – minimum	360.0 m ²
.3	Lot Coverage – maximum	45.0%
.4	Main Building Height – maximum	10.0 m
.5	Front Yard Depth – minimum	6.0 m
.6	Rear Yard Depth – minimum	7.50 m
.7	Side Yard Width – minimum	1.20 m

.2 Semi-Detached Dwelling

.1	Lot Width – minimum	15.0 m
.2	Lot Area – minimum	450.0 m ²
.3	Lot Coverage – maximum	45.0%
.4	Main Building Height – maximum	10.0 m
.5	Front Yard Depth – minimum	6.0 m
.6	Rear Yard Depth – minimum	7.50 m
.7	Side Yard Width – minimum	1.20 m

.3 Single Unit Dwelling

.1	Lot Width – minimum	9.0 m
.2	Lot Area – minimum	270.0 m ²
.3	Lot Coverage – maximum	45.0%
.4	Main Building Height – maximum	10.0 m
.5	Front Yard Depth – minimum	6.0 m
.6	Rear Yard Depth – minimum	7.50 m
.7	Side Yard Width – minimum	1.20 m

.4 Double Duplex Dwelling or Multiple Dwelling

.1	Lot Width – minimum	18.0 m
.2	Lot Area – minimum	540.0 m ²
.3	Lot Coverage – maximum	45.0%
.4	Main Building Height – maximum	10.0 m
.5	Front Yard Depth – minimum	6.0 m
.6	Rear Yard Depth – minimum	7.50 m
.7	Side Yard Width – minimum	1.80 m

.5 Townhome Dwelling

.1	Lot Width – minimum	20.0 m
.2	Lot Area – per <i>dwelling unit</i> – minimum	200.0 m ²
.3	Lot Coverage – maximum	45.0%
.4	Main Building Height – maximum	10.0 m
.5	Front Yard Depth – minimum	6.0 m
.6	Rear Yard Depth – minimum	7.50 m
.7	Side Yard Width – minimum	1.50 m



Item No. 8.7

Committee Matters: SCM 320/2022

Subject: Rezoning - Stoyshin Enterprises (Windsor) Ltd. - 849 Walker Road - Z-034/22 ZNG/6870 - Ward 4

Moved by: Member Jake Rondot
Seconded by: Councillor Fred Francis

Decision Number: **DHSC 448**

1. THAT Zoning By-law 8600 **BE AMENDED** by changing the zoning of Part Lot 5, and Lots 7, 9, 11 & 13, Registered Plan 490 (849 Walker Road; Roll No.: 020-090-09500), located on the west side of Walker Road between Cataraqui Street and Niagara Street by adding a site specific provision to Section 20(1) as follows:

456. **WEST SIDE OF WALKER ROAD BETWEEN CATARAQUI STREET AND NIAGARA STREET**

For the lands comprising Part Lot 5, and Lots 7, 9, 11 & 13, Registered Plan 490, the following shall be permitted as additional permitted uses:

- Automobile Detailing Service
- Automobile Repair Garage
- Contractor's Office
- Hotel
- Medical Appliance Facility
- Print Shop
- Warehouse
- Workshop

and Section 20(1)53 and Section 20(1)147(ii) and (iii) shall apply to the additional permitted uses.

[ZDM 6; ZNG/6870]

Carried.

Councillor Mark McKenzie voting nay.

Report Number: S 133/2022
Clerk's File: Z/14475

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 December 5, 2022.
3. To view the stream of this Standing Committee meeting, please refer to:
<http://csg001-harmony.sliq.net/00310/Harmony/en/PowerBrowser/PowerBrowserV2/20221207/-1/9370>

Subject: Rezoning - Stoyshin Enterprises (Windsor) Ltd. - 849 Walker Road - Z-034/22 ZNG/6870 - Ward 4

Reference:

Date to Council: December 5, 2022
Author: Adam Szymczak, MCIP, RPP
Senior Planner
519-255-6543 x6250
aszymczak@citywindsor.ca

Planning & Building Services
Report Date: November 14, 2022
Clerk's File #: Z/14475

To: Mayor and Members of City Council

Recommendation:

1. THAT Zoning By-law 8600 **BE AMENDED** by changing the zoning of Part Lot 5, and Lots 7, 9, 11 & 13, Registered Plan 490 (849 Walker Road; Roll No.: 020-090-09500), located on the west side of Walker Road between Cataraqui Street and Niagara Street by adding a site specific provision to Section 20(1) as follows:

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- Contractor's Office
- Hotel
- Medical Appliance Facility
- Print Shop
- Warehouse
- Workshop

and Section 20(1)53 and Section 20(1)147(ii) and (iii) shall apply to the additional permitted uses.

[ZDM 6; ZNG/6870]

Executive Summary:

N/A

Background:

Application Information:

Location: 849 Walker Road - West side of Walker Road between Cataraqui Street and Niagara Street

Part Lot 5, and Lots 7, 9, 11 & 13, Registered Plan 490
Roll No.: 020-090-09500;

Ward: 4 **Planning District:** Walkerville **Zoning District Map:** 6

Applicant: Stoyshin Enterprises (Windsor) Ltd (Ron Kirshner)

Owner: Stoyshin Enterprises (Windsor) Ltd (Ron Kirshner)

Agent: Oakview Land Use Planning (Robert Brown)

Proposal: The applicant is requesting an amendment to Zoning By-law 8600 to change the zoning from Commercial District 2.2 (CD2.2) to Commercial District 4.1 (CD4.1) to allow an automobile detailing service and automobile repair garage, but excluding an automobile collision shop and gas bar. No additions or changes to the existing building are proposed at this time.

Submitted Material: Zoning By-law Amendment Application Form and Site Plan

Site Information:

OFFICIAL PLAN	ZONING	CURRENT USE	PREVIOUS USE
Mixed Use Corridor	Commercial District 2.2 (CD2.2) S.20(1)53 S.20(1)148 S.20(1)267	Storage, Vacant Space & Detailing / Light Auto Repair	N/A
LOT WIDTH	LOT DEPTH	LOT AREA	LOT SHAPE
50.9 m	43.5 m	2,225.8 m ²	Rectangular
166.9 ft	142.7 ft	23,958.8 ft ²	
<i>All measurements are approximate.</i>			

Neighbourhood Characteristics:

Walker Road is a major north-south road that has a mix of residential, industrial and commercial uses from Riverside Drive East to the municipal boundary to the south.

The subject parcel is located in the Walkerville Planning District. The area to the east is transitioning from industrial uses to business park and commercial uses. To the northeast is a self storage facility. Further east, at Edna Street and Montreuil Avenue, is an automobile repair garage and a car wash. East of St. Luke Road is the Ford City residential area. To the southeast is the City Market, an indoor market and retail facility.

To the south is a mixture of vacant lands, a restaurant, light industrial/business park uses and some newly constructed and under construction townhome dwellings with live/work options. The area west of Walker Road is designated as the Walkerville Heritage Area and consists of a mix of residential uses.

Walker Road is classified a Class II Arterial Road, has a two-lane cross-section with no on-street parking, and sidewalks on both sides. Wyandotte Street East, a major east-west corridor, is located just over 200 m to the north and is classified as a Class II Arterial Road with four lane cross-section and sidewalks on both sides. Edna Street is a Local Road that provides a local east-west connection between the Walkerville and Ford City neighbourhoods.

Public transit is currently available via the Crosstown 2 bus route at Walker Road and Wyandotte Street East, with stops 239 m and 327 m to the north, and via the Central 3 bus route at Walker Road and Richmond Street, with stops about 500 m to the south. The Transit Master Plan proposes similar access to public transit bus routes plus a new primary bus route along this portion of Walker Road.

Separated or marked cycling facilities are not currently available along this portion of Walker Road. The nearest bicycle network facilities are located on Wyandotte Street East, consisting of bicycle lanes in each direction.

The site may be serviced by a 300mm vitrified clay combined sewer in the alley west of the subject property

Figure 1: Key Map

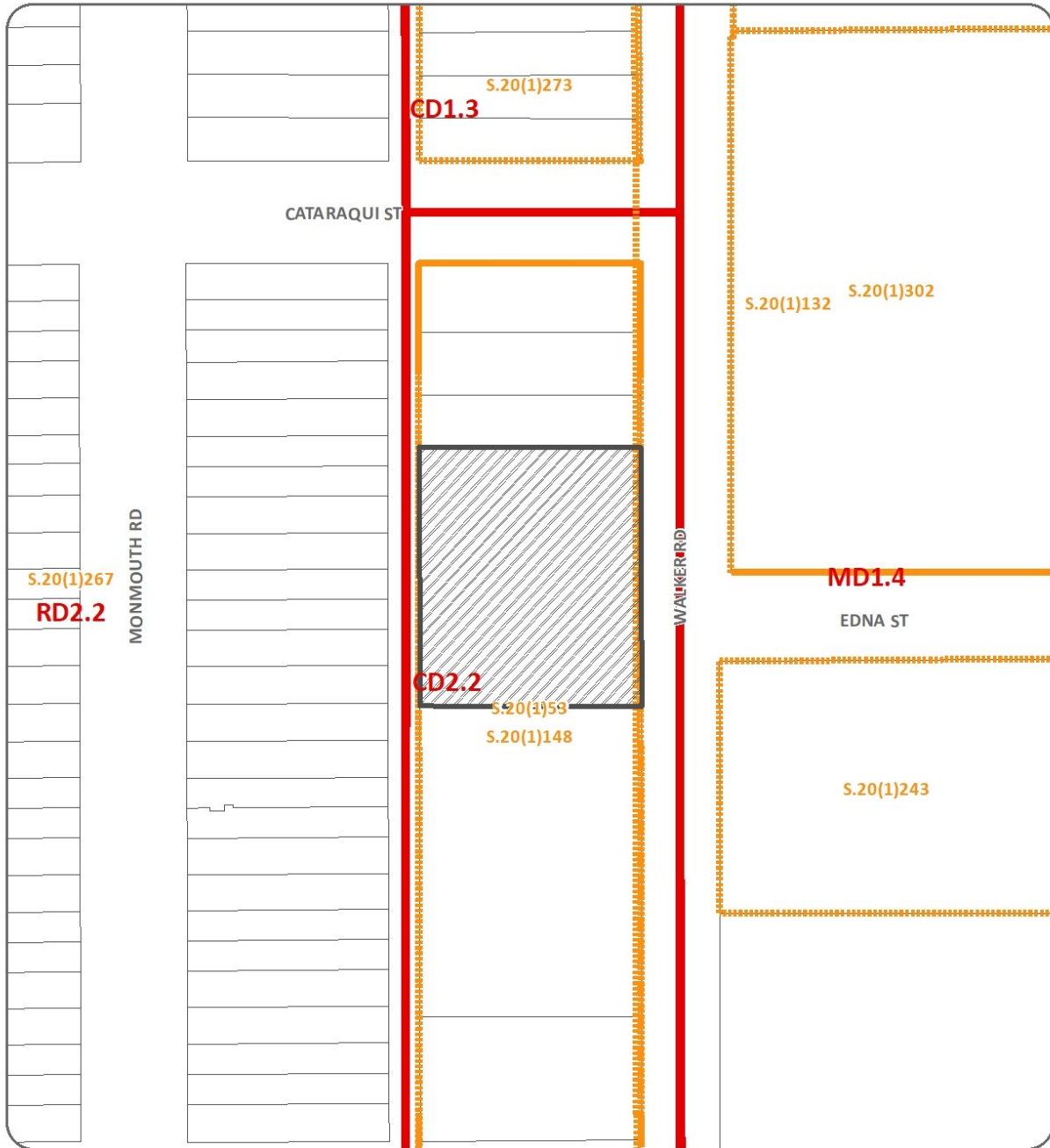


KEY MAP - Z-034/22, ZNG-6870



● SUBJECT LANDS

Figure 2: Subject Parcel - Rezoning



PART OF ZONING DISTRICT MAP 6

N.T.S.

REZONING

Applicant: Stoyshin Enterprises



SUBJECT LANDS

PLANNING & BUILDING DEPARTMENT



DATE : SEPTEMBER 2022
FILE NO. : Z-034/22, ZNG/6870

Figure 3: Neighborhood Map



NEIGHBOURHOOD MAP - Z-034/22, ZNG-6870



SUBJECT LANDS

Discussion:

Provincial Policy Statement, 2020

The Provincial Policy Statement 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 recommended amendment represents an efficient development and land use pattern that will have no adverse impact on the financial well-being of the City of Windsor, land consumption, and servicing costs, accommodates an appropriate range of employment uses, and optimizes investments in infrastructure and transit. The requested 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;*
- c) minimize negative impacts to air quality and climate change, and promote energy efficiency;*
- e) support active transportation;*
- f) are transit-supportive, where transit is planned, exists or may be developed;”*

The subject parcel is located within the settlement area. The proposed automobile detailing shop and automobile repair garage reuses a vacant building, making efficient use of land and existing infrastructure and minimizing impacts on air quality and climate change. Redevelopment will provide opportunities for energy efficiency. Active transportation options and transit services are or will be located adjacent or near the parcel. The recommended zoning amendment is consistent with PPS Policies 1.1.3.1 and 1.1.3.2.

The recommended amendment to Zoning By-law 8600 is consistent with the PPS.

Official Plan:

The subject property is located within the Walkerville Planning District and is designated Mixed Use Corridor on Schedule D: Land Use of the City of Windsor Official Plan.

Under Section 6, Volume I of the Official Plan, applicable goals include retention and expansion of Windsor's employment base (6.1.4), convenient and viable areas for the purchase and sale of goods and services (6.1.5), and pedestrian oriented clusters of residential, commercial, employment and institutional uses (6.1.10). Applicable objectives include to encourage the orderly development and distribution of commercial uses across the City (6.5.1.1), promote the stabilization, consolidation and improvement of existing commercial centres and corridors (6.5.1.3), locate commercial activities in areas which have sufficient and convenient access by all modes of transportation (6.5.1.4), and accommodate an appropriate range of commercial uses for the trade area (6.5.1.7)

The recommended expansion of commercial uses on the subject parcel expands Windsor's employment base, is located in a convenient and viable pedestrian cluster / area with access to an arterial road, public transit, and cycling infrastructure, stabilizes and improves the existing corridor and accommodates an appropriate range of commercial use. The recommended zoning amendment satisfies the goals in Section 6.1 and objectives set out in Section 6.5.1.

Use permitted in the Mixed Use Corridor designation include retail, wholesale store and service orientated uses (6.5.3.1). The recommended uses are service orientated uses. Section 6.5.3.3 encourages a development have a continuous street frontage and presence. The existing building has frontage and presence on Walker Road.

The recommended 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 Official Plan.

Zoning By-Law:

Relevant excerpts from Zoning By-law 8600 are attached as Appendix C.

The parcel is zoned Commercial District 2.2 (CD2.2) which is a mixed use zoning district that permits a range of commercial uses and dwelling units in a Combined Use Building subject to a maximum building height of 14.0 m, an amenity area of 12.0 m² per dwelling unit and a maximum gross floor area for a bakery or confectionary.

Further to the CD2.2 zoning, the west side of Walker Road between Cataraqui and Ontario Streets, which includes the subject parcel, is subject to two additional site specific provisions. Section 20(1)53 prohibits an Outdoor Storage Yard as a permitted use. Section 20(1)148 further prohibits a Gas Bar, Place of Entertainment or Recreation, and Public Hall as permitted uses, that all permitted activities (excluding parking) shall take place exclusively within a building, and that no loading doors or bays be permitted along any building wall which faces the alley. A further site specific exception - Section 20(1) 267 - prohibits front yard parking, however, this provision does not apply to the development as it currently exists as the parking area is located in the side yard.

The applicant originally requested an amendment to change the zoning from CD2.2 to Commercial District 4.1 (CD4.1) to allow additional uses including Automobile Detailing

Service and Automobile Repair Garage and a site specific provision to prohibit Automobile Collision Shop and Gas Bar.

The CD4.1 is a highway commercial category that permits a broad range of automobile-orientated uses including Service Station, Car Wash, Food Outlet - Drive-Through, Motor Vehicle Dealership, Restaurant with Drive Through, Towing Service, that are not necessarily compatible nor desirable with existing uses such as residential in the surrounding area or with the prohibition on an outdoor storage yard.

The agent provided a revised scope of requested additional permitted uses as follows:

- Automobile Detailing Service
- Automobile Repair Garage
- Contractor's Office
- Hotel
- Medical Appliance Facility
- Print Shop
- Warehouse
- Workshop

Given that two site specific provisions explicitly state that an outdoor storage yard is prohibited and that all activities for permitted uses shall take place exclusively within a building, the Planning Department has no concerns with the scoped list of additional permitted uses. The existing lot area and the maximum building height limit what can be constructed on the parcel, which will minimize any adverse impacts on surrounding uses. The additional uses optimize the use of the existing land and building and enhances the viability of the Walker Road corridor.

The site specific exception in the recommendation states that Sections 20(1)53 and 20(1)148 apply to the additional permitted uses. This eliminates any ambiguity regarding the applicability of the prohibition on Outdoor Storage Yard, requiring all activities take place within a building, and prohibiting loading doors and bays along any wall adjacent to the alley.

Risk Analysis:

N/A

Climate Change Risks

Climate Change Mitigation:

In general, the re-use of existing buildings will minimize the impacts on the Community greenhouse gas emissions as these developments create complete communities and neighbourhoods while using currently available infrastructure such as sewers, sidewalks, and public transit.

Climate Change Adaptation:

The proposed additional use will provide a limited opportunity to increase resiliency for the development and surrounding area.

Financial Matters:

N/A

Consultations:

Comments received from municipal departments and external agencies are attached as Appendix D. There are no objections to the proposed amendment. Any requirements will be considered during Site Plan Control or Building Permit. Statutory notice will be advertised in the Windsor Star, a local daily newspaper. A courtesy notice will be mailed to property owners and tenants within 120 m of the subject parcel. The Development & Heritage Standing Committee is the public meeting as required by the Planning Act.

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 City of Windsor Official Plan. Based on the analysis presented in this report, it is my opinion that the recommended amendment to Zoning By-law 8600 is consistent with the PPS 2020, is in conformity with the City of Windsor Official Plan and constitutes good planning.

Conclusion:

Staff recommend approval of the amendment to Zoning By-law 8600 to change the zoning of the subject land by adding a site specific exception to allow a limited range of additional permitted uses.

Planning Act Matters:

I concur with the above comments and opinion of the Registered Professional Planner.

Neil Robertson, MCIP, RPP
Manager of Urban Design

Thom Hunt, MCIP, RPP
City Planner

I am not a registered Planner and have reviewed as a Corporate Team Leader

JP *OC*

Approvals:

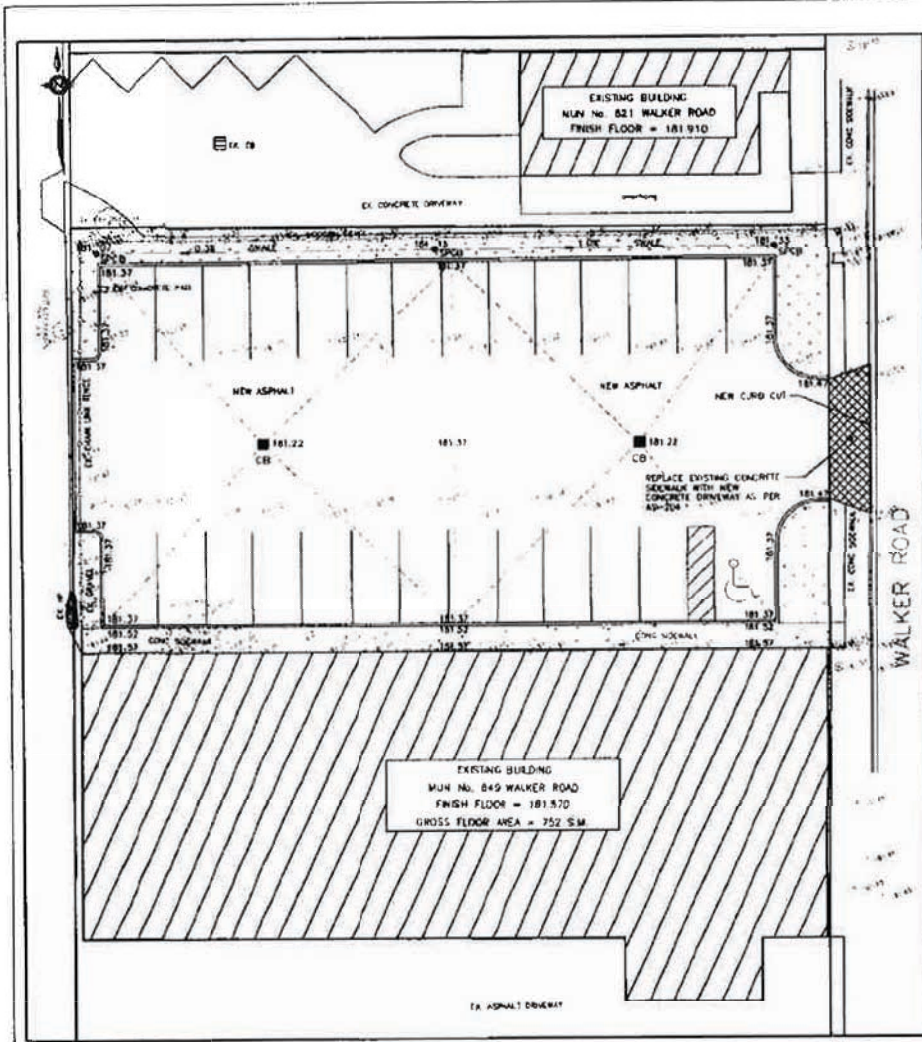
Name	Title
Neil Robertson	Manager of Urban Design / Deputy City Planner
Thom Hunt	City Planner / Executive Director, Planning & Development Services
Wira Vendrasco	Deputy City Solicitor, Legal Services & Real Estate
Jelena Payne	Commissioner, Economic Development & Innovation
Onorio Colucci	Chief Administration Officer

Notifications:

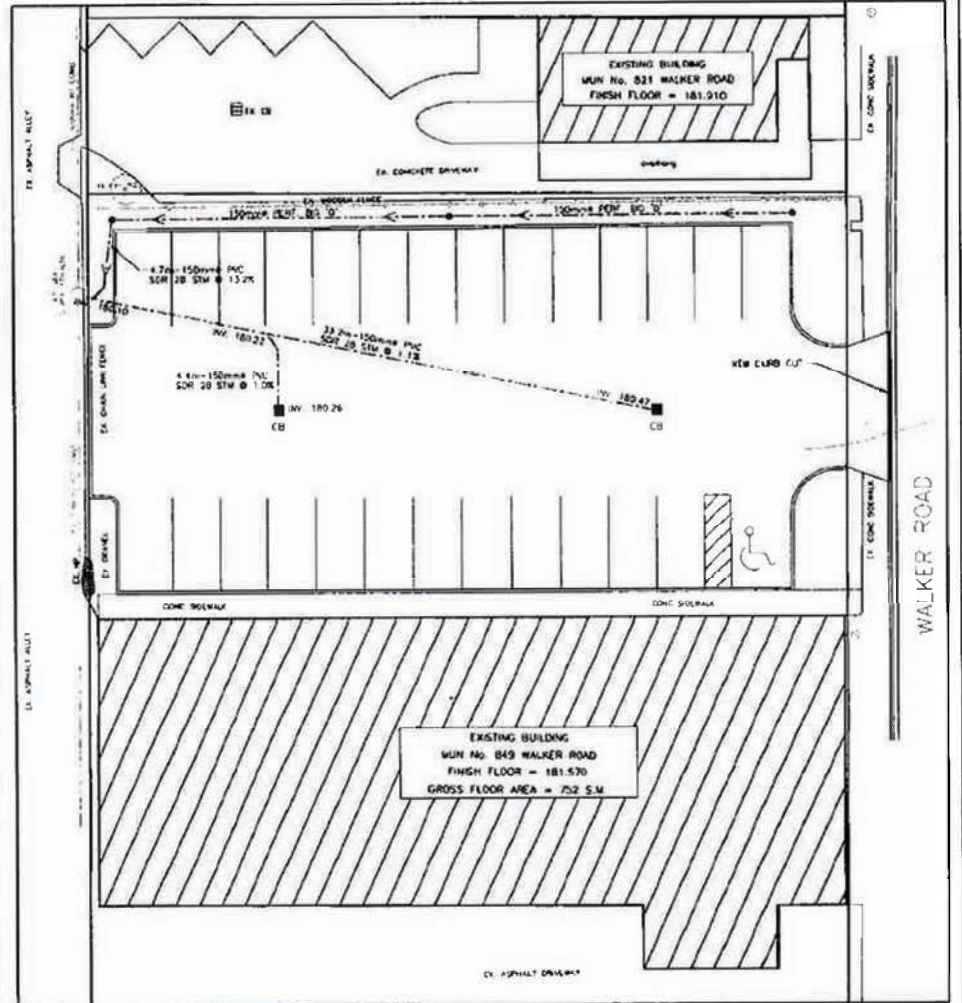
Name	Address	Email
Ron Kirshner Stoyshin Enterprises (Windsor) Ltd.	1560 Blue Heron Drive Windsor, ON N8P 1L6	ronkirshner.rk@gmail.com
Oakview Land Use Planning - Robert Brown	6 Royal Cres, PO Box 188 Pain Court, ON N0P 1Z0	oakviewlup@outlook.com
Councillor Mark McKenzie (Ward 4)		
Councillor Sleiman (Ward 5)		
Property owners and residents within 120 m of the subject lands		

Appendices:

- 1 Appendix A - Site Plan
- 2 Appendix B - Site Images
- 3 Appendix C - Zoning Excerpts
- 4 Appendix D - Comments



PAVING AND GRADING



SITE SERVICES

							STOYSHIN NEW PARKING LOT				PROJECT NO. 16-591		
							PAVING AND GRADING AND SITE SERVICES					SHEET NO. 1	
			NO.	REVISED	DATE	BY	APP.	NO.	REVISION	DATE	BY	APP.	SHEET TOTAL 2
			1						DESIGN 04				
			2						DESIGN 05				
			3						DESIGN 06				
			4						DESIGN 07				
			5						DESIGN 08				

APPENDIX B - SITE IMAGES

IMAGE 1



Subject Parcel – 849 Walker Road - Looking west

IMAGE 2



**Looking northwest at Walker Road and Edna Street
Subject parcel on left side**

APPENDIX B - SITE IMAGES

IMAGE 3



Looking southwest at Walker Road and Edna Street

IMAGE 4



Looking west at northerly parking area on subject parcel

APPENDIX B - SITE IMAGES

IMAGE 5



Looking north on Walker Road towards Edna Street

IMAGE 6



Looking south on Walker Road towards Edna Street

SECTION 15 - COMMERCIAL DISTRICTS 2. (CD2.)

15.2 COMMERCIAL DISTRICT 2.2 (CD2.2)

15.2.1 PERMITTED USES

<i>Bakery</i>	<i>Place of Entertainment and Recreation</i>
<i>Business Office</i>	<i>Place of Worship</i>
<i>Child Care Centre</i>	<i>Professional Studio</i>
<i>Commercial School</i>	<i>Public Hall</i>
<i>Confectionery</i>	<i>Repair Shop – Light</i>
<i>Food Outlet - Take-Out</i>	<i>Restaurant</i>
<i>Funeral Establishment</i>	<i>Retail Store</i>
<i>Medical Office</i>	<i>Veterinary Office</i>
<i>Micro-Brewery</i>	<i>Wholesale Store</i>
<i>Personal Service Shop</i>	

Dwelling Units in a Combined Use Building with any one or more of the above uses

Gas Bar

Outdoor Market

Parking Garage

Public Parking Area

Tourist Home

Existing Automobile Repair Garage

Existing Service Station

Any use accessory to any of the preceding uses. An *Outdoor Storage Yard* is prohibited, save and except, in combination with the following main uses: *Outdoor Market, Existing Automobile Repair Garage.*

15.2.3 PROHIBITED USES

A *Gas Bar* and a *Service Station* is prohibited on any *lot* located within 63.50 m of the east or west limits of Sandwich Street between Detroit Street and Brock Street or within 30.0 m of the south limit of Mill Street between Russell Street and Sandwich Street.

15.2.5 PROVISIONS

- | | | |
|-----|--|------------------------------|
| .4 | Building Height – maximum | 14.0 m |
| .9 | Amenity Area – Per Dwelling Unit – minimum | 12.0 m ² per unit |
| .10 | Gross Floor Area – maximum | |
| | <i>Bakery or Confectionary</i> | 550.0 m ² |
| .15 | For a <i>Combined Use Building</i> , all <i>dwelling units</i> , not including entrances thereto, shall be located above the non-residential uses. | |
| .24 | An <i>Outdoor Market</i> is permitted within a <i>Business Improvement Area</i> . An <i>Outdoor Market</i> is prohibited elsewhere. | |

SECTION 17 - COMMERCIAL DISTRICTS 4. (CD4.)

17.1 COMMERCIAL DISTRICT 4.1 (CD4.1)

17.1.1 PERMITTED USES

<i>Ambulance Service</i>	<i>Micro-Brewery</i>
<i>Automobile Collision Shop</i>	<i>Motor Vehicle Dealership</i>
<i>Automobile Detailing Service</i>	<i>Personal Service Shop</i>
<i>Automobile Repair Garage</i>	<i>Place of Entertainment and Recreation</i>
<i>Automobile Sales Lot</i>	<i>Print Shop</i>
<i>Building Materials Recycling Store</i>	<i>Professional Studio</i>
<i>Business Office</i>	<i>Public Hall</i>
<i>Car Wash Automatic</i>	<i>Public Parking Area</i>
<i>Car Wash Coin-Operated</i>	<i>Repair Shop – Light</i>
<i>Commercial School</i>	<i>Restaurant</i>
<i>Contractor's Office</i>	<i>Restaurant with Drive-Through</i>
<i>Equipment Rental Shop</i>	<i>Retail Store</i>
<i>Food Outlet - Drive-Through Food</i>	<i>Service Station</i>
<i>Food Outlet - Take-Out</i>	<i>Temporary Outdoor Vendor's Site</i>
<i>Funeral Establishment</i>	<i>Towing Service</i>
<i>Gas Bar</i>	<i>Veterinary Office</i>
<i>Hotel</i>	<i>Warehouse</i>
<i>Medical Appliance Facility</i>	<i>Wholesale Store</i>
<i>Medical Office</i>	<i>Workshop</i>

The following existing uses: Any use permitted in Section 18(1)(a)(i) to (v).

Any use accessory to the preceding uses.

17.1.5 PROVISIONS

.1	Lot Width – <i>Automobile Sales Lot</i> – minimum	30.0 m
.4	Main Building Height – maximum	20.0 m
.10	Gross Floor Area – <i>Workshop</i> – maximum	1,100.0 m ²

SECTION 20 - SPECIFIC ZONING EXCEPTIONS IN CERTAIN AREAS

(1) SITE SPECIFIC PROVISIONS

53. For the lands on the west side of Walker Road between Cataraqui and Ontario Streets, an outdoor storage yard shall be prohibited. (ZDM 6)

148. For the lands comprising Lots 1 to 93, both inclusive, Registered Plan 490, on the west side of Walker Road, between Cataraqui and Ontario Streets, the following provisions shall apply:

(i) The following uses shall not be permitted uses: gas bar; place of entertainment or recreation; public hall.

(ii) All permitted activities, not including parking, shall take place exclusively within a building.

(iii) No loading doors or loading bays shall be permitted along any building wall which faces the rear alley.

(ZDM 6)

(ADDED by B/L 39-2004, March 4, 2004)

267. For the lands bound by the Detroit River to the north; Walker road to the east; Ottawa Street to the south; and, Lincoln Road to the west (known as the Walkerville Heritage Area), no Front yard Parking Space shall be permitted, exclusive of any existing Front Yard Parking Space.

(ADDED by B/L 127-2010, September 15, 2010)

APPENDIX D - COMMENTS

City of Windsor - Building Department - Barbara Rusan

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

City of Windsor - Engineering Department – Right-of-Way Division - Alison Lodge

The subject lands are located at 849 Walker Road, designated Commercial by the City of Windsor Official Plan and zoned Commercial District 2.2 (CD 2.2) by Zoning By-Law 8600, with site-specific zoning provision S.20(1)148. The applicant is requesting a zoning by-law amendment from Commercial District 2.2 to Commercial 4.1.

SEWERS – The site may be serviced by a 300mm vitrified clay combined sewer in the alley west of the subject property. A stormwater management report will be required and completed in accordance with the Windsor/Essex Region Stormwater Standards Manual. Existing private drain connections should be utilized if possible in order to minimize work within the right-of-way. Redundant private drain connections shall be abandoned or reused as per Engineering Best Practices B.P.1.3.3.

RIGHT-OF-WAY – The Official Plan classifies Walker Road is a Class II Arterial Road with a required right-of-way width of 20 meters per Schedule X; however, under the approved Walker Road Environmental Assessment, a land conveyance is not required. The applicant will be required to obtain a Street Opening Permit for any curb cut and construction of the driveway approaches.

Driveways will be constructed of concrete as per the City of Windsor Standard Engineering Drawing AS-204 and are to be constructed with a straight flare and no raised curb within the right-of-way. Any proposed driveway entrance shall have a minimum 1-metre separation from any hydro poles.

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.

Sanitary Sampling Manhole – The owner agrees for all non-residential uses, to install a sanitary sampling manhole accessible at the property line of the subject lands to the

APPENDIX D - COMMENTS

City Engineer at all times. The determination of the requirement or interpretation if a sampling manhole exists or exceptions to such, will be to the satisfaction of the City Engineer.

Oil/Grit Separator – The owner shall agree to install an approved oil/grit separator on site for the new development to control sediment into the storm water drainage system to the satisfaction of the City Engineer.

If you have any further questions or concerns, please contact Alison Lodge, of this department at alodge@citywindsor.ca

City of Windsor - Planning Department - Heritage Planner - Tracy Tang

No supporting information required. The subject property is located within the Walkerville Heritage Area and close to recognized heritage properties. Accordingly, any development on the subject property is to be of compatible height, massing, scale, setback, and architectural style with the Walkerville Heritage Area. The subject property 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 Tourism, Culture and Sport 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 Tourism, Culture and Sport and the Registrar at the Ministry of Government and Consumer Services if needed, and notification and satisfactory confirmation be given by the Ministry of Tourism, Culture and Sport.

Contacts:

Windsor Police: 911

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 Tourism, Culture and Sport - Archaeology Programs Unit, 1-416-212-8886, Archaeology@ontario.ca

Ontario Ministry of Government & Consumer Services - A/Registrar of Burial Sites, War Graves, Abandoned Cemeteries and Cemetery Closures, 1-416-212-7499, Crystal.Forrest@ontario.ca

APPENDIX D - COMMENTS

City of Windsor - Planning Department - Landscape Architect & Acting Senior Urban Designer - Stefan Fediuk

Pursuant to the application for a zoning amendment (Z 034/22) to change Zoning from CD2.2 to CD4.1 on the subject, please note no objections.

Please also note that site was subject to Site Plan Control in 2017 (SPC 003/7) at which time all Landscape Comments and Requirements were made. Since that process, the landscaping has been installed and is being maintained.

As the application is solely for change of use, no additional landscaping or Exterior Lighting requirements are being made.

City of Windsor - Planning Department - Site Plan Control - Jackie Cabral

Site Plan is not applicable for this proposed development pursuant to the Planning Act and City of Windsor By-law 1-200.

City of Windsor - Transportation Planning - Shannon Deehan

- Walker Road is a Class II Arterial Road with a required right-of-way width of 20 meters per Schedule X, however, under the approved Walker Road Environmental Assessment, a land conveyance is not required.
- 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.
- All exterior paths of travel must meet the requirements of the Accessibility for Ontarians with Disabilities Act (AODA).

ENWIN Utilities Ltd.

HYDRO ENGINEERING - Nillavon Balachandran - Hydro Engineering Technologist

No objection provided adequate clearances are achieved and maintained.

ENWIN has existing overhead primary conductor at 16kV on the west side of the property in the back alley. ENWIN has existing overhead secondary conductor at 120/240 Volts on the west side of the property in the back alley. ENWIN has existing overhead secondary conductor at 347/600 Volts on the west side of the property in the back alley

Prior to working in these areas, we 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 required clearances for New Building Construction.

WATER ENGINEERING - Bruce Ogg - Water Project Review Officer

Water Engineering has no objections.

From: Robert Reynolds
Sent: November 16, 2022 4:22 PM
To: clerks <clerks@citywindsor.ca>
Subject: 849 Walker Road, application ZNG/6870 Z-034/22

We are the owners of the building at 720 Walker Road and are opposed to the zoning change. The area, especially on the west side of Walker is experiencing a transformation into both residential and commercial usage. The area is showing more restaurants, the City Market, and multi-unit residential development. This change being requested is not in keeping with the evolving area. Put another way, a automobile repair garage and detailing service is not compatible with the area and not good planning for this location. Converting this one property to CD4.1 would make this an “island” in the middle of the otherwise entirely CD2.2 on that block of Walker Road. CD 4.1 would also allow other incompatible uses in the future, including a used car lot, recycling store and equipment rental store.

Please advise if you have any questions.

Yours Truly

Robert J. Reynolds
Chodola Reynolds Binder



ROBERT J. REYNOLDS

Walker Road at Wyandotte
720 Walker Road
Windsor, ON N8Y 2N3

Phone: 519-254-6433
Fax: 519-254-7990
Web: www.crblaw.ca
Email: reynolds@crblaw.ca

December 5, 2022
Development & Heritage Standing Committee
Item 7.3 - Written Submission

From: Lee McCay

Sent: November 16, 2022 9:04 PM

To: clerks <clerks@citywindsor.ca>; Szymczak, Adam <aszymczak@citywindsor.ca>

Subject: Comments ZNG/6870 Z-034/22 849 Walker Road Zoning Amendment Proposal

Dear Clerk,

As a home owner across the alley from 849 Walker Road, I do not support the proposed change in zoning from CD2.2 to CD4.1.

Since the automotive repair and detailing business opened at this location, we have noticed increased noise (air tools, engine revving, grinding, etc.) which can be disruptive and annoying at times. It is often audible from inside my home office while I am working and the noises occasionally occur well into the evening. These noises go above and beyond the normal traffic volume we have become accustomed to hearing from the Walker Rd area.

Additionally, we have noticed a high number of vehicles parked during the day in the alley way.

As I believe that these specific annoyances would not be present if the business operating at this location was in conformance to the approved usages of CD2.2, I do not support this rezoning.

Please keep me informed on the decision of this matter.

Thank you for your consideration,
Lee McCay

Item No. 8.8



Committee Matters: SCM 321/2022

Subject: Closure of east/west alley between Aubin Road and north/south alley between Seminole Street and Reginald Street, Ward 5, SAA-6751

Moved by: Councillor Angelo Marignani

Seconded by: Councillor Fred Francis

Decision Number: **DHSC 449**

- I. THAT the 4.27 metre wide east/west alley located between Aubin Road and the north/south alley located between Seminole Street and Reginald Street, and shown on Drawing No. CC-1812 *attached* hereto as Appendix "A", **BE ASSUMED** for subsequent closure.
- II. THAT the 4.27 metre wide east/west alley located between Aubin Road and the north/south alley located between Seminole Street and Reginald Street, and shown on Drawing No. CC-1812 *attached* hereto as Appendix "A", **BE CLOSED AND CONVEYED** to the owner of the property known municipally as 1590 Aubin Road (legally described as Part of Lots 38 to 41, Plan 1340), in a manner deemed appropriate by the City Planner;
- III. 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.
- IV. THAT The City Planner **BE REQUESTED** to supply the appropriate legal description, in accordance with Drawing No. CC-1812, *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 129/2022
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 December 5, 2022.
3. To view the stream of this Standing Committee meeting, please refer to:
<http://csg001-harmony.sliq.net/00310/Harmony/en/PowerBrowser/PowerBrowserV2/20221207/-1/9370>

Subject: Subject: Closure of east/west alley between Aubin Road and north/south alley between Seminole Street and Reginald Street, Ward 5, SAA-6751

Reference:

Date to Council: December 5, 2022
Author: Brian Nagata, MCIP, RPP
Planner II - Development Review
(519) 255-6543 ext. 6181

Planning & Building Services
Report Date: November 7, 2022
Clerk's File #: SAA2022

To: Mayor and Members of City Council

Recommendation:

- I. THAT the 4.27 metre wide east/west alley located between Aubin Road and the north/south alley located between Seminole Street and Reginald Street, and shown on Drawing No. CC-1812 *attached* hereto as Appendix "A", **BE ASSUMED** for subsequent closure.
- II. THAT the 4.27 metre wide east/west alley located between Aubin Road and the north/south alley located between Seminole Street and Reginald Street, and shown on Drawing No. CC-1812 *attached* hereto as Appendix "A", **BE CLOSED AND CONVEYED** to the owner of the property known municipally as 1590 Aubin Road (legally described as Part of Lots 38 to 41, Plan 1340), in a manner deemed appropriate by the City Planner;
- III. 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.
- IV. THAT The City Planner **BE REQUESTED** to supply the appropriate legal description, in accordance with Drawing No. CC-1812, *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



Figure 1 - Location Map

Background:

The applicant, Greg Hryniw, owner of the property known municipally as 1590 Aubin Road (the subject property), applied to close the 4.27 metre wide east/west alley located between Aubin Road and the north/south alley located between Seminoles Street and Reginald Street (the alley), and shown on Drawing No. CC-1812 **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 concrete, and includes a curb cut off of Aubin Road. The alley contains a wood privacy fence separating the rear yards of 1582 Aubin Road and the subject property, together with a shed covered in vines, concrete driveway and concrete patio belonging to the subject property. The Public Works Operations Department issued an Order to Comply (File No. VPW 22-111757) on February 15, 2022 for the removal of the aforesaid encroachments.

The subject property contains a Single Family Dwelling which was constructed between 1957 and 1958 with Building Permit 57 B 8637, issued on December 9, 1957 and completed on October 17, 1958.

The alley has contained a driveway for the subject property, privacy fence separating the rear yards of 1582 Aubin Road and the subject property, and been utilized as a rear yard for 1582 Aubin Road and the subject property since at least 1969 (Refer to Figures 1 through 4 below).

The City issued a Driveway Permit (File No. 87PW004819) for the subject property on August 18, 1987, which was completed on September 30, 2010.

Figure 1 - 1969 Aerial Photo



Figure 2 - 1977 Aerial Photo



Figure 3 - 1987 Aerial Photo



Figure 4 - 1996 Aerial Photo



The applicant wishes to close the alley for the purpose of conforming to the aforesaid Order to Comply.

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.

1. *Does the subject alley serve commercial properties?*
 - a. The alley does not serve commercial properties.
2. *Does the subject alley serve properties fronting on heavily traveled streets i.e. major arterial routes?*
 - a. The alley does not serve properties fronting on heavily traveled streets.
3. *Does the subject alley contain sewers, and must the alley remain accessible for servicing?*
 - a. The alley does not contain any sewers.
4. *Does the subject 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 subject 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 subject alley lie within a Holding zone or other similar undeveloped areas where the right-of-way 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 “dispensable” and supports the requested closure.

It is our recommendation that, upon closure, the owner of the subject property be given the chance to acquire the alley in the manner described in the Recommendation section herein. Hence the recommendation is to close and convey the entire width of the alley to the owner of the subject property. In this case, the Planning Department is deviating from the City’s standard manner of conveyance of offering abutting property owners first right to purchase their half of the alley. This adjustment is necessary and Administration often makes a recommendation to convey the entire width of an alley to a single property owner under specific circumstances such as this one. It is necessary in this

application so as to address the long standing encroachments and recognize the aforesaid driveway permit issued to the subject property.

Risk Analysis:

The recommended closure will divest the City of associated liability risks and maintenance costs. The recommended closure poses no known risk to City.

Climate Change Risks

Climate Change Mitigation:

N/A

Climate Change Adaptation:

N/A

Financial Matters:

The rate for an alley conveyed to 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 this application was issued to property owners abutting the alley on April 29, 2021, with no correspondence being received as of the date of writing this report.

Email was issued to the owner of 1582 Aubin Road on November 10, 2022, requesting confirmation on whether they support the Planning Department’s recommendation. The owner, via November 14, 2022 email and phone conversation, confirmed that they have no objection to this recommendation. (Email correspondence *attached* hereto as **Appendix “F”**)

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”, as in Recommendation II of this report.

The closed alley is to be conveyed to the owner of the property known municipally as 1590 Aubin Road, as in Recommendation II this report.

Planning Act Matters:

Brian Nagata, MCIP, RPP
Planner II - Development

I concur with the above comments and opinion of the Registered Professional Planner.

Michael Cooke, MCIP, RPP
Manager of Policy Planning

Thom Hunt, MCIP, RPP
City Planner

I am not a registered Planner and have reviewed as a Corporate Team Leader

JP *OC*

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
Wira Vendrasco	Deputy City Solicitor, Legal Services & Real Estate
Jelena Payne	Commissioner, Economic Development & Innovation
Onorio Colucci	Chief Administration Officer

Notifications:

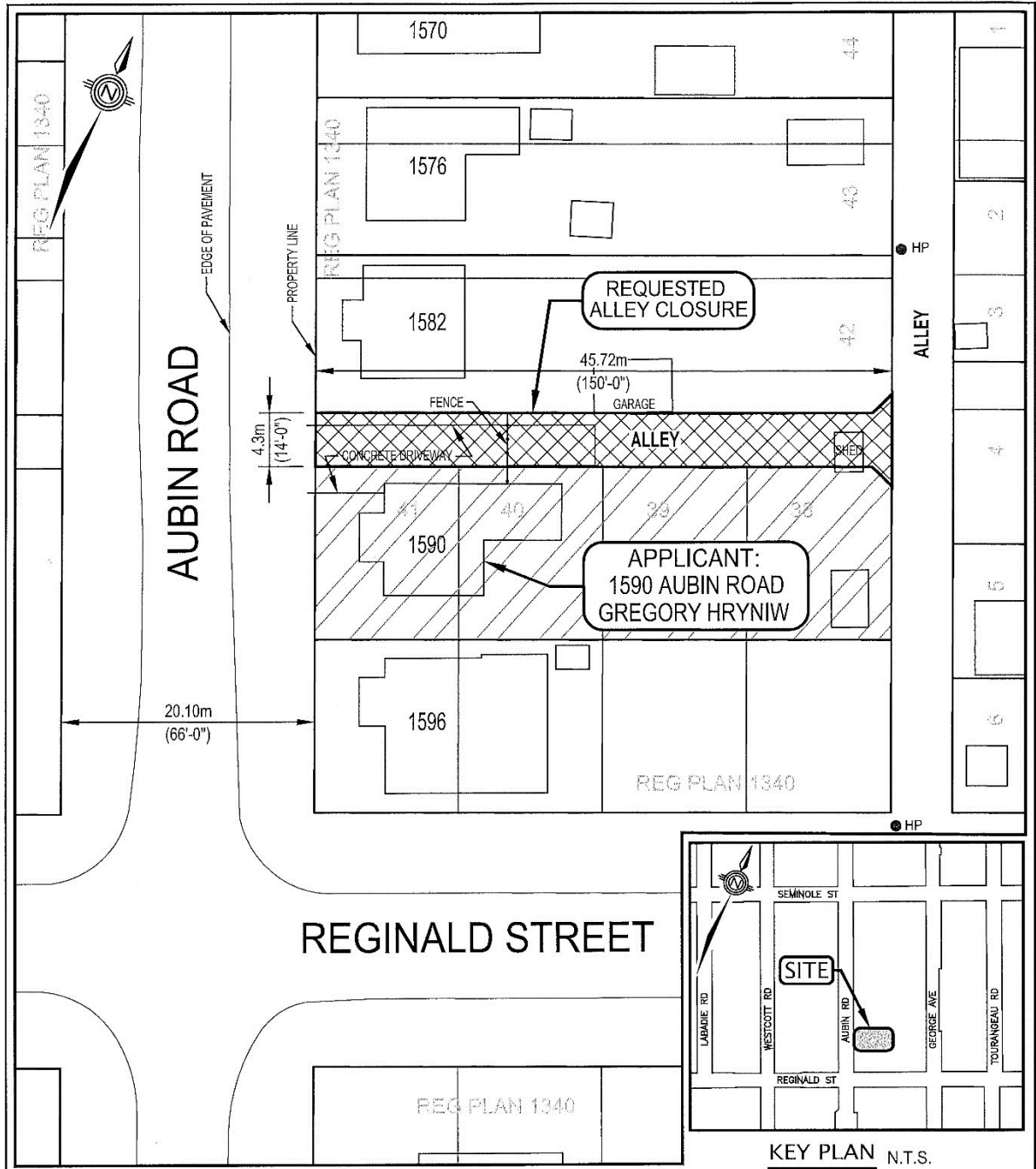
Name	Address	Email
Councillor Ed Sleiman	350 City Hall Square West, Suite 220 Windsor, ON	esleiman@citywindsor.ca

List of mailing labels for property owners abutting alley issued to Clerks office

Appendices:

- 1 Appendix A - Drawing No. CC-1812
- 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 - Correspondence with 1582 Aubin Road

APPENDIX "A"
Drawing No. CC-1812



THE CORPORATION OF THE CITY OF WINDSOR - ENGINEERING DEPARTMENT

Proposed Closure of East/West Alley Between Aubin Road and George Avenue,
 South of Seminole Street, North of Reginald Street

Kirk Tamm
 Kirk Tamm, Manager of Geomatics

SCALE: 1:400

DATE: MAY 2022

REVISED:

DWG. NO.

DWN BY: DB

CHKD BY: PJU / MM

REVISION NO.:

CC-1812

APPENDIX "B"

EIS Drawing - Aerial Photo



STREET & ALLEY CLOSING (SAA/6751)

1:750

APPLICANT : GREG HRYNIW



 SUBJECT LANDS

PLANNING DEPARTMENT - DEVELOPMENT DIVISION

DATE: APRIL, 2022

APPENDIX “C”

Consultations with Municipal Departments and Utility Companies

BELL CANADA WSP

No comments provided

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, provided the N/S alley from Reginald to Seminole remains intact.

[Nathan Short, Hydro Engineering Technologist]

ENWIN UTILITIES - WATER

Water Engineering has no objections.

[Bruce Ogg, Water Project Review Officer]

LEGAL DEPARTMENT

For lands abutting RD1.2, \$1.00 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 does not require an easement through the subject lands.

[Dave Hartleib, Outside Plant Manager]

PARKS & FACILITIES

No comments provided

PLANNING DEPARTMENT

No comments provided

PLANNING DEPARTMENT - LANDSCAPE ARCHITECT

No objection from a Landscape Architectural perspective

[Stefan Fediuk - Landscape Architect]

PUBLIC WORKS - ENGINEERING

The subject alley closure is approximately 4.27 m (14 feet) wide, and is composed of concrete and grass. There are no sewers, manholes, catch basins, wooden hydro poles, guy-wires, or overhead wires located in the alley closure. There is a wooden fence and shed obstructing the alley belonging to 1590 Aubin Road. This alley appears to serve no useful purpose by CR146/2005; therefore, we have no objections to the closure of this alley.

[Adam Pillon, Manager of Right-of-Way]

PUBLIC WORKS - TRAFFIC

No comments provided

ROGERS COMMUNICATIONS

No comments provided

TELUS COMMUNICATIONS

No comments provided

TRANSPORTATION PLANNING

No objections for the proposed closure.

[Shannon Deehan, Transportation Planner]

TRANSIT WINDSOR

No comments provided

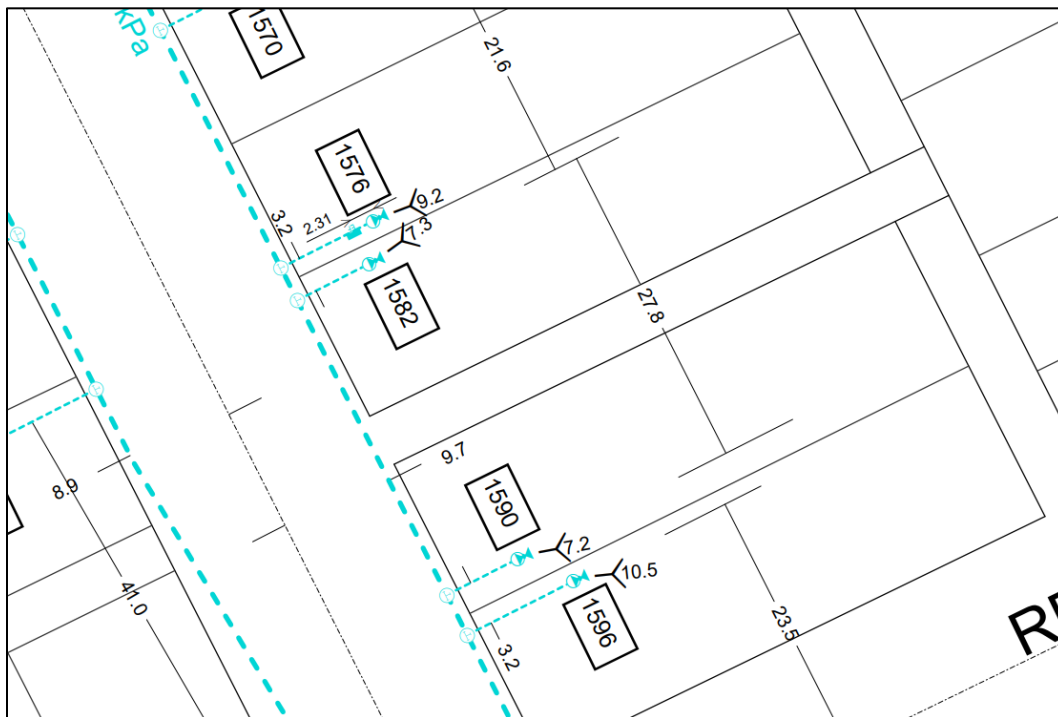
UNION GAS

After reviewing the provided drawing at 1582 Aubin and consulting our mapping system, please note that Enbridge Gas has no active infrastructure in the proposed area. A PDF drawing has been attached for reference.

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

[Jose Dellosa, Drafter Estimator]

**WINDSOR FIRE**

No comments provided

WINDSOR POLICE

The Windsor Police Service has no concerns or objections with the closure of this section of east/west alley. The end result from this closure will not affect the ability of the police to provide incident response or other service delivery activities to the surrounding properties.

[Barry Horrobin, Director of Planning & Physical Resources]

APPENDIX "D"
Site Photos (June 29, 2022)



Figure 1 - Looking east towards alley from Aubin Road (1590 Aubin Road on right)



Figure 2 - Looking east towards alley from Aubin Road (1582 Aubin Road on left)



Figure 3 - Alley looking east from Single Family Dwelling at 1590 Aubin Road



Figure 4 - Alley looking east from Single Family Dwelling at 1590 Aubin Road



Figure 5 - Alley looking west from Single Family Dwelling at 1590 Aubin Road (left)

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”**Correspondence with 1582 Aubin Road**

From: Debra Belleperche [REDACTED]
Sent: Monday, November 14, 2022 5:51 PM
To: Nagata, Brian <bnagata@citywindsor.ca>
Subject: Re: Alley Closure Application SAA-6751 (East/West Alley between Aubin Road & North/South Alley)

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 afternoon Brian I am well aware of my neighbour purchasing the whole alleyway I do not oppose this at all

Thanks
[REDACTED]

Sent from my iPhone

On Nov 10, 2022, at 12:28 PM, Nagata, Brian <bnagata@citywindsor.ca> wrote:

Good morning [REDACTED],

I would like to take the opportunity of introducing myself as the Planner who is coordinating the application to close the east/west alley to the south of your property known municipally as 1582 Aubin Road.

It is my understanding that you do **not** have any objection to the City offering the **entire alley** to the owner of the property known municipally as 1590 Aubin Road. **Please confirm**

In my review of this application, I noticed that it appears that a small portion of your rear yard is located within the alley. This assessment is based on the Surveyor's Real Property Report prepared for your property in 1996 (attached), aerial photos, Google Street View and site visit photos from June 2022. I have subsequently drafted a recommendation to divide the alley using the encroaching wood privacy fence. **This recommendation would give you first right to purchase any portion of the your rear yard located within the alley.**

I presented my draft recommendation to management this morning and was advised to inquire if you would have any **objection to the entire alley being conveyed to 1590 Aubin Road in the event that a small portion of your rear yard is located within the alley.** **Please confirm** This is to avoid having to retain an Ontario Land Surveyor to prepare a Reference Plan to describe the portion of the alley being conveyed to each property owner, subsequently adding substantial costs to the process.

There is also the possibility that the wood privacy fence is located on your south property line, as the resources (save and except the Surveyor's Real Property Report) that I based my assessment on are **not** 100% accurate.

Would you have any objection if I conducted a site visit at your property to confirm the distance from the detached garage to the wood privacy fence?

This will determine if the fence is constructed on your south property line or is encroaching within the alley.

Another option would be if you measured the distance and provided it to me via email. The Surveyor's Real Property Report shows that your south property line is 0.8 to 1.0 foot from your detached garage.

I can also give you a call to discuss this matter in more detail if needed. Let me know.

Please note that City Hall is closed tomorrow.

Regards,

BRIAN NAGATA, MCIP, RPP, B.A.A., Dipl.URPI | PLANNER II – DEVELOPMENT REVIEW

<image001.jpg>

Planning & Building Services

350 City Hall Square West | Reception - 2nd Floor | Windsor, ON | N9A 6S1

(519) 255-6543 ext. 6181

Subject: Closure of north/south alley between Alice Street & Milloy Street, Ward 5, SAA-6652

Moved by: Councillor Mark McKenzie
Seconded by: Councillor Fred Francis

Decision Number: **DHSC 450**

- I. THAT the 3.66 metre wide north/south alley located between Alice Street and Milloy Street and shown on Drawing No. CC-1806 *attached* hereto as Appendix "A", **BE ASSUMED** for subsequent closure.
- II. THAT the 3.66 metre wide north/south alley located between Alice Street and Milloy Street and shown on Drawing No. CC-1806 *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 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 existing 16kV primary and 120/240v secondary overhead hydro distribution pole line; and
 - iii. MNSi for access to service and maintain existing aerial infrastructure;
- III. Type 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.
- IV. THAT The City Planner **BE REQUESTED** to supply the appropriate legal description, in accordance with Drawing No. CC-1806, *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.

Carried.

Report Number: S 131/2022
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 December 5, 2022.
3. To view the stream of this Standing Committee meeting, please refer to:
<http://csg001-harmony.sliq.net/00310/Harmony/en/PowerBrowser/PowerBrowserV2/20221207/-1/9370>

Subject: Closure of north/south alley between Alice Street & Milloy Street, Ward 5, SAA-6652

Reference:

Date to Council: December 5, 2022
Author: Brian Nagata, MCIP, RPP
Planner II - Development Review
(519) 255-6543 ext. 6181
Planning & Building Services
Report Date: 11/9/2022
Clerk's File #:

To: Mayor and Members of City Council

Recommendation:

- I. THAT the 3.66 metre wide north/south alley located between Alice Street and Milloy Street and shown on Drawing No. CC-1806 *attached* hereto as Appendix "A", **BE ASSUMED** for subsequent closure.
- II. THAT the 3.66 metre wide north/south alley located between Alice Street and Milloy Street and shown on Drawing No. CC-1806 *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 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 existing 16kV primary and 120/240v secondary overhead hydro distribution pole line; and
 - iii. MNSi for access to service and maintain existing aerial infrastructure;
- III. Type 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.

- IV. THAT The City Planner **BE REQUESTED** to supply the appropriate legal description, in accordance with Drawing No. CC-1806, *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.

Executive Summary:


N/A



STREET & ALLEY CLOSING (SAA/6652)

1:1,250

APPLICANT : LISA LACHARITE

 SUBJECT LANDS

PLANNING DEPARTMENT - DEVELOPMENT DIVISION

DATE: JANUARY, 2022



Figure 1 - Location Map

Background:

The applicant, Lisa Lacharite, owner of the property known municipally as 1794 Factoria Road (the subject property), applied to close the 3.66 metre wide north/south alley located between Alice Street and Milloy Street (the alley), and shown on Drawing No. CC-1806 **attached** hereto as **Appendix “A”**, and also shown on the aerial photo **attached** hereto as **Appendix “B”**.

The alley is unmaintained and composed primarily of grass. The alley contains sporadic patches of natural vegetation (shrubs, trees and vines), utility poles with guy wires and anchors, and includes curb cuts off of Alice Street and Milloy Street.

The applicant wishes to close the alley for the purpose of eliminating the potential for any unwanted activities.

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.

1. *Does the subject alley serve commercial properties?*
 - a. The alley does not serve any commercial properties.
2. *Does the subject 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 subject alley contain sewers, and must the alley remain accessible for servicing?*
 - a. The alley does not contain any sewers.
4. *Does the subject 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 provide vehicular access to any rear parking areas or garages.

5. *Does the subject 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 subject alley lie within a Holding zone or other similar undeveloped areas where the right-of-way 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 “dispensable” and supports the requested closure.

It is our recommendation that, upon closure, the abutting property owners be given the chance to acquire the alley in the manner described in the Recommendation section herein. Hence the recommendation is to close and convey the alley to the abutting property owners, which is the standard manner of conveyance.

Risk Analysis:

The recommended closure will divest the City of associated liability risks and maintenance costs. The recommended closure poses no known risk to 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.

Consultations:

Consultations were held with Municipal Departments and Utility Companies, which resulted in the information found in attached **hereto** as **Appendix “C”**.

Notice of this application was issued to property owners abutting the alley by regular mail on January 10, 2022. No written or verbal correspondence to this notice has been received as of the writing of this report.

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 north/south 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 abutting property owners, as in Recommendation II this report.

Planning Act Matters:

Brian Nagata, MCIP, RPP
Planner II - Development

I concur with the above comments and opinion of the Registered Professional Planner.

Michael Cooke, MCIP, RPP Thom Hunt, MCIP, RPP
Manager of Policy Planning City Planner

I am not a registered Planner and have reviewed as a Corporate Team Leader

JP OC

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
Wira Vendrasco	Deputy City Solicitor, Legal Services & Real Estate
Jelena Payne	Commissioner, Economic Development & Innovation
Onorio Colucci	Chief Administration Officer

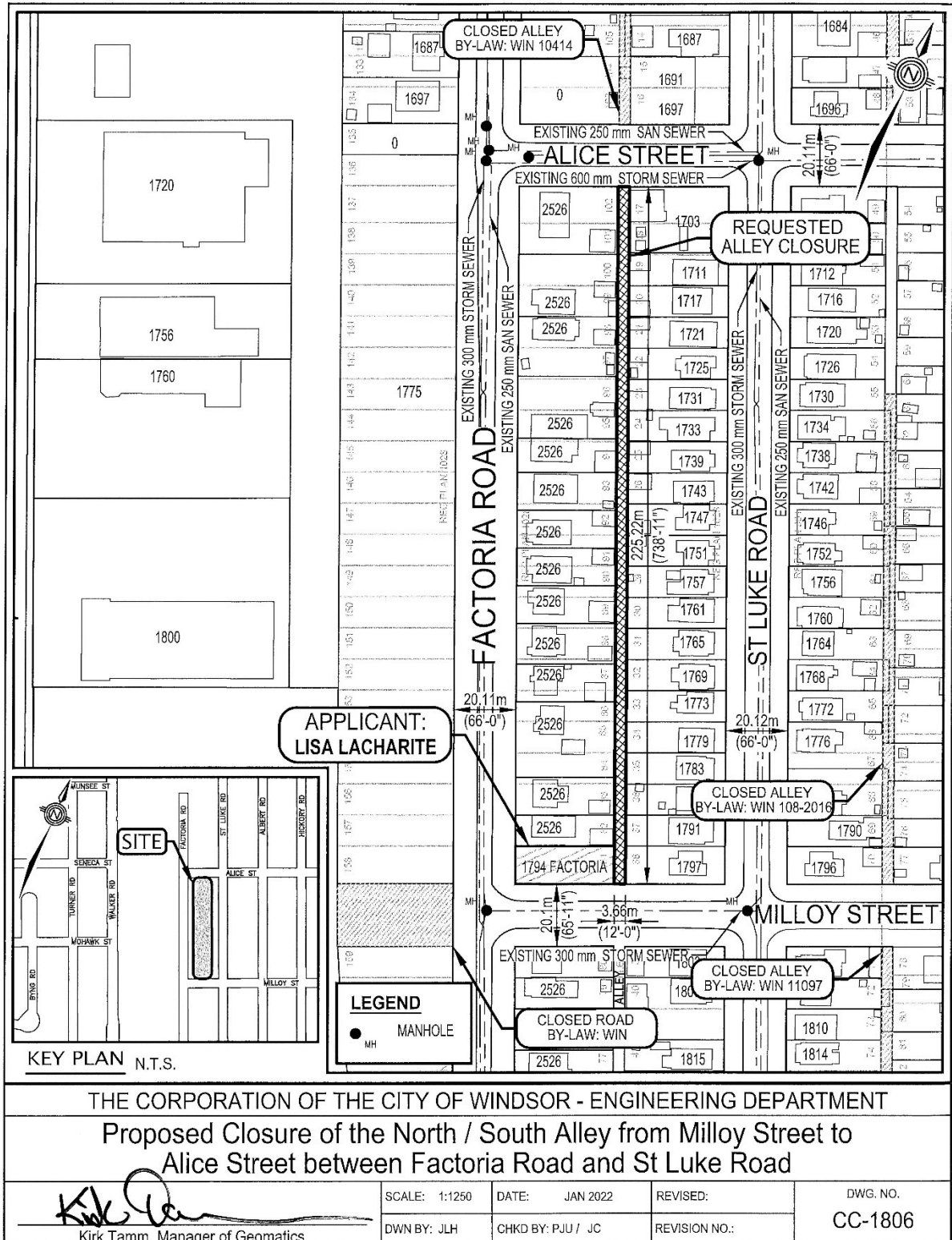
Notifications:

Name	Address	Email
Councillor Ed Sleiman	350 City Hall Square West, Suite 220 Windsor, ON	esleiman@citywindsor.ca
List of mailing labels for property owners abutting alley issued to Clerks office		

Appendices:

- 1 Appendix A - Drawing No. CC-1806
- 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-1806



APPENDIX "B"


EIS Drawing - Aerial Photo



STREET & ALLEY CLOSING (SAA/6652)

1:1,250

APPLICANT : LISA LACHARITE

 SUBJECT LANDS

PLANNING DEPARTMENT - DEVELOPMENT DIVISION

DATE: JANUARY, 2022



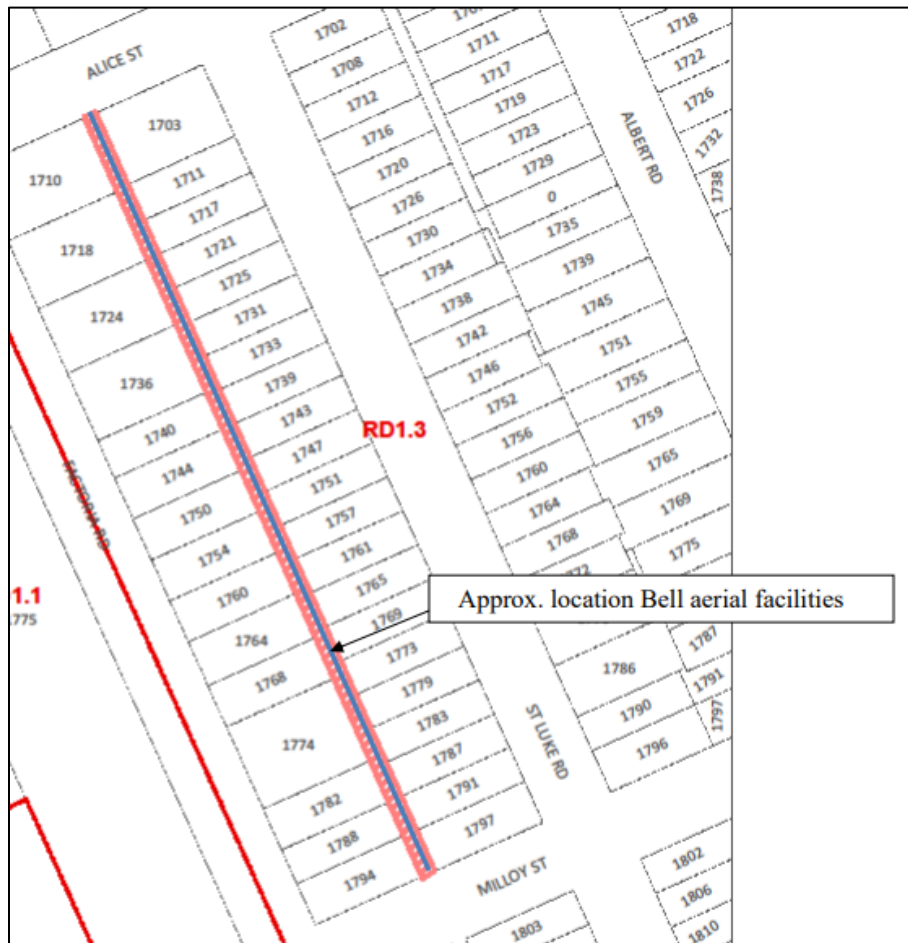
APPENDIX “C”

Consultations with Municipal Departments and Utility Companies

BELL CANADA WSP

Bell Canada requests an easement over the entire alley to protect existing aerial facilities.

[Charleyne Hall, Bell Canada External Liaison - Right-of-Way]



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 entire alley to accommodate existing 16kV primary and 120/240v secondary overhead hydro distribution pole line.

[Jerry Raniwsky, Senior Hydro Engineering Technologist]

ENWIN UTILITIES - WATER

Water Engineering has no objections.

[Bruce Ogg, Water Project Review Officer]

LEGAL DEPARTMENT

For lands abutting RD1.3, \$1.00 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 will require an aerial easement through the area of this closure as we are currently on the pole line that runs down this alley.

[Dave Hartleib, Outside Plant Manager]

PARKS & FACILITIES

Please note that Parks development has no comments for this SAA/6652 LIAISON.

[Sherif Barsom, Landscape Architect]

PLANNING DEPARTMENT

No comments provided

PLANNING DEPARTMENT - LANDSCAPE ARCHITECT

No objections from a landscape architectural or urban design perspective.

[Stefan Fediuk, Landscape Architect]

PUBLIC WORKS - ENGINEERING

The subject alley closure is approximately 3.66 m (12.0ft) wide, traveled and composed of grass. There are no municipal sewers or manholes within the alley. There are guy-wires, wooden hydro poles, and overhead wires located within the alley, an easement will be required for utilities. There are driveway approaches at the south and north ends of the subject alley; it may be the responsibility of the City to remove the curb cuts in the future when funds exist. If the alley is closed and purchased, a permit will be required by the property owners to keep and maintain the driveway approaches to City Standard AS-221 or AS-222. This subject alley has no usefulness by CR146/2005; therefore, we have no objections to the closure subject to the easement.

[Adam Pillon - Manager Right-of-Way]

PUBLIC WORKS - TRAFFIC

No concerns

[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 objections to the proposed closure.

[Rania Toufelli, Policy Analyst]

TRANSIT WINDSOR

No comments provided

UNION GAS

After reviewing the provided drawing, please note that Enbridge Gas has no active infrastructure in the proposed area. A PDF drawing has been attached for reference.

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

[Sandro Aversa, Drafter / Estimator]



WINDSOR FIRE

Windsor fire and rescue has no issue.

[Mike Coste, Chief Fire Prevention Officer]

WINDSOR POLICE

The Windsor Police Service supports the reasoning provided to close this alley and thus has no concerns or objections with this application. The alley in question is unpaved, with sections that have 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 29, 2022)



Figure 1 - Looking south towards alley from Alice Street



Figure 2 - Alley looking south from 1724 Factoria Road (right)



Figure 3 - Alley looking south from 1736 Factoria Road (right)



Figure 4 - Alley looking south from 1743 St Luke Road (left)



Figure 5 - Alley looking south from 1754 Factoria Road (right)



Figure 6 - Looking north towards alley from Milloy Street



Figure 7 - Alley looking north from 1757 St Luke Road (right)



Figure 8 - Alley looking north from 1740 Factoria Road (left)



Figure 9 - Alley looking north from 1724 Factoria Road (left)

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:

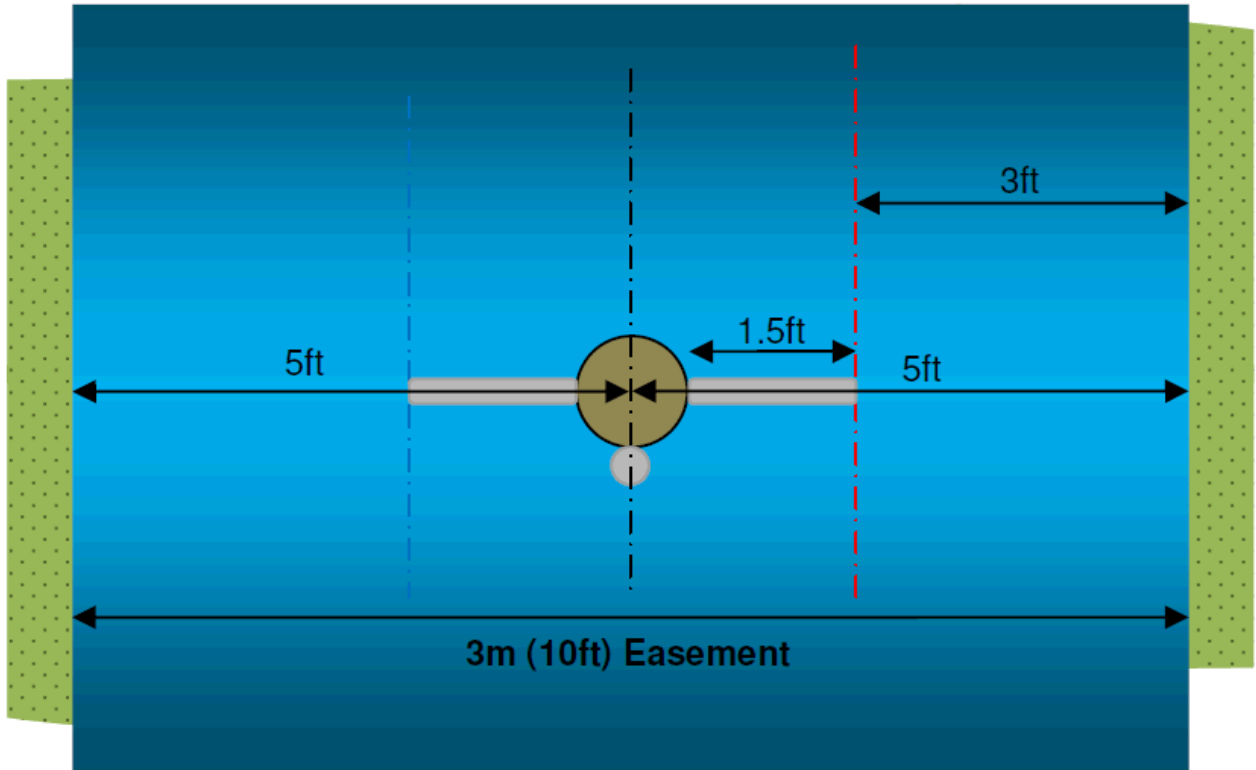
- 1) Alleys that are **indispensable**. These would be alleys serving commercial properties and properties fronting on heavily traveled streets i.e. major arterial routes and alleys which contain sewers and must remain accessible for servicing; alleys or streets which serve as the only vehicular means 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: Downtown CIP Grant Application made by Bay 20 Inc. for 880 Ouellette Avenue Ward 3

Moved by: Councillor Fred Francis
Seconded by: Councillor Mark McKenzie

Decision Number: **DHSC 451**

- I. THAT the request made by Bay 20 Inc. (Owner) for the proposed development at 880 Ouellette Avenue to participate in:
 - a. the Building/Property Improvement Tax Increment Grant Program **BE APPROVED** for 100% of the municipal portion of the tax increment resulting from the proposed development for five (5) years in accordance with the Downtown Windsor Enhancement Strategy and Community Improvement Plan; and,
 - b. the Upper Storey Residential Conversion Grant Program **BE APPROVED** for \$5,000 for every new residential unit, up to a maximum of \$50,000 per property in accordance with the Downtown Windsor Enhancement Strategy and Community Improvement Plan.
- II. THAT Administration **BE DIRECTED** to prepare the agreement between the City and Bay 20 Inc. (Owner) to implement the Building/Property Improvement Tax Increment Grant Program at 880 Ouellette Avenue in accordance with all applicable policies, requirements, and provisions contained within the Downtown Windsor Enhancement Strategy and Community Improvement Plan.
- III. THAT the CAO and City Clerk **BE AUTHORIZED** to sign the Building/Property Improvement Tax Increment Grant Program Agreement at 880 Ouellette Avenue to the satisfaction of the City Planner as to content, the City Solicitor as to legal form, and the CFO/City Treasurer as to financial implications.
- IV. THAT the grants under the Upper Storey Residential Conversion Grant Program for 880 Ouellette Avenue **BE PAID** to Bay 20 Inc. upon completion of the upper storey residential units as described in Report S128/2022 within two (2) years of Council approval subject to the satisfaction of the City Planner and Chief Building Official.

- V. Grant funds in the amount of \$50,000 under the Upper Storey Residential Conversion Grant Program **BE TRANSFERRED** from the CIP Reserve Fund 226 to the City Centre Community Development Planning Fund (Project #7011022) when the work is completed.
- VI. THAT should the project not be completed in two (2) years, City Council **AUTHORIZE** that the funds under the Upper Storey Residential Conversion Grant Program be uncommitted and made available for other applications.
- VII. THAT the approval to participate in the Building/Property Improvement Tax Increment Grant Program **EXPIRE** if the grant agreement is not signed by applicant within one year following Council approval. The City Planner may extend the deadline for up to one year upon request from the applicant.

Carried.

Report Number: S 128/2022
Clerk's File:SPL2022

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 December 5, 2022.
3. To view the stream of this Standing Committee meeting, please refer to:
<http://csg001-harmony.sliq.net/00310/Harmony/en/PowerBrowser/PowerBrowserV2/20221207/-1/9370>

Subject: Downtown CIP Grant Application made by Bay 20 Inc. for 880 Ouellette Avenue Ward 3

Reference:

Date to Council: December 5, 2022

Author: Samuel Switzer

Assistant Planner

519-255-6543 ext. 6438

sswitzer@citywindsor.ca

Laura Strahl

Planner III Special Projects

519-255-6543 Ex 6396

lstrahl@citywindsor.ca

Planning & Building Services

Report Date: October 27, 2022

Clerk's File #: SPL2022

To: Mayor and Members of City Council

Recommendation:

- I. THAT the request made by Bay 20 Inc. (Owner) for the proposed development at 880 Ouellette Avenue to participate in:
 - a. the Building/Property Improvement Tax Increment Grant Program **BE APPROVED** for 100% of the municipal portion of the tax increment resulting from the proposed development for five (5) years in accordance with the Downtown Windsor Enhancement Strategy and Community Improvement Plan; and,
 - b. the Upper Storey Residential Conversion Grant Program **BE APPROVED** for \$5,000 for every new residential unit, up to a maximum of \$50,000 per property in accordance with the Downtown Windsor Enhancement Strategy and Community Improvement Plan.
- II. THAT Administration **BE DIRECTED** to prepare the agreement between the City and Bay 20 Inc. (Owner) to implement the Building/Property Improvement Tax Increment Grant Program at 880 Ouellette Avenue in accordance with all applicable policies, requirements, and provisions contained within the Downtown Windsor Enhancement Strategy and Community Improvement Plan.
- III. THAT the CAO and City Clerk **BE AUTHORIZED** to sign the Building/Property Improvement Tax Increment Grant Program Agreement at 880 Ouellette Avenue

to the satisfaction of the City Planner as to content, the City Solicitor as to legal form, and the CFO/City Treasurer as to financial implications.

- IV. THAT the grants under the Upper Storey Residential Conversion Grant Program for 880 Ouellette Avenue **BE PAID** to Bay 20 Inc. upon completion of the upper storey residential units as described in Report S128/2022 within two (2) years of Council approval subject to the satisfaction of the City Planner and Chief Building Official.
- V. Grant funds in the amount of \$50,000 under the Upper Storey Residential Conversion Grant Program **BE TRANSFERRED** from the CIP Reserve Fund 226 to the City Centre Community Development Planning Fund (Project #7011022) when the work is completed.
- VI. THAT should the project not be completed in two (2) years, City Council **AUTHORIZE** that the funds under the Upper Storey Residential Conversion Grant Program be uncommitted and made available for other applications.
- VII. THAT the approval to participate in the Building/Property Improvement Tax Increment Grant Program **EXPIRE** if the grant agreement is not signed by applicant within one year following Council approval. The City Planner may extend the deadline for up to one year upon request from the applicant.

Executive Summary:

N/A

Background:

The Downtown Windsor Enhancement Strategy and Community Improvement Plan (Downtown CIP) was approved by City Council on September 29, 2017 and an adopting by-law was passed by City Council on October 16, 2017.

The Downtown CIP provides financial incentives to encourage new residential development, retail investment, facade improvements, and building/property improvements.

The subject property is located on the east side of Ouellette Avenue, South of Elliot St W, as shown on Appendix A and appendix B. The existing 9 floor building was comprised entirely of offices, which are now vacant. The owner now plans to convert the first floor of the building into a commercial use, and convert the 8 upper floors to residential. The applicant proposes to create 64 new residential units in total.

Applicant Information:

Property Owner: Bay 20 Inc. (Ahmed Khan)

Discussion:

Building/Property Improvement Tax Increment Grant Program

This program is intended to provide economic incentive for the development, rehabilitation and redevelopment of properties in Downtown Windsor. The program provides an annual grant equal to 100% of the increase in municipal property taxes for five years, after the project is completed and reassessed to help offset the costs of rehabilitating and redeveloping properties, as long as such development results in an increase in assessment and therefore an increase in property taxes.

The proposed improvements to the building are anticipated to increase the assessed value and therefore increase municipal taxes. This project qualifies for the Building/Property Improvement Tax Increment Grant and the Financial Matters section of this report discusses the estimated grant amount.

Upper Storey Residential Conversion Grant Program

The Upper Storey Residential Conversion Grant Program is intended to provide an incentive to convert vacant and underutilized upper storey space to new residential units in Downtown Windsor. The program will consist of a grant whereby property owners will be eligible to receive a grant to \$5,000 for every new residential unit, up to a maximum of \$50,000 per property.

The owner proposes to convert the existing upper storey space to 64 residential units, therefore qualifying for the maximum grant under this program of \$50,000.

Risk Analysis:

There is low risk associated with the approval of the subject Downtown CIP grant applications. An agreement between the City and owner will be prepared to ensure the Building/Property Improvement Tax Increment Grant Program requirements and provisions of the Downtown Windsor Enhancement Strategy and Community Improvement are met. The Upper Storey Residential Conversion Grant Program will only be paid after the work is complete to the satisfaction of the City Planner.

Climate Change Risks

Climate Change Mitigation:

The subject development mitigates GHG emissions by reusing the frame of an already existing office building located on the property, which reduces material usage and construction time.

Climate Change Adaptation:

N/A

Financial Matters:

As mentioned in the discussion section of the report the proposed redevelopment is eligible for:

- \$5,000 per new residential unit, therefore the project qualifies for \$50,000 for the Sixty-Four (64) new residential units.

If approved, the funds would come from the City Centre Community Development Planning Fund (Project #7011022) to the maximum amount of \$50,000. On February 22, 2021 Council approved the 2021 budget, which included a new reserve fund for all active CIPs in the City. As CIP grant applications are approved by Council, the approved grant amount will be transferred to the capital project when the work is completed and will be kept as committed funds in Reserve fund 226, until the grant is ready to be paid out. The current uncommitted balance of the CIP reserve fund 226 is \$1,080,025.95 however this balance does not account for other CIP grant requests that are currently being considered by the standing committee or have been endorsed by the standing committee and are not yet approved by City Council.

Building/Property Improvement Tax Increment Grant Program

The program provides an annual grant equal to 100% of the increase in municipal property taxes for five (5) years, with the possibility of a five (5) year extension, up to a total of ten (10) years if the project is considered a Catalyst Project, a designated heritage property, projects where at least 20% of the residential units are considered affordable or the project is certified LEED bronze. Since the development does not qualify as a Catalyst Project, is not certified LEED bronze and is not proposing affordable units, it will not be eligible for the five (5) year extension.

The applicant indicates the estimate eligible costs for the project at \$4,009,300. The *Planning Act* stipulates that the grants under a CIP cannot be more than the eligible costs. The total grant amount of \$190,765 (including the \$50,000 under the Upper Storey Residential Conversion Grant Program) is 4.76% of the estimate eligible costs.

Estimate Property/Building Improvement Tax Increment Grant Calculation		
880 Ouellette Avenue		
Annual Pre Development Municipal Taxes	Annual Estimate Post Development Municipal Taxes	Annual Estimate Value of Grant
\$49,496	\$77,649	\$28,153
	Total Estimated Value of Grant over 5 years	\$140,765

The Grant Program does not cancel taxes, so the owner must pay the full amount of property taxes annually and will subsequently receive a grant for the difference between the pre and post-development municipal taxes back shortly after. The City will retain the amount of pre-development (base) municipal taxes throughout the lifespan of the grant

program; however will be foregoing any incremental property taxes which could otherwise be used to offset future budget pressures.

Consultations:

The Downtown CIP was subject to stakeholder and public consultation as part of the approval process, including public meetings, a statutory public meeting and circulation among internal City staff and the Province.

Planning staff have consulted with the owner prior to accepting the application. Staff from the Planning and Building Division were consulted in the preparation of this report.

Conclusion:

Staff recommends that the application for the Upper Storey Residential Conversion Grant Program and Building/Property Improvement Tax Increment Grant be approved.

Planning Act Matters:

N/A

Approvals:

Name	Title
Laura Strahl	Planner III Special Projects
Josie Gualtieri	Financial Planning Admin.
Neil Robertson	Manager of Urban Design/Deputy City Planner
Thom Hunt	City Planner/Executive Director of Planning and Building Services
Wira Vendrasco	Deputy City Solicitor
Janice Guthrie	Deputy Treasurer Taxation and Financial Planning
Joe Mancina	Chief Financial Officer/City Treasurer
Jelena Payne	Commissioner of Economic Development & Innovation
Onorio Colucci	Chief Administrative Officer

Notifications:

Name	Address	Email
Ahmed Khan		hensey@henseyfinancial.ca
Joseph Passa		joseph@passa.ca

Appendices:

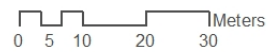
- 1 Appendix A - Location Map
- 2 Appendix B – Existing Building



LOCATION MAP : 880 OUELLETTE AVENUE



SUBJECT PROPERTY





Item No. 8.11



Committee Matters: SCM 324/2022

Subject: Brownfield Community Improvement Plan (CIP) application submitted by Agri-Box Inc Inc. for 3324 Marentette Avenue and 3350 Devon Drive (Ward 9)

Moved by: Councillor Angelo Marignani

Seconded by: Councillor Fred Francis

Decision Number: **DHSC 452** THAT the request made by Agri-Box Inc. to participate in the Environmental Site Assessment Grant Program **BE APPROVED** for the completion of a proposed Phase II Environmental Site Assessment Study for property located at 3324 Marentette Avenue and 3350 Devon Drive pursuant to the City of Windsor Brownfield Redevelopment Community Improvement Plan; and,

- II. THAT the City Treasurer **BE AUTHORIZED** to issue payment up to a maximum of \$15,000 based upon the completion and submission an eligible Phase II Environmental Site Assessment Study completed in a form acceptable to the City Planner and City Solicitor; and,
- III. THAT the grant funds in the amount of \$15,000 **BE TRANSFERRED** from the CIP Reserve Fund 226 to Brownfield Strategy Remediation (project 7069003) when the eligible work is completed to the satisfaction of the City Planner; and,
- IV. THAT should the proposed Phase II Environmental Site Assessment Study not be completed within two (2) years of Council approval, the approval(s) **BE RESCINDED** and the funds be uncommitted and made available for other applications.

Carried.

Report Number: S 132/2022

Clerk's File: SPL2022

Clerk's Note:

1. The recommendation of the Standing Committee and Administration are the same.
2. Please refer to Item 11.5 from the Development & Heritage Standing Committee Meeting held on December 5, 2022.
3. To view the stream of this Standing Committee meeting, please refer to:
<http://csg001-harmony.sliq.net/00310/Harmony/en/PowerBrowser/PowerBrowserV2/20221207/-1/9370>

Subject: Brownfield Community Improvement Plan (CIP) application submitted by Agri-Box Inc Inc. for 3324 Marentette Avenue and 3350 Devon Drive (Ward 9)

Reference:

Date to Council: December 5, 2022
Author: Greg Atkinson, Senior Planner
519-255-6543 ext. 6582
gatkenson@citywindsor.ca
Planning & Building Services
Report Date: November 10, 2022
Clerk's File #: SPL2022

To: Mayor and Members of City Council

Recommendation:

- I. THAT the request made by Agri-Box Inc. to participate in the Environmental Site Assessment Grant Program **BE APPROVED** for the completion of a proposed Phase II Environmental Site Assessment Study for property located at 3324 Marentette Avenue and 3350 Devon Drive pursuant to the City of Windsor Brownfield Redevelopment Community Improvement Plan; and,
- II. THAT the City Treasurer **BE AUTHORIZED** to issue payment up to a maximum of \$15,000 based upon the completion and submission an eligible Phase II Environmental Site Assessment Study completed in a form acceptable to the City Planner and City Solicitor; and,
- III. THAT the grant funds in the amount of \$15,000 **BE TRANSFERRED** from the CIP Reserve Fund 226 to Brownfield Strategy Remediation (project 7069003) when the eligible work is completed to the satisfaction of the City Planner; and,
- IV. THAT should the proposed Phase II Environmental Site Assessment Study not be completed within two (2) years of Council approval, the approval(s) **BE RESCINDED** and the funds be uncommitted and made available for other applications.

Executive Summary:

N/A

Background:

Brownfield Redevelopment Community Improvement Plan (CIP)

Brownfield sites are properties that may be contaminated due to previous industrial or commercial uses such as a manufacturing facility or gas station. City Council approved a Brownfield Redevelopment CIP at its April 19, 2010 meeting for the purpose of encouraging the study, clean-up, and redevelopment of contaminated properties. The approval of the CIP was the result of nearly five years of study and consultation, which began in October 2005.

Importance of Brownfield Redevelopment

In 2009 the City's Planning Department identified 137 brownfield properties (i.e. 226 hectares or 559 acres) that are candidates for redevelopment. While the inventory is not exhaustive, it illustrates the significance of Windsor's brownfield stock and the need to work with land owners to put these properties back into productive use. Based on approvals to date under the Brownfield CIP a total of 30.4 hectares (75.1 acres) or 13.5% of the inventory has been or is planned to be redeveloped.

Historically, there has been little interest in redeveloping brownfield sites due to the uncertainty surrounding the extent of contamination and the potential cost of clean-up. The Brownfield Redevelopment CIP provides financial incentives to undertake the necessary studies and remedial work necessary to redevelop brownfield sites and reduce the potential negative impacts to the City's environment and neighbourhoods.

The benefits associated with brownfield redevelopment go far beyond the boundaries of the property. For example, they are often strategically located within existing built up areas of the City where services and other infrastructure, such as roads, schools, community facilities and public transit are already available, therefore additional infrastructure costs are not incurred to service these areas. The redevelopment of these sites also remove the negative stigma often associated with brownfield properties, which increases the value of the subject property and adjacent properties.

Brownfield sites also represent a significant underutilization of the land base. According to the National Round Table on the Environment and the Economy (2003), every hectare redeveloped through a brownfield project saves up to an estimated 4.5 hectares

of greenfield land from being developed (i.e. agricultural land on the edge of the City); and for every dollar invested in a brownfield redevelopment, it is estimated that \$3.80 is invested in the economy.

Site Background

The subject sites are located on Marentette Avenue and Devon Drive at Foster Avenue. (see location map). The Marentette Avenue property is 3.29 hectares (8.14 acres) and contains a vacant 200,000 square foot industrial building. 3350 Devon Drive is 4.04 hectares (9.99 acres) and contains a parking area and vacant land. Both properties are owned by Agri-Box Inc.

The subject properties are designated 'Industrial' on Official Plan Schedule D: Land Use and are zoned Manufacturing District MD1.1, which permits a range of light industrial and service commercial uses. Based on the previous industrial use of the sites A Phase 1 Environmental Site Assessment (ESA) Study determined that soil and groundwater contamination may be possible. The Phase 1 ESA recommends that a Phase 2 ESA study be undertaken to identify and delineate any contamination that may be present.

Discussion:

Environmental Site Assessment Grant Program

The Environmental Site Assessment (ESA) Grant Program offers a matching grant to property owners of brownfield sites to conduct environmental studies that provide information on the type and extent of contamination and potential remediation costs. The program offers 50% of the cost of an eligible study up to a maximum grant of \$15,000.

The sites are proposed to be reused for industrial purposes and would be cleaned up (if necessary) as part of the redevelopment process. An essential step in moving forward with redevelopment plans is to clearly delineate the extent of any contamination. Upon completion the City would retain a copy of the final Phase 2 ESA report.

CIP Goals

City staff is supportive of the application as it meets all of the eligibility requirements specified within the Brownfield Redevelopment CIP. The proposed study of the subject site also supports the following CIP goals:

- To promote the remediation, rehabilitation, adaptive re-use and redevelopment of brownfield sites throughout the City of Windsor in a fiscally responsible and sustainable manner over the long term;

- Improve the physical and visual quality of brownfield sites;
- Improve environmental health and public safety;
- Provide opportunities for new housing, employment uses, and commercial uses;
- Increase tax assessment and property tax revenues;
- Promote Smart Growth, including the reduction of urban sprawl and its related costs;
- Increase community awareness of the economic, environmental and social benefits of brownfield redevelopment; and
- Utilize public sector investment to leverage significant private sector investment in brownfield remediation, rehabilitation, adaptive re-use, and redevelopment.

Policy Support

The study of brownfield sites to support clean up and redevelopment is supported by policies within the 2020 Provincial Policy Statement, the City's Official Plan and the City's Environmental Master Plan.

Risk Analysis:

As with all brownfield sites, there is a degree of risk associated related to the potential presence of contamination. The proposed study will assist in mitigating this risk. The City would retain a copy of the study for future reference.

Climate Change Risks

Climate Change Mitigation:

The proposed redevelopment implements Environmental Master Plan Objective C1: Encourage in-fill and higher density in existing built areas. In particular, the redevelopment would implement the action that supports the existing Brownfields Redevelopment Strategy and achieve its work plan.

Climate Change Adaptation:

The proposed redevelopment may be affected by climate change, in particular with respect to extreme precipitation and an increase in days above 30 degrees. While not the subject of this report, any new construction would be required to meet the current provisions of the Building Code, which would be implemented through the Site Plan Control and building permit processes. The site would also be required to incorporate storm water management best practices. Any site plan control application will be reviewed for opportunities to enhance resiliency.

Financial Matters:

The cost estimate (excluding HST) for completing the proposed Phase 2 ESA study is \$30,000. If approved, the grant would total \$15,000, which is the maximum grant value for one study under the program. Should the actual costs of the study be less than what has been estimated the grant payments would be based on the lower amount. The grants would be paid out of the Brownfield Strategy/Remediation Account (project # 7069003). The funds will be transferred from Fund 226, which has a current uncommitted balance of \$1,080,025 when work is completed.

Consultations:

The development and approval of the Brownfield Redevelopment CIP was subject to extensive stakeholder and public consultation, which sought input from a wide range of stakeholders and internal City departments.

Planning staff have consulted with the applicant prior to accepting the application for the Environmental Study Grant program. Staff from the Planning, Finance, and Legal Departments were consulted in the preparation of this report.

Conclusion:

City Staff recommend Council approve the request from Agri-Box Inc. to participate in the Environmental Site Assessment Grant Program. In the opinion of planning staff, the proposed study conforms to the Brownfield Redevelopment CIP and assists the City in the achievement of a number of the CIP goals.

Planning Act Matters:

N/A

Approvals:

Name	Title
Josie Gualtieri	Financial Planning Administrator
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
Joe Mancina	Commissioner, Corporate Services Chief Financial Officer / City Treasurer
Jelena Payne	Commissioner, Economic Development & Innovation
Onorio Colucci	Chief Administration Officer

Notifications:

Name	Address	Email
Christopher Paré		cpare@dragun.com

Appendices:

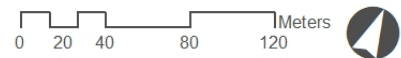
1. Location Map



LOCATION MAP : 3324 MARENTETTE AVENUE & 3350 DEVON DRIVE



SUBJECT PROPERTIES



Subject: Declaration of a Vacant Parcel of Land Municipally Known as 0 Huron Church Road Surplus and Authority to Offer for Sale - Ward 10

Reference:

Date to Council: January 16, 2023
Author: Chris Carpenter
Coordinator of Real Estate Services
519 255-6100 ext. 6420
ccarpenter@citywindsor.ca
Legal Services, Real Estate & Risk Management
Report Date: December 23, 2022
Clerk's File #: APM2023

To: Mayor and Members of City Council

Recommendation:

- I. THAT the following City of Windsor (the “City”) vacant parcel of land **BE DECLARED** surplus:
 - Municipal address: **0 Huron Church Road** – vacant land situate on the east side of Huron Church Road, south of Malden Road
 - Legal Description: Part Lot 2 on Registered Plan 997 Sandwich West as in R1013137 except R369787
 - Approximate Lot size: 20 feet (6.1m) x 108 feet (32.9m)
 - Approximate Lot area: 2,174 sq ft (202 m²) (herein the “**Subject Parcel**”); and,

THAT the Manager of Real Estate Services **BE AUTHORIZED** to offer the vacant parcel of land identified in Recommendation I for sale to the abutting property owner at 1918 Huron Church Road at a price to be determined by the Manager of Real Estate Services, commensurate with an independent appraisal, as appropriate.

Executive Summary:

n/a

Background:

The City owns a vacant parcel of land located on the east side of Huron Church Road, immediately south of 1918 Huron Church Road, legally described as Part Lot 2 on Registered Plan 997 Sandwich West as in R1013137 except R369787 and as shown on the aerial diagrams attached as Appendices A and B.

The Subject Parcel was acquired by the City in 1966 by instrument number R1013137 to facilitate Huron Church Road improvements. The zoning for the Subject Parcel is CD4.3 which allows for a Hotel, Micro-Brewery or Restaurant. In addition, a Specific Zoning Exception applies to the Subject Parcel requiring a 10m (32.8 feet) deep landscaped open space abutting Huron Church Road. The Subject Parcel is 6.1m (20 feet) wide with a depth of 32.9m (108 feet). Based on the permitted uses the Subject Parcel has insufficient width to be developed. In addition, approximately one-third of the Subject Parcel's depth is required to meet the landscaped open space requirement. As such, the Subject Parcel is not viable land.

By-Law 52-2014 establishes a policy for the disposal of Land. Section 5.1.2 of Schedule "A" attached to By-Law 52-2014 requires that City-owned lands be declared surplus and that Administration seek authority to sell the lands:

5.1.2 Notification of the intention to declare Land surplus and the authority to offer the Surplus Land for sale will be printed in the "Civic Corner" of the Windsor Star.

Discussion:

Administration was contacted by the abutting property owner to express their interest in acquiring the Subject Parcel. Both abutting properties have the same owner.

The Subject Parcel was circulated to determine whether there is a municipal use for same. No municipal use was identified. Due to the size of the Subject Parcel, there is no potential use for affordable housing.

The City's Land Disposal Policy ("LDP") outlines the process for the sale of land which is not viable. Section 5.3.1.3 of the LDP states:

5.3.1.3 Land, which is not Viable Land and which cannot be rendered Viable Land by means of consent under the Planning Act may be sold directly to the abutting property owner(s) for lot consolidation purposes at the value established by City Real Estate Staff taking into consideration all relevant factors, but in any event for no less than on a cost-recovery basis. If more than one abutting property owner wishes to acquire the Land City Real Estate Staff will contact the abutting owners to determine whether a consensus can be arrived at in splitting the Land amongst interested abutting owners.

Should Recommendations I and II be approved, the Real Estate staff will contact the abutting property owner to negotiate a purchase price. Should Administration successfully negotiate an acceptable price, a report will be brought to Council or under Delegation of Authority, as appropriate, seeking authority to sell the Subject Parcel.

Risk Analysis:

There are potential liability issues should someone be injured on the land. Additionally, maintenance of the land drains scarce municipal resources. Selling the Subject Parcel will remove any associated liability issues and maintenance costs for the City.

Climate Change Risks

Climate Change Mitigation:

Declaring this property surplus does not pose a climate change risk.

Climate Change Adaptation:

Redevelopment of property will include climate change considerations during re-zoning or site plan review.

Financial Matters:

n/a

Consultations:

Fire Department: John Lee (retired)
Windsor Police Services: Barry Horrobin
Public Works: responses consolidated by Rania Toufeili
Parks: James Chacko
Planning Department: Kevin Alexander
Housing and Children Services: Tina Moore

Conclusion:

Declaring the vacant parcel of land identified in Recommendation I surplus, and authorizing the Manager of Real Estate Services to offer the property for sale to the abutting property owner will allow for the orderly sale of the land that is not required for any municipal purpose.

Approvals:

Name	Title
Chris Carpenter	Coordinator of Real Estate Services
Frank Scarfone	Manager of Real Estate Services
Shelby Askin Hager	Commissioner of Legal and Legislative Services
Onorio Colucci	Chief Administrative Officer

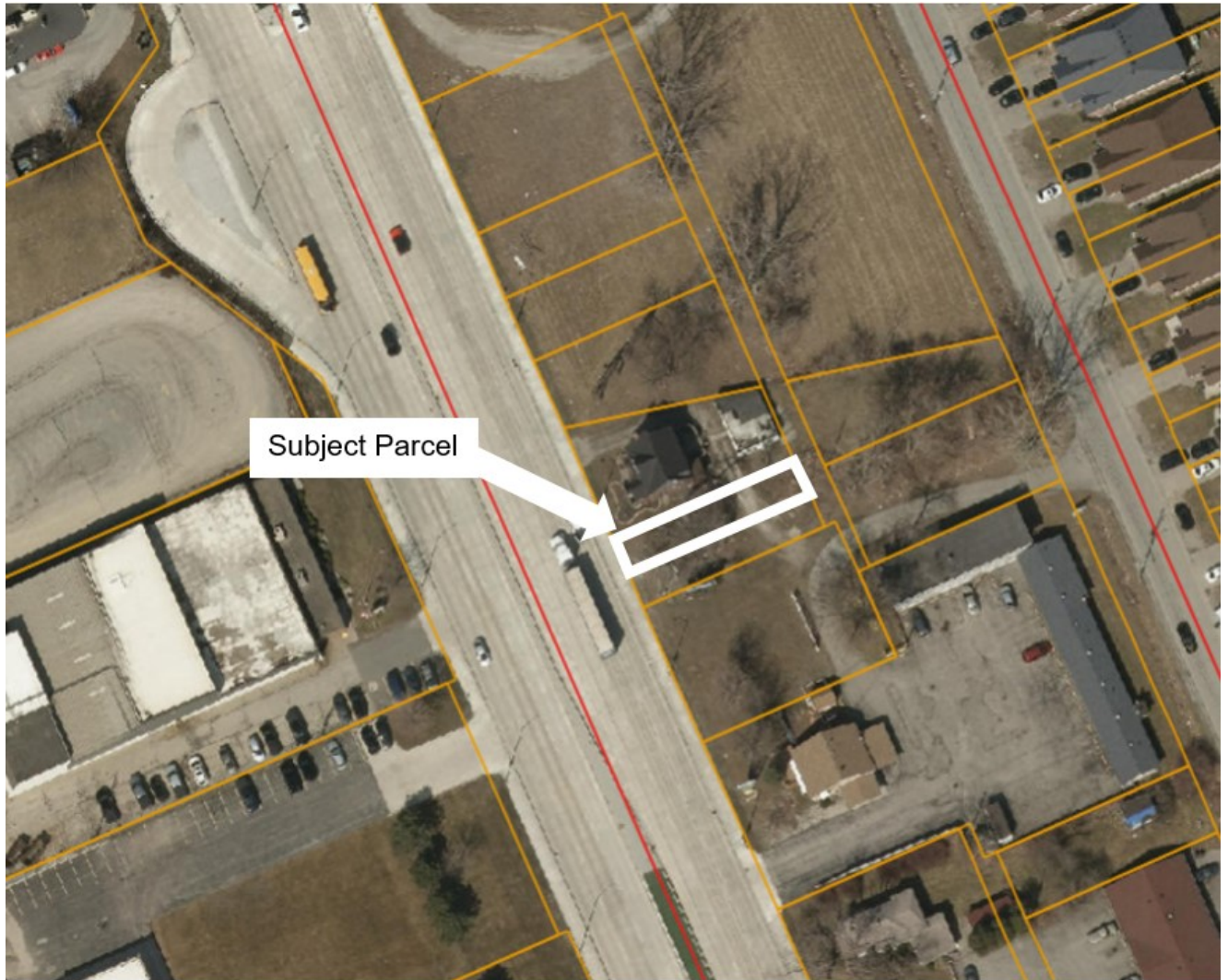
Notifications:

Name	Address	Email

Appendices:

- 1 Aerial Image of Subject Parcel
- 2 Location of Subject Parcel

Appendix A



Appendix B



Subject: Proposed expropriation from Kenneth and Pamela Golish, 6015 Riverside Dr. East, and Rachel and William Mechanic, 6065 Riverside Dr. East for the Riverside Drive Vista Project-Ward 6

Reference:

Date to Council: January 16, 2023
Author: Patrick T. Brode
Senior Legal Counsel
519-255-6100 x6377
pbrode@citywindsor.ca
Legal Services, Real Estate & Risk Management
Report Date: December 12, 2022
Clerk's File #: APM2023

To: Mayor and Members of City Council

Recommendation:

That the City Council of the City of Windsor sitting as an approving authority under the Expropriations Act hereby **APPROVES** the taking of the lands being:

- a) From Kenneth and Pamela Golish, Parts 32 and 35 on Plan 12-29023 in fee simple for road widening;
- b) From the same, Parts 33 and 34 on Plan 12R-29023 for an underground utility easement for underground gas main and telecommunications
- c) From Rachel and William Mechanic, Part 36 on Plan 12R-29023 in fee simple for a road widening; and
- d) Part 37 on Plan 12R-29023 for an underground utility easement for underground gas main and telecommunications,

All of the above in the City of Windsor and County of Essex (as shown on Appendix "A" attached hereto) for the purposes of the Riverside Drive Vista Project.

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:

The lands proposed to be expropriated are in Plan “C” of the Vista project and are at or near the intersection of Jefferson Avenue and Riverside Drive East. The intention is to widen Riverside Drive and install an underground gas main and telecommunications. Notices of Application for Approval to Expropriate were served on the owners and are attached hereto as Appendix “B.”

The owners retained Mr. Daniel Moorhouse of the law firm of Holden and Moorhouse. They requested a hearing of necessity pursuant to section 6 of the Expropriations Act on August 5, 2022. As a result, these two properties could not be considered for expropriation at the same time as the rest of the Plan “C” lands. Those lands were approved by Council for expropriation and a plan will be registered on title shortly.

As for the properties owned by the Golish and Mechanic families, the Registrar of the Ontario Land Tribunal fixed December 9 as the date for an inquiry into whether the taking of the lands would be fair, sound and reasonably necessary.

On December 2, the City was served with the notice to the OLT Registrar that the owners were withdrawing their request under section 6, as per Appendix “C” attached.

Discussion:

The lands proposed to be expropriated are necessary to the Riverside Drive Vista project. They will provide for a slight widening of Riverside Drive East near Jefferson. As well the required underground utilities can be installed.

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:

N/A

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. Should expropriation be required, any budget deficit that may arise from these expropriations will be mitigated within the DMAF program as a whole.

Consultations:

Adam Mourad, Engineer II
 Erika Benson, Financial Planning Administrator

Conclusion:

Should City Council approve the expropriation that the administration proceed as per the recommendation.

Planning Act Matters:

N/A

Approvals:

Name	Title
Patrick T. Brode	Senior Legal Counsel
Shelby Askin Hager	Acting Commissioner of Legal and Legislative Services
Chris Nepszy	Commissioner of Infrastructure Services
Joe Mancina	Commissioner of Corporate Services/Chief Financial Officer
Onorio Colucci	Chief Administrative Officer

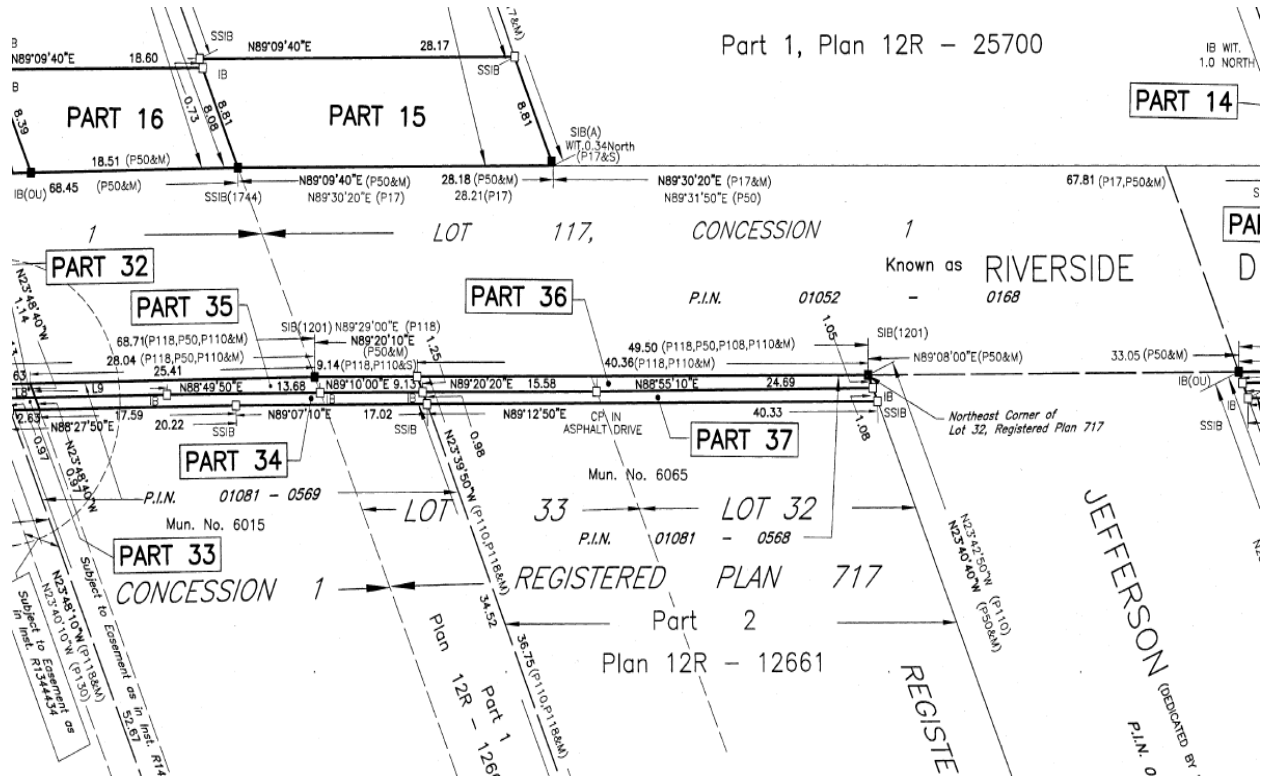
Notifications:

Name	Address	Email

Appendices:

- 1 Parts 32 to 37 on Plan 12R-29023
- 2 Notices of Application for Approval to Expropriate
- 3 Notice to OLT Registrar of withdrawal of proceedings under section 6(2) of the Expropriations Act

Appendix "A"



Appendix "B"

Form 2

Expropriations Act

NOTICE OF APPLICATION FOR APPROVAL TO EXPROPRIATE LAND

IN THE MATTER OF an application by The Corporation of the City of Windsor for approval to expropriate land described LT 32, PT LT 33 PL 717, PT 2 ON 12R12661, being Part 36 on Plan 12R-29023 in fee simple and Part 37 on Plan 12R-29023 for underground utility easement, underground gas main and telecommunications, City of Windsor, County of Essex, for the purposes of Riverside Vista Road Improvements Project Phase 2A – Plan C.

NOTICE IS HEREBY GIVEN that application has been made for approval to expropriate the land described as LT 32, PT LT 33 PL 717, PT 2 ON 12R12661, being Part 36 on Plan 12R-29023 in fee simple and Part 37 on Plan 12R-29023 for underground utility easement, underground gas main and telecommunications, City of Windsor, County of Essex.

Any owner of lands in respect of which notice is given who desires an inquiry into whether the taking of such land is fair, sound and reasonably necessary in the achievement of the objectives of the expropriating authority shall so notify the approving authority in writing,

- (a) in case of a registered owner, served personally or by registered mail within thirty days after the registered owner is serviced with the notice, or, when the registered owner is served by publication, within thirty days after the first publication of the notice;
- (b) in the case of an owner who is not a registered owner, within thirty days after the first publication of the notice.

The approving authority is:

The City Council of the City of Windsor
City Hall, P. O. Box 1607
350 City Hall Square West
Windsor, Ontario
N9A 6S1

Name of expropriating authority:

The Corporation of the City of Windsor

Per: _____

Shelby Askin Hager
City Solicitor

Expropriations Act

NOTICE OF APPLICATION FOR APPROVAL TO EXPROPRIATE LAND

IN THE MATTER OF an application by The Corporation of the City of Windsor for approval to expropriate land described PT LT 116 CON 1; being Parts 32 and 35 on Plan 12R-29023 in fee simple and Parts 33 and 34 on Plan 12R-29023 for a underground utility easement, underground gas main and telecommunications, City of Windsor, County of Essex, for the purposes of Riverside Vista Road Improvements Project Phase 2A – Plan C.

NOTICE IS HEREBY GIVEN that application has been made for approval to expropriate the land described as PT LT 116 CON 1; being Parts 32 and 35 on Plan 12R-29023 in fee simple and Parts 33 and 34 on Plan 12R-29023 for a underground utility easement, underground gas main and telecommunications, City of Windsor, County of Essex.

Any owner of lands in respect of which notice is given who desires an inquiry into whether the taking of such land is fair, sound and reasonably necessary in the achievement of the objectives of the expropriating authority shall so notify the approving authority in writing,

- (a) in case of a registered owner, served personally or by registered mail within thirty days after the registered owner is serviced with the notice, or, when the registered owner is served by publication, within thirty days after the first publication of the notice;
- (b) in the case of an owner who is not a registered owner, within thirty days after the first publication of the notice.

The approving authority is:

The City Council of the City of Windsor
City Hall, P. O. Box 1607
350 City Hall Square West
Windsor, Ontario
N9A 6S1

Name of expropriating authority:

The Corporation of the City of Windsor

Per: _____
Shelby Askin Hager
City Solicitor

HOLDEN & MOORHOUSE
PROFESSIONAL CORPORATION
Barristers & Solicitors

James A. Holden, Q.C.
(1911 - 1997)
Daniel K. Moorhouse

1061 University Avenue West
Windsor, Ontario
N9A 5S5

Telephone
(519) 258-5002

Facsimile
(519) 258-0241

E-Mail Address
dmoorhouse@h-mlaw.ca

Our File No. 1002-006/2374-001

December 2, 2022

BY E-MAIL

Ontario Land Tribunal
655 Bay Street, Suite 1500
Toronto, Ontario
M5G 1E5

Attention: Azéem Patel

Dear Sirs/Mesdames:

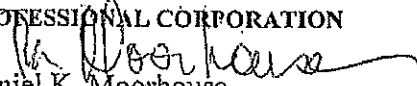
Ontario Land Tribunal
Case No. OLT-22-00388
Kenneth and Pamela Golish
William and Rachel Mechanic

We act for the above named. We hereby confirm that they withdraw from the proceeding commenced under section 6(2) of the *Expropriation Act*, R.S.O. 1990, c. E.26.

We will send a copy of this Notice of Withdrawal to the Expropriating Authority, the City of Windsor, or their representative by e-mail.

Yours very truly,

HOLDEN & MOORHOUSE
PROFESSIONAL CORPORATION


Daniel K. Moorhouse

DKM/cc

- c. Kenneth Golish (by e-mail)
- Pamela Golish (by e-mail)
- Rachel Mechanic (by e-mail)
- William Mechanic (by e-mail)
- Patrick Brode (by e-mail)

Subject: Pre-approval of Additional 2023 Capital Projects

Reference:

Date to Council: January 16, 2023

Author: Chris Nepszy

Commissioner, Infrastructure Services

(519) 255-6247 ext. 6356

cnepszy@citywindsor.ca

Engineering

Report Date: December 21, 2022

Clerk's File #: AF/14372

To: Mayor and Members of City Council

Recommendation:

That Council **APPROVE** \$8,450,000 in additional capital projects detailed in Appendix 'A' representing first charges to the 2023 Capital Budget; and,

That Council **APPROVE** the following funding reallocations to the new EC Row/Banwell Interchange project, ENG-003-23:

- \$1,346,000 in 2025 Pay-As-You-Go funding (Fund 169), from the Central Riverfront Improvement Plan project PFO-003-15
- \$1,000,000 in 2024 Canada Community-Building Fund funding (Fund 176), from the City-Wide Road Rehabilitation project OPS-001-07
- \$2,654,000 in 2025 Canada Community-Building Fund funding (Fund 176), from the City-Wide Road Rehabilitation project OPS-001-07

Executive Summary:

N/A

Background:

Subsequent to Council receiving Report **C 119/2022** in July 2022 regarding *2023 Capital Budget Pre-Approval*, the 2023 Capital Budget is now expected to be presented to City Council in April of 2023. As a result, Administration is seeking pre-approval of additional capital projects proposed in the 2023 budget.

Discussion:

The additional projects that Administration is seeking to pre-commit to the 2023 Capital Budget are:

Capital Project	Description	Budget
Lauzon Rd / County Road 42	This project relates to implementation of parts of the Lauzon Parkway Environmental Assessment particularly intersection improvements at Lauzon Parkway and County Road 42. Pre-commitment of funding will be for land acquisition and detailed design works for award in early 2023.	Pre-commit \$1,000,000
Upper Little River Stormwater Management Plan and Implementation	This project outlines stormwater management facilities for the Sandwich South Lands. Phase 1 will be the design and construction of stormwater management facilities related to the Lauzon Parkway/ County Rd 42 intersection improvements. Pre-commitment of funding will be for detailed design works for award in early 2023.	Pre-commit \$2,000,000
Central Avenue from Via Tracks to Franklin Street	This sewer and road rehabilitation project was planned for 2026. Windsor Utilities Commissions is moving ahead with the design of a large watermain along Central Ave planned for 2024 construction. Pre-commitment is for the sewer and road design to be accelerated to 2023 for construction in 2024.	Pre-commit \$450,000

E.C. Row / Banwell Interchange	<p>The 2016 Banwell Road Environmental Study Report recommends improvements to Banwell Road from Tecumseh Rd E to the City Limits (Canadian Pacific Railway). A Traffic Impact Study was completed as a result of the Nextstar Energy Development. Results indicated the urgent need for an interchange at this location.</p> <p>Realignment of various funding was being recommended to prioritize this work as part of the draft 2023 Capital Budget (ECP-003-23). Pre-commitment of these funds will allow to initiate detailed design of the interchange and road segment from E.C. Row south to the city limits (CPR) in early spring.</p>	Reallocate & Pre-commit \$5,000,000
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Risk Analysis:

Pre-approval allows the projects to proceed in a timely manner. If pre-approval is not granted, the noted 2023 Capital Works can not be undertaken until after the Capital Budget is approved.

Timing Risks:

Waiting until the entire Capital Budget is approved may affect these project’s schedules. In addition, land acquisition can be time-sensitive. Pre-approval will allow Administration to be able to react to changes in the market and be ready to close a land deal at a strategic time.

Community Impact Risk:

It is essential that these projects remain on schedule to ensure that critical infrastructure work continues as planned to meet priority project timelines and community needs.

Climate Change Risks

Climate Change Mitigation:

Construction will result in GHG emissions that are accounted for within the Community GHG emissions inventory. Construction emissions, in general, will be offset by improved drivability and functionality of the infrastructure.

Climate Change Adaptation:

The life and service levels of roads, and sewer infrastructure may be impacted by a number of climate variables including temperature extremes and precipitation. Sewer and drainage work should assist in maintaining these assets in good working condition during significant precipitation. Maintaining these assets in good/excellent condition increases the resiliency of the infrastructure.

Financial Matters:

The recommended projects noted in Appendix 'A' total \$8,450,000 in 2023, 2024 & 2025 funding. The majority of this funding was previously approved in principle in the 2022 10 Year Capital Budget.

The recommendations in this report further include the realignment of the following funds to a new E.C.Row/Banwell Interchange project (ENG-003-23)

- \$1,346,000 in 2025 Pay-As-You-Go funding (Fund 169), from the Central Riverfront Improvement Plan project PFO-003-15
- \$1,000,000 in 2024 Canada Community-Building Fund funding (Fund 176), from the City-Wide Road Rehabilitation project OPS-001-07
- \$2,654,000 in 2025 Canada Community-Building Fund funding (Fund 176), from the City-Wide Road Rehabilitation project OPS-001-07

It should be noted that Administration is endeavouring to replace the funds removed from projects PFO-003-15 and OPS-001-07 (as noted above) as part of the 2023 Capital Budget development.

Consultations:

Linda Mancina – Financial Planning Administrator, Engineering

Michael Dennis, Finance Manager, Asset Planning

Stacey McGuire, Manager, Development

Fahd Mikhael, Manager, Design

Conclusion:

In order to meet timelines associated with these projects, it is recommended that Council approve the pre-commitment of \$8,450,000 in additional projects ahead of the 2023 Capital Budget.

Planning Act Matters:

N/A

Approvals:

Name	Title
France Isabelle-Tunks	Executive Director, Engineering/Deputy City Engineer
Chris Nepszy	Commissioner, Infrastructure Services
Natasha Gabbana	Senior Manager of Asset Planning
Joe Mancina	Commissioner, Corporate Services, Chief Financial Officer
Shelby Askin Hager	Commissioner, Legal & Legislative Services
Onorio Colucci	Chief Administrative Officer

Notifications:

Name	Address	Email

Appendices:

- 1 Appendix 'A' Additional 2023 Capital Budget Pre-Approval Projects

APPENDIX 'A' Additional 2023 Capital Budget Pre-Approval Projects

Capital Project	Budget	Funding Source
Lauzon Rd /County Road 42 [Project EDG-001-11]	Pre-commit \$1M	\$1M – 2023 Development Charges – Roads & Related (Fund 115),
Upper Little River Stormwater Management Plan and Implementation [Project ECP-001-10]	Pre-commit \$2M	\$2M – 2023 Development Charges – Storm & Drains (Fund 117),
Central Avenue from Via Tracks to Franklin Street [Project ECP-035-07]	Pre-commit \$450,000	\$450,000 – 2023 Sewer Surcharge (Fund 028),
E.C. Row / Banwell Interchange [NEW Project ENG-003-23]	Reallocate & Pre- commit \$5M	<p>\$1,346,000 in 2025 Pay-As-You-Go funding (Fund 169), from the Central Riverfront Improvement Plan project PFO-003-15</p> <p>\$1,000,000 in 2024 Canada Community-Building Fund funding (Fund 176), from the City-Wide Road Rehabilitation project OPS-001-07</p> <p>\$2,654,000 in 2025 Canada Community-Building Fund funding (Fund 176), from the City-Wide Road Rehabilitation project OPS-001-07</p>

Subject: Ojibway Trunk Sewer Maintenance Hole Rehabilitation - City Wide

Reference:

Date to Council: January 16, 2023
Author: Andrew Lewis
Coordinator, Right of Way & Field Services
519-255-6560 x 4229
alewis@citywindsor.ca
Public Works - Operations
Report Date: December 29, 2022
Clerk's File #: SW/14515

To: Mayor and Members of City Council

Recommendation:

- I. THAT the following low tender **BE ACCEPTED**:

TENDERER: Capital Sewer Services Inc.
TENDER NO: 159-22
TOTAL TENDER PRICE: \$4,044,125 (excluding HST)
ACCOUNT CHARGED: 007-5410-9998-02942-7223005

and,

THAT the CAO and City Clerk **EXECUTE** an agreement with the low bidder, Capital Sewer Services Inc., in the amount of \$4,044,125 excluding HST, with said contract being satisfactory in form to the Commissioner of Legal & Legislative Services, satisfactory in technical content to the Commissioner of Infrastructure Services, and in financial content to the Commissioner of Corporate Services CFO/City Treasurer; and,

- II. THAT City Council **APPROVE** a transfer of \$4,550,000 in funding, from the Flood Abatement Measures Project 7169001 to the Ojibway Trunk Sewer Maintenance Hole Rehabilitation Project 7223005, as detailed in the financial matters section of this report.

Executive Summary:

N/A

Background:

A complaint of a hole in the right-of-way along Ojibway Parkway was received in July 2020. It was discovered that a section of the Ojibway Sanitary Trunk Sewer had, in fact, collapsed. Subsequently, a second collapse was also discovered. The Ojibway trunk sewer services the industrial section from Ojibway Parkway to the Detroit River – from Sprucewood Avenue easterly to Black Oak Heritage Park.

The combination of waste from a food processing plant and heavy industrial discharge resulted in the creation of hydrogen sulfide gas, which in turn resulted in the degradation of the concrete sewer line and adjacent maintenance hole walls to the point of collapse.

Andrews.engineer, a consulting civil engineering company specializing in sewer inspection and design were hired to undertake the initial rehabilitation design. In total, Andrews.engineer concluded that 1,100 metres of pipe (varying in diameter from 675 to 975 millimetres) had to be rehabilitated and recommended using the Cured in Place Pipe (CIPP) method. Through the City of Windsor tender procurement process, the City of Windsor engaged Clean Water Works (CWW) to provide sewer and maintenance hole cleaning and rehabilitation services in relation to the Ojibway sewer collapse.

As required under Tender 151-20, *Ojibway Trunk Sewer Rehabilitation*, the issues with the trunk sewer were addressed through rehabilitation using the CIPP method. However, while undertaking the rehabilitation works on the maintenance holes, it was discovered that some of the maintenance holes that allow access to the trunk sewer were in a state of deterioration greater than originally anticipated. This deterioration was uncovered when the maintenance holes were prepared for rehabilitation. As the hydrogen sulfide gas produced in the sewer reacted with the exposed concrete in the maintenance holes, a sludge-like material was formed inside the maintenance holes. This sludge coating was deteriorating the concrete inside the pre-cast sections of the maintenance holes. The sludge was removed during the preparation for the rehabilitation. At the time of its removal, the extent of the corrosion to the pre-cast concrete was observed to be so deep that the reinforcing steel bars were falling out. The extent of the damage to some of the maintenance holes was far greater than anticipated and could only be discovered when the failing materials were removed. CWW was not able to rehabilitate all of the maintenance holes within the original planned scope, and as result, the rehabilitation work on the maintenance holes under Tender 151-20 was halted.

As Andrews.engineer is very familiar with this project and has the knowledge and expertise to assist us with the next challenge of this project, they were retained (via Sole Source) to:

- provide the City with a structural evaluation and repair design for the remaining maintenance holes;

- conduct a geotechnical and hydrogeological investigation;
- identify possible maintenance hole elimination candidates;
- prepare contract drawings and specifications;
- provide tendering, bid review, and support; and,
- provide contract administration/construction support.

Discussion:

Andrews.engineer was contracted to come up with the design for a long-term solution to address the deterioration of maintenance holes caused by the presence of hydrogen sulfide gas. Of the twenty-one (21) maintenance holes along the Ojibway Trunk Sewer, sixteen (16) were in scope for the detailed design effort.

The four (4) rehabilitation options considered by Andrews.engineer included:

Option 1: Man-entry Internal Repair + Full Chamber Lining

Option 2: Partial Chamber Replacement + Full Chamber Lining

Option 3: Full Chamber Replacement + Full Chamber Lining

Option 4: Chamber elimination and abandonment

As part of this tender, work will be undertaken using a variety of the above noted rehabilitation options (options 1, 2, and 3) in order to be as cost effective as possible in completing the required work. Option 4 was not considered as there would be too great of a risk to leave the existing deteriorated infrastructure in the ground.

As proposed in the initial rehabilitation project, the lining of the maintenance holes will protect the pre-cast concrete from the dire effects of the hydrogen sulfide gas. After the structural repairs or replacements are completed according to options 1, 2, and 3, lining will then be undertaken in the maintenance holes to prevent this issue moving forward.

Risk Analysis:

The Ojibway trunk sewer runs parallel to Ojibway Parkway and services the industrial plants in the Sprucewood Avenue area between the parkway and the Detroit River, bringing effluent east to the Lou Romano Pollution Control Plant. If a maintenance hole were to collapse, it could block the trunk sewer. Businesses currently discharging into the sewer would have to stop discharging until a repair is completed creating some potential liability exposure for the City.

Climate Change Risks

Climate Change Mitigation:

N/A

Climate Change Adaptation:

N/A

Financial Matters:

Based on the low tender for the Ojibway Trunk Sewer Maintenance Hole Rehabilitation, the funds estimated to be required are as follows:

EXPENSES	
Low Tenderer – Capital Sewer Services Inc. (including Contingency)	\$4,044,125
Engineering – pre and post tendering (including design, survey, inspection, geomatics, CCTV and Geotechnical/Environmental Investigation)	\$404,412
Non-Recoverable HST	\$71,177
Miscellaneous (Advertising, Legal Searches, etc.)	\$30,000
GROSS ESTIMATED PROJECT COSTS	\$4,549,714

An estimated total of \$4,549,714 in funding is required to complete this project.

Administration has reviewed existing capital projects in both the Public Works Operations and Engineering departments and have identified there were no available surpluses to transfer into the Ojibway Trunk Sewer Maintenance Hole Rehabilitation Project, with the exception of the Flood Abatement Measures Project.

Given the high priority of the Ojibway Trunk Sewer Maintenance Hole Rehabilitation work, Administration recommends funding this project with available, uncommitted funds in the Flood Abatement Measures Project. The current Flood Abatement Measures project has an available balance of approximately \$5,500,000 as at December 31, 2022, with total approved in principle funding of \$40,514,750 earmarked for this project in years 2023 to 2031 in the current 10-year capital budget. While available funds in the Flood Abatement Measures Project were incorporated into the current 10-year plan for the project, Administration has re-evaluated and re-prioritized the 10-year plan to incorporate this work on Ojibway. If there is a need to conduct 2023 work under the Flood Abatement Measures Project that exceeds the allotted 2023 budget approval, a request will be submitted to Council to pre-commit funds from future years as required.

Administration recommends that \$4,550,000.00 be transferred from the Flood Abatement Measures Project 7169001 to the Ojibway Trunk Sewer Maintenance Hole Rehabilitation Project 7223005 to fund this work.

Consultations:

Natasha Gabbana, Senior Manager of Asset Planning

Cindy Becker, Financial Planning Administrator – Public Works Operations

Conclusion:

The rehabilitation of 16 Ojibway trunk sewer maintenance holes by the methods proposed by Andrews.engineer is necessary work in order to protect the long-term integrity of the Ojibway trunk sewer. Administration recommends the award of tender 159-22 to Capital Sewer Services Inc., as well as the transfer of \$4,550,000.00 in funding from the Flood Abatement Measures Project 7169001 to the Ojibway Trunk Sewer Maintenance Hold Rehabilitation Project 7223005. The work under tender 159-22 is anticipated to be undertaken during the upcoming 2023 construction season.

Planning Act Matters:

N/A

Approvals:

Name	Title
Andrew Lewis	Coordinator, Right of Way & Field Services
Chris Nepszy	Commissioner, Infrastructure Services
Shelby Askin Hager	Commissioner, Legal & Legislative Services
Joe Mancina	Commissioner, Corporate Services CFO/City Treasurer
Onorio Colucci	Chief Administrative Officer

Notifications:

Name	Address	Email

Appendices:

Subject: Award of Tender: 141-22 - Wellesley Avenue Rehabilitation – Ypres Avenue to Terminal Street (Ward 4)

Reference:

Date to Council: January 16, 2023
Author: Pierfrancesco Ruggeri
Technologist III
(519) 255-6257 ext. 6506
pruggeri@citywindsor.ca
Engineering
Report Date: January 4, 2023
Clerk's File #: SW/14516

To: Mayor and Members of City Council

Recommendation:

- I. THAT the following low tender **BE ACCEPTED**:

TENDERER: GIP Paving Inc.
TENDER NO: 141-22 Wellesley Avenue Rehabilitation
TOTAL TENDER PRICE: \$4,186,038.00 (excluding HST)
ACCOUNT CHARGED: 007-5410-9998-02942-7191024

and,

THAT the CAO and City Clerk **EXECUTE** an agreement with the low bidder, GIP Paving Inc., in the amount of \$4,186,038.00 plus tax, with said contract being satisfactory in form to the Commissioner of Legal & Legislative Services, satisfactory in technical content to the Commissioner of Infrastructure Services, and in financial content to the Commissioner of Corporate Services CFO/City Treasurer; and,

- II. THAT City Council **APPROVE** transfer of the following surplus funds;
- \$130,000.00 from Norman Road Rehabilitation – Tecumseh to Adstoll project (ID 7171078),
 - \$150,000.00 from St. John Street Rehabilitation - Menard/Clairview project (ID 7144004),
 - \$50,000.00 from Riverside/Devonshire Roundabout project (ID 7185001),

- \$280,000.00 from Cadillac Avenue Rehabilitation – Alice to Tecumseh Rd project (ID 7181009), and
- \$190,000.00 from Walker Road Improvements project (ID 7035014) to the Wellesley Ave – Ypres Ave to Terminal St project (ID 7191024), as detailed in the financial matters section.

Executive Summary:

N/A

Background:

Wellesley Avenue Rehabilitation

City Council previously approved funding of \$3,700,000.00 for the Wellesley Avenue Rehabilitation project through CR 522/2020 on October 19, 2020 (C 199/2020). Council also previously approved \$270,000 in funding through B8/2019 for a total project budget of \$3,970,000.00.

Discussion:

Wellesley Avenue Rehabilitation

The tendering process for Wellesley Avenue was carried out per the Purchasing By-Law 93-2012. Tender 141-22 closed December 15, 2022. The following is the summary of bids received.

#	Bidder	Total (plus taxes)
1	GIP Paving Inc.	\$4,186,038.00
2	J & J Lepera Infrastructures Inc.	\$4,750,000.00
3	Major Construction 2010 Ltd.	\$4,804,872.90
4	Rudak Excavating Inc.	\$5,998,500.00
5	SheaRock Construction Group Inc.	\$5,300,000.00
6	Sherway Contracting (Windsor) Limited	\$5,007,184.00
7	Sterling Ridge Infrastructure Inc.	\$4,846,950.00

The tenders were reviewed by Administration and no arithmetic errors were found. GIP Paving Inc. is the low bidder.

Risk Analysis:

Associated risks to the Corporation, resulting from the undertaking of this project, include risks typical of construction projects, such as bodily injury, property damage, and matters arising from violations of the Occupational Health and Safety Act. These risks are to be transferred to the successful proponents through the contract that the City and GIP Paving Inc. enter into for Wellesley Avenue. As part of this contract with GIP Paving Inc. there are sufficient insurances in place to cover the Corporation for the potential damage and claims that might arise from their work during or after construction in the maintenance period.

Additionally, there is a high risk that the construction schedule will be impacted due to supply chain issues. Administration has an expedited purchase order process that will be issued following approval of project funding, at which point, we can confirm delivery date.

If these funds are not transferred, then the construction of the Wellesley Avenue project (ID 7191024) will be postponed until funding can be allocated to this project. If the construction of this project is postponed, there is a risk that the existing aging infrastructure could collapse or rupture.

Climate Change Risks

Climate Change Mitigation:

N/A

Climate Change Adaptation:

N/A

Financial Matters:

The low bidder was GIP Paving Inc. with a total tender amount of \$4,186,038 plus tax.

Based on the low tender for Wellesley Avenue, the estimated project budget and funds estimated to be required are as follows.

EXPENSES	
Low Tender – GIP Paving Inc. (including Contingency)	\$4,186,038.00
Engineering – pre and post tendering (including design, survey, inspection, geomatics, CCTV and Geotechnical/Environmental Investigation)	\$340,000.00
Non-Recoverable HST	\$73,683.00

Surface Asphalt 2024 (Estimated)	\$140,000.00
Miscellaneous (Advertising, Legal Searches, financing charges etc.)	\$30,279.00
GROSS ESTIMATED PROJECT COSTS	\$4,770,000.00
REVENUE	
Previously Approved Funding (CR522/2020) (B8/2019)	\$3,970,000.00
Additional Funding Required	\$800,000.00
TOTAL REVENUE	\$4,770,000.00

A total of \$800,000.00 in additional funding is required to complete this project.

The cost of construction for this project is significantly higher than what was estimated due to ongoing supply chain issues, increased cost of materials, including concrete, plastic pipe, wiring, increased cost of fuel, as well as the additional costs associated with the new excess soil management regulations.

In order to identify an appropriate funding source for the additional funding requirements, Administration reviewed various capital projects at/or nearing completion and identified surplus funds within the following projects.

The Norman Road project (ID 7171078) is completed and is ready to be closed. The project has a surplus of \$134,038.00. Administration is recommending this project be closed with \$130,000.00 in surplus funds transferred to Wellesley Avenue – Ypres Avenue to Terminal Street project (ID 7191024) to mitigate the current shortfall of funding. Any remaining surplus would be returned to the original funding source, the Sewer Surcharge Reserve, Fund 153.

The St. John Street project (ID 7144004) is completed and is ready to be closed. The project has a surplus of \$154,548.00. Administration is recommending this project be closed with \$150,000.00 in surplus funds transferred to Wellesley Avenue – Ypres Avenue to Terminal Street project (ID 7191024) to mitigate the current shortfall of funding. Any remaining surplus would be returned to the original funding source, the Sewer Surcharge Reserve, Fund 153.

The Riverside/Devonshire Roundabout project (ID 7185001) is completed and is ready to be closed. The project has a surplus of \$53,269.00. Administration is recommending this project be closed with \$50,000 in surplus funds transferred to Wellesley Avenue – Ypres Avenue to Terminal Street project (ID 7191024) to mitigate the current shortfall of funding. Any remaining surplus would be returned to the original funding source, the Pay-As-You-Go Reserve, Fund 169.

The Cadillac Street project (ID 7181009) is completed and is ready to be closed. The project has a surplus of \$286,203.00. Administration is recommending this project be

closed with \$280,000 in surplus funds transferred to Wellesley Avenue – Ypres Avenue to Terminal Street project (ID 7191024) to mitigate the current shortfall of funding. Any remaining surplus would be returned to the original funding source, the Sewer Surcharge Reserve, Fund 153.

The remaining funding of \$190,000.00 required is recommended to come from the Walker Road Improvements project (ID 7035014). The project has a current surplus of approximately \$322,174.00 which is sufficient funding to complete the remaining work.

It should be noted that mitigating measures, strategies and approaches to address the inflationary costs being experienced in capital projects is expected to be further explored and considered in the development of the 2023 Capital Budget. The transfer of the funds as noted in this report is necessary at this time in order to allow for the timely execution of Tender 141-22, so as to manage the noted risk as identified within this report.

Based on the above recommendations, there will be sufficient funds in 7191024 to carry out the project.

Consultations:

Wira Vendrasco – Legal Department

Linda Mancina – Financial Planning Administrator

Michael Dennis – Financial Manager of Asset Planning

Alex Vucinic – Purchasing Manager

Conclusion:

Administration recommends the transfer of noted surplus funds to the Wellesley Avenue – Ypres Avenue to Terminal Street Project and award the Tender 141-22 to the low bidder GIP Paving Inc.

Planning Act Matters:

N/A

Approvals:

Name	Title
Fahd Mikhael	Manager of Design
France Isabelle-Tunks	Executive Director of Engineering/Deputy City Engineer
Chris Nepszy	Commissioner, Infrastructure Services
Shelby Askin Hager	Commissioner, Legal and Legislative Services
Joe Mancina	Commissioner, Corporate Services

Name	Title
	CFO/City Treasurer
Onorio Colucci	Chief Administrative Officer

Notifications:

Name	Address	Email
GIP Paving Inc.	485 Little Baseline Road, Tecumseh, ON, N8N 2L9	dgodin@gipi.com

Appendices:

Subject: Council Report - Award of RFT 155-22 for the Supply and Delivery of Fuel - City Wide

Reference:

Date to Council: January 16, 2023
Author: Angela Marazita, Fleet Manager
519-255-6560 x4244
amarazita@citywindsor.ca

Public Works - Operations
Report Date: 12/2/2022
Clerk's File #: SW/14517

To: Mayor and Members of City Council

Recommendation:

THAT the Purchasing Manager **BE AUTHORIZED** to issue a contract purchase order to Suncor Energy Products Partnership for Tender No. 155-22 for a five (5) year term, with a potential to renew at the City's sole and absolute discretion for two (2) further periods of two (2) years each.

Executive Summary:

N/A

Background:

The Purchasing Department issued tender number 155-22 for the supply of fuel for five (5) years with the option to renew for two (2) additional two (2) year terms, which closed on November 25, 2022. The process resulted in a sole submission from Suncor Energy Products Partnership.

This was a cooperative procurement process with Transit Windsor, Erwin Utilities Ltd and Windsor Utilities Commission (WUC) and Windsor International Airport (YQG).

Discussion:

The City's cost for fuel is market driven and fluctuates. Notifications of price changes in the daily-posted rack price are provided and the City's price is adjusted by the same amount.

The bid was submitted based on the estimated annual fuel usage as follows:

	FUEL TYPE (Litres)			
	Clear Diesel	Coloured Diesel	Regular Unleaded	Premium Unleaded
City of Windsor (includes Windsor Fire & Rescue, Huron Lodge, Parks, Recreation, Roseland/Little River Golf, Windsor Police Services and Public Works)	700,000	155,000	670,000	216,000
Transit Windsor	3,000,000	N/A	50,000	N/A
Enwin Utilities Ltd, Windsor Utilities Commission (WUC)	200,000	6,000	222,000	N/A
Windsor International Airport (YQG)	N/A	35,535	15,554	N/A

Risk Analysis:

Fuel prices continue to be difficult to predict and variances could occur due to unforeseen price fluctuations. Due to this significant risk, operating variances are possible. To address this, Administration will submit a request during 2023 operating budget deliberation for one-time funding from the Budget Stabilization Reserve of up to \$200,000 to mitigate any negative variances experienced in 2023 as a result of price fluctuations.

Climate Change Risks

Climate Change Mitigation:

N/A

Climate Change Adaptation:

N/A

Financial Matters:

The total estimated annual cost including delivery and taxes for the purchase of fuel using the Sarnia Daily Posted Rack Price in effect on October 31, 2022 based on the sole bidder is as follows:

City of Windsor	\$2,980,482.00
Transit Windsor	\$5,990,200.00

The total cost is based on the Daily Sarnia Terminal Posted Rack Price per litre as at 4:30 pm on Friday, October 31, 2022 with allowances for a fixed markup, haulage (delivery) and a discount per litre plus applicable taxes.

This was a cooperative procurement process with Transit Windsor, Enwin Utilities/WUC and Windsor International Airport. ENWIN and the International Airport will both approve and issue contracts with Suncor Energy Products Partnership separate and apart from the City of Windsor’s contract.

Both Fleet Services and Transit Windsor budget annually for all fuel types required for their operations based on average cost pricing and historical consumption data. Negative variances are possible if pricing and consumption fluctuates materially from the average pricing and consumption experienced. Variances are reported annually to Council.

Consultations:

Transit Windsor

Parks

Recreation

Pollution Control

Purchasing

Roseland

Windsor Police Service

Enwin Utilities Ltd, Windsor Utilities Commission

Financial Planning

Supervisor, Environmental Sustainability and Climate Change

Conclusion:

Administration recommends that tender 155-22 be awarded to Suncor Energy Products Partnership.

Planning Act Matters:

N/A

Approvals:

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

Notifications:

Name	Address	Email
Tyson Cragg, Transit Windsor		tcragg@citywindsor.ca
Brent Roy, Enwin Utilities		broy@enwin.com
Rosanna Pellerito, Windsor International Airport		rpellerito@yqq.ca
Avy Beharri, Suncor Energy Products Partnership		abeharri@suncor.com

Appendices:

Item No. 12.2



Committee Matters: SCM 297/2022

Subject: Minutes of the Meetings of the Executive Committee and Board of Directors, Willistead Manor Inc., held September 8, 2022

A meeting of the **Executive Committee Board of Directors, Willistead Manor Inc.** is held this day commencing at 4:00 o'clock p.m. at Willistead Manor, there being present the following members:

D. Sanborn, Chair
J. Evans
C. Gaudette
R. Gauthier

Also in attendance are the following Resource Personnel:

M. Staadegaard, Manager, Culture & Events
D. Seguin, Deputy Treasurer – Financial Accounting,
C. Menard, Cultural Development and Willistead Manor Coordinator
D. Thachuk, Supervisor, Assets & Facilities Projects, Engineering
J. Pillon, Project Coordinator, Engineering
S. Gebauer, Council Assistant & Executive Secretary to the Board
of Directors, Willistead Manor Inc.

1. CALL TO ORDER

The Chairperson calls the meeting to order at 4:00 o'clock p.m. and the Executive Committee considers the Agenda being Schedule "A" ***attached*** hereto, matters, which are dealt with as follows:

2. ADOPTION OF THE MINUTES

Moved by J. Evans, seconded by R. Gauthier,
That the minutes of the Executive Committee Board of Directors
Willistead Manor Inc. meeting held June 9, 2022 **BE ADOPTED** as presented.

Carried.

3. BUSINESS ARISING FROM THE MINUTES

None.

4. REPORTS

4.1 Chairperson

D. Sanborn thanks the Members for their participation in the Hiram Walker 206th Birthday Celebration, indicating that the event was a very successful.

4.2 Administration

C. Menard, Cultural Development and Willistead Manor Coordinator, informs the Board members that the complimentary tours of Willistead Manor during the month of July were very well received, as was the historical exhibit in the Coach House. He also informs that the Roaring 20s at the Manor Fundraiser Dinner, which was held on Saturday July 2nd and was co-hosted by Mayor Dilkens and Jane Dilkens and the Board of Directors, Willistead Manor Inc., was very successful; everyone had a great time. A cheque for the fundraising proceeds will be presented to the Board of Directors at a later date.

C. Menard indicates that the 10th Anniversary edition of Poetry at the Manor will take place on Tuesday, October 18th, 2022. To commemorate this milestone, a collection of poems from all 45 Poets Laureate, who visited Willistead Manor, will be published. A copy of the cover of the poetry collection is made available for the Committee members to see.

C. Menard informs the Committee members that a news release was issued listing the dates for the Willistead Manor and Thyme To-Go 2022-23 *At The Manor* Event Series. He further informs that all three seatings of the High Tea & Garden Party, scheduled for September 11, 2022 are sold out.

M. Staadegaard, Manager, Culture & Events, informs the Committee members that the new playground that was scheduled to be installed this month, is currently under review by the Heritage Planner and will be installed in the spring. The Committee members will be informed of any changes to the proposed location.

D. Thachuk, Supervisor, Assets & Facilities Projects and J. Pillon, Project Coordinator, inform the Committee members that they are responsible for overseeing the capital needs of Willistead Manor and provide the following project updates:

- New cooling tower and new heat pumps.
- Exterior renovations in the Main Courtyard, Paul Martin Garden Terrace and the North Terrace as well as foundation waterproofing in the Paul Martin Gardens, improvements to the South Yard and repair and upgrades to the window well grates.
- Perimeter fence repair and refinishing.
- New Coach House flooring

4.3 Treasurer

D. Seguin, Deputy Treasurer – Financial Accounting, will provide a financial summary update during the regular meeting.

5. NEW BUSINESS

R. Gauthier informs the Committee members that the Acquisitions Committee is working on replacing the staircase carpeting as well as the carpet on the second floor landing.

D. Thachuk indicates that for purchases up to \$25,000 the Acquisitions Committee can request at least three informal quotes without the direct involvement of the Purchasing Department.

R. Gauthier informs the members that he, along with D. Sanborn and C. Gaudette, hosted two of the great great granddaughters of Hiram Walker at the Manor and purchased some Canadian Club Whiskey as gifts for them. He indicates that a motion will be made at the regular board meeting to approve this expenditure.

6. DATE OF NEXT MEETING

The next meeting of the Executive Committee Board of Directors, Willistead Manor Inc. will be held on Thursday, October 13, 2022 at 4:00 o'clock p.m.

7. ADJOURNMENT

There being no further business, the meeting is adjourned at 4:38 o'clock p.m.

CHAIRPERSON

EXECUTIVE SECRETARY

A meeting of the **Board of Directors, Willistead Manor Inc.** is held this day commencing at 4:00 o'clock p.m. via Zoom, there being present the following members:

D. Sanborn – Chair
A. Abu-Zahra
MJ. Dettinger
J. Evans
C. Gaudette
R. Gauthier
A. Jahns
R. Jasey
K. Renaud

Regrets from Board Members:

C. Holt
D. Langstone

Also in attendance are the following resource personnel:

M. Staadegaard, Manager, Culture & Events
D. Seguin, Deputy Treasurer – Financial Accounting
C. Menard, Cultural Development and Willistead Manor Coordinator
S. Gebauer, Council Assistant & Executive Secretary to the Board
of Directors, Willistead Manor Inc.

1. CALL TO ORDER

The Chairperson calls the meeting to order at 4:45 o'clock p.m. and the Board considers the Agenda being Schedule "A" ***attached*** hereto, matters, which are dealt with as follows:

2. ADOPTION OF THE MINUTES

Moved by R. Gauthier, seconded by A. Jahns,
That the minutes of the Board of Directors, Willistead Manor Inc. meeting held June 9, 2022 **BE ADOPTED** as presented:

Carried.

3. BUSINESS ARISING FROM THE MINUTES

None.

4. CHAIRPERSON'S REPORT

D. Sanborn thanks the Board members and Members of Administration for their participation and contributions to the events relating to Hiram Walker's 206th Birthday Celebration, including the unveiling of the Hiram Walker statue, the opening of the Coach House historical exhibit and the Roaring 20s at Willistead Manor fundraising event.

5. REPORTS

5.1 Management

M. Staadegaard, Manager, Culture & Events, informs the Board members that the new playground is currently being reviewed by the Heritage Planner and will be installed in the spring. Updates will be provided to the Board including the final location of the playground.

C. Menard, Cultural Development and Willistead Manor Coordinator, provides and update with regards to the Roaring 20s at Willistead Manor fundraiser, indicating that it was a great success and that a cheque for the proceeds raised will be presented to the Board during an event at a later date.

C. Menard informs the Board members that the complimentary tours of the Manor, held during the month of July, were very popular with 1525 attendees compared to 578 attendees in 2019.

C. Menard further informs that a news release was issued listing the dates for the Willistead Manor and Thyme To-Go 2022-23 *At The Manor* Event Series and that these events are proving to be very popular. At this time all three seatings of the High Tea & Garden Party, scheduled for September 11, 2022 are sold out and there is currently a waitlist for the Harvest Dinner on November 5, 2022.

C. Menard provides a brief update on behalf of the Film Committee.

5.2 Treasurer

D. Seguin, Deputy Treasurer – Financial Accounting, provides the current account balances as follows:

- Operating Account -- \$20,982.
- Savings Account -- \$2,590.

A brief discussion ensues with regards to the Willistead Manor Endowment Fund and investment opportunities. D. Seguin indicates that he will discuss investment options at the next meeting of the Board of Directors.

6. COMMITTEES

6.1 Fundraising

None.

6.2 Community Relations and Promotion

None.

6.3 Acquisitions

R. Gauthier reports to the Board members that Acquisitions is currently working sourcing carpeting for the main staircase in the Manor as well the section on the second floor landing. Board members are shown samples of their selections. He informs that the Acquisitions Committee is also currently looking at replacing the flooring in the Coach House as well as removing the ceiling tile to refurbish an existing wood ceiling. Perimeter track lighting with period style chandeliers would then be added.

Moved by R. Gauthier, seconded by MJ Dettinger,
THAT the Board of Directors, Willistead Manor Inc. **AUTHORIZE** an expenditure of \$4990. plus HST to replace the section of carpet located on the second floor landing at Willistead Manor; and,

THAT the expenditure **BE FUNDED** from the Willistead Furnishings Trust Fund.

Carried.

R. Gauthier also informs that members that they would like to add two additional display cabinets in the east alcoves of the vestibule in the Coach House.

Moved by R. Gauthier, seconded by A. Abu-Zahra,
THAT the Board of Directors, Willistead Manor Inc. **AUTHORIZE** an expenditure to an upset limit of \$5,000. plus HST for the purchase of (2) additional custom made cabinets to be displayed at the Coach House; and,

THAT the expenditure **BE FUNDED** from capital project NO. 7075065 Willistead Restoration Improvement Project.

Carried.

R. Gauthier informs the Board members that he, C. Gaudette and D. Sanborn hosted a visit by the great great granddaughters of Hiram Walker at Willistead Manor. As part of their visit, the guests were given a tour of the historical exhibit in the Coach House. The decedents donated some wonderful items, including a small cameo encased in brass with a hand painted image of their great grandfather, James Harrington Walker, a silver pitcher inscribed in honour of James Harrington Walker's second wife, some photos, table linens and an oil painting.

Moved by J. Evans, seconded by A. Jahns,

THAT the Board of Directors, Willistead Manor Inc. **AUTHORIZE** an expenditure of \$89.95 for the purchase of Canadian Club Whiskey that was gifted to the decedents of the Walker Family during their recent visit to Willistead Manor; and,

THAT the expenditure **BE FUNDED** from the Willistead Manor Inc. Operating Account.

Carried.

6.4 Friends of Willistead (FOW)

K. Renaud provides the following updates:

- There are currently forty FOW members returning since the reopening, and all are excited to be back. The first meeting will take place on September 12, 2022 in the Coach House.
- New members are currently being recruited.
- Tours for students of Académie Ste Cécile started on May 25th, 2022 and since then there have been 11 tours with approximately 290 students attending.
- Many of the FOW participated in the events of the Hiram Walker 206th Birthday Celebration, including the unveiling of the statue, the laying of the wreaths at the cemetery, the opening of the historical exhibit and the open house at the Manor.
- The summer tours of the Manor, which took place during the month of July, on Wednesdays and Sundays (8 tours in total) were very successful. 1527 visitors attended and \$2271.35 in donations was collected. 20 FOW volunteered as docents, putting in almost 300 hours.
- The Coach House historical exhibit was very well received. Visitors to the exhibit were pleased and filled with compliments. One visitor stayed for two hours absorbing and complimenting the exhibit. Another visitor suggested that the exhibit be presented to the Discover or History Channels. It is suggested that some chairs be added.
- The next Uni~Com course, entitled *Gems of Walkerville*, will take place at St. Mary's Church on September 22, 2022.

- Christmas decorating will take place November 12-14, 2022. K. Renaud will request to speak at St. Clair College in order to recruit some students to help.
- The John Russell bursary is available to students by the FOW. John Russell was the former butler at Willistead Manor.

K. Renaud informs of changes with the Friends of Willistead. B. Clayton, former Past-President has retired and K. Renaud will become Past-President. An election will be held to elect a new President.

6.5 Education

MJ Dettinger informs the Board members that she is stepping down as Chair of the Education Committee.

Moved by MJ Dettinger, seconded by R. Gauthier,
THAT Robert Jasey **BE APPOINTED** as Chairperson of the Education Committee, effective immediately.

Carried.

6.6 Historical

A. Jahns presents some historical items from the prohibition era, to the Board members, that could possibly be displayed in the Coach House exhibit. He also presents a wedding registry that lists all of the names of those who gave wedding gifts to Edward and Mary Chandler.

6.7 Event Planning Committee

C. Gaudette informs the Board members that the Event Planning Committee will consider hosting a small reception for the Questers Chapter to thank them for their donation for the refurbishing of the Elizabeth Talman Walker Portrait. The Committee planned on hosting the reception in 2020 but was unable to do so. The reception will be a good opportunity for the group to view the art piece that is currently displayed in the Dining room at the Manor.

8. NEW BUSINESS

MJ Dettinger presents a donation to the Board of Directors, for the Coach House historical exhibit, on behalf of herself and former Board Member C. Dettinger, in memory of their son Vincent Dettinger.

9. DATE OF NEXT MEETING

The next meeting of the Board of Directors, Willistead Manor Inc. will be held Thursday October 13, 2022 at 4:30 o'clock pm.

10. ADJOURNMENT

There being no further business, the meeting is adjourned at 5:51 o'clock p.m.

CHAIRPERSON

EXECUTIVE SECRETARY

Item No. 12.3



Committee Matters: SCM 298/2022

Subject: Minutes of the Meetings of the Executive Committee and Board of Directors, Willistead Manor Inc., held October 13, 2022

A meeting of the **Executive Committee Board of Directors, Willistead Manor Inc.** is held this day commencing at 4:00 o'clock p.m. at Willistead Manor, there being present the following members:

D. Sanborn, Chair
J. Evans
C. Gaudette
R. Gauthier

Also in attendance are the following Resource Personnel:

C. Menard, Cultural Development and Willistead Manor Coordinator
S. Gebauer, Council Assistant & Executive Secretary to the Board
of Directors, Willistead Manor Inc.

1. CALL TO ORDER

The Chairperson calls the meeting to order at 4:02 o'clock p.m. and the Executive Committee considers the Agenda being Schedule "A" **attached** hereto, matters, which are dealt with as follows:

2. ADOPTION OF THE MINUTES

Moved by J. Evans, seconded by C. Gaudette,
That the minutes of the Executive Committee Board of Directors
Willistead Manor Inc. meeting held September 8, 2022 **BE ADOPTED** as
presented.

Carried.

3. BUSINESS ARISING FROM THE MINUTES

None.

4. REPORTS

4.1 Chairperson

D. Sanborn informs the Committee members that he has pre-purchased a number of tickets for Willistead Documentary Premiere that will take place on

Saturday, October 29th at 7:15 o'clock p.m., at the Capitol Theatre, to ensure that the Walker family descendants and Board members that plan on attending will be able to attend.

4.2 Administration

C. Menard, Cultural Development and Willistead Manor Coordinator, informs the Committee members that there has been much interest in the Willistead Documentary and that the trailer has had nearly 2000 views in just over one week. The film has been promoted in the Windsor Star, on AM800 and there is an opportunity to appear on the Dan MacDonald show to speak to it.

C. Menard also informs that he would like to prepare a rack card that will be distributed at the theatre, providing information on how to donate to Willistead Manor.

C. Menard indicates that he has inquired about the possibility of a Pre or Post-Reception at the Capitol Theatre by invitation only.

R. Gauthier, suggests including a tour of Willistead Manor and of the Coach House Exhibit for the Walker family members that will be attending the Premiere, adding that at the present time, nine (9) family members have confirmed their attendance.

After a brief discussion, it is decided that a tour and reception will be hosted at the Manor and Coach House for the Walker family descendants and the Board members prior to the screening of the documentary.

C. Menard displays the cover of the book "A Manor of Words: Poetry at the Manor 10th Anniversary Anthology", which launches on October 18th at Poetry at the Manor. The book includes work of 36 poets laureate from across Canada, who have all visited the Manor over the last decade for this event.

The Committee members discuss purchasing books as gifts for the Walker family decedents.

4.3 Treasurer

D. Seguin, Deputy Treasurer – Financial Accounting, will provide a financial summary update during the regular meeting.

5. NEW BUSINESS

None.

6. DATE OF NEXT MEETING

The next meeting of the Executive Committee Board of Directors, Willistead Manor Inc. will be held on Thursday, November 10, 2022 at 4:00 o'clock p.m.

7. ADJOURNMENT

There being no further business, the meeting is adjourned at 4:31 o'clock p.m.

CHAIRPERSON

EXECUTIVE SECRETARY

A meeting of the **Board of Directors, Willistead Manor Inc.** is held this day commencing at 4:00 o'clock p.m. via Zoom, there being present the following members:

D. Sanborn – Chair
A. Abu-Zahra
MJ. Dettinger
J. Evans
C. Gaudette
R. Gauthier
D. Langstone
C. Pitman

Regrets from Board Members:

C. Holt

Also in attendance are the following resource personnel:

D. Seguin, Deputy Treasurer – Financial Accounting
C. Menard, Cultural Development and Willistead Manor Coordinator
S. Gebauer, Council Assistant & Executive Secretary to the Board
of Directors, Willistead Manor Inc.

1. CALL TO ORDER

The Chairperson calls the meeting to order at 4:35 o'clock p.m. and the Board considers the Agenda being Schedule "A" **attached** hereto, matters, which are dealt with as follows:

2. ADOPTION OF THE MINUTES

Moved by MJ Dettinger, seconded by A. Abu-Zahra,
That the minutes of the Board of Directors, Willistead Manor Inc. meeting held September 8, 2022 **BE ADOPTED** as amended:

- That John Russell be described as the former honorary butler at Willistead Manor on Page 5, section 6.4, first paragraph.

Carried.

3. BUSINESS ARISING FROM THE MINUTES

None.

4. CHAIRPERSON'S REPORT

D. Sanborn reminds the Board members that the Willistead Documentary will premiere at the Windsor International Film Festival (WIFF) on Saturday, October 29th, 2022 at 7:15pm at the Capitol Theatre and informs them that there has been lots of interest in the film.

D. Sanborn further informs that the Executive Committee has discussed hosting a tour and small reception at Willistead Manor for the Walker family descendants, selected donors, Board members and their guests while also covering the cost of the tickets to the film for the Walker family members.

A copy of the cover of the book "A Manor of Words: Poetry at the Manor 10th Anniversary Anthology", which will launch on October 18th, 2022 at Poetry at the Manor and includes work of 36 poets laureates from across Canada, who have visited the Manor over the last decade, is displayed for the Board members. The Board members agree that copies of the book will be purchased and will be gifted to the Walker family decedents at the reception.

Moved by R. Gauthier, Seconded by J. Evans.

THAT the Board of Directors, Willistead Manor Inc. **AUTHORIZE** an expenditure to an upset limit of \$2500 for the purchase of tickets for the Walker family decedents for the premiere of the Willistead documentary at WIFF, for small reception to be held at Willistead Manor prior to the film and for the purchase of "A Manor of Words: Poetry at the Manor 10th Anniversary Anthology" books to gift to the family members.

Carried.

5. REPORTS

5.1 Management

C. Menard, Cultural Development and Willistead Manor Coordinator, provides an update to the Board members regarding Thyme To-Go, indicating that they were the successful proponent during the recent RFP and will receive their new contract for three (3) years, with an option to extend for an additional three (3) years.

C. Menard also provides the following updates with regards to the events at Willistead Manor:

- All 3 seatings of the High Tea & Garden Party on September 11, 2022 were sold out.

- More than 300 people visited the Coach House exhibit during Doors Open, which took place on September 24th and 25th, 2022.
- Poetry at the Manor will take place on Tuesday, October 18, 2022 and reservations are filling up fast. "A Manor of Words: Poetry at the Manor 10th Anniversary Anthology", which includes works of 36 poets laureate from across Canada that have all visited Willistead Manor over the last decade for this event, will launch on this day. Some proceeds from the sale of the book will go to the United Way's *On Track to Success* program.
- The Harvest Dinner will take place on November 5th, 2022. Tickets sales are Live at ThymeToGo.ca
- Holiday Tours will begin in December and will take place on Sundays, from 1:00 o'clock p.m. until 4:00 o'clock p.m. and on Wednesdays, from 6:00 o'clock p.m. until 8:00 o'clock p.m.
- Breakfast with Santa will be returning on Sundays, December 4, 11 and 18, at 10:00 o'clock a.m.
- The Silver Bells bell ringers will also be returning.

C. Menard suggests adding some signage outside of the Coach House historical exhibit, similar to the one outside of the Gatehouse and Gertrude's. The Board members are very supportive. He indicates that he will be meeting with J. Pillon, from Engineering, on October 20th, 2022, to discuss the exterior renovation project timelines in order to avoid any potential conflict with bookings.

C. Menard informs that Tourism Windsor Essex Pelee Island (TWEPI) is hosting the Provincial Minister of Tourism, Culture & Sport in November. The visit will include a breakfast at the Manor, which will be a wonderful opportunity to highlight the site.

Finally, C. Menard indicates that 7 new Guides have been hired, 3 of which will be dedicated to Willistead Manor. The new Guides are currently training and will be fully up and running in November.

5.2 Treasurer

D. Seguin, Deputy Treasurer – Financial Accounting, provides the current account balances as follows:

- Operating Account -- \$21,000.
- Savings Account -- \$2,590.

The Board members discuss the possibility of online donations, specifically as it relates to the rack card that will be distributed at the screening, providing information on how to donate to the Manor. D. Seguin indicates that he will work on getting this set up prior to the October 29th screening of the Willistead Documentary.

6. COMMITTEES

6.1 Fundraising

None.

6.2 Community Relations and Promotion

None.

6.3 Acquisitions

R. Gauthier informs the Board members that the 2 additional cabinets for the foyer in the Coach House are on order. He indicates that the City of Windsor's Engineering Department is currently looking at replacing the flooring in the Coach House and the Acquisitions Committee is hoping to have the acoustic tiles removed from the Coach House ceiling and adding lighting. R. Gauthier informs the Board members that they are still getting quotes for the carpet on the main staircase in the Manor.

6.4 Friends of Willistead (FOW)

C. Pitman, President of the Friends of Willistead (FOW) expresses her delight in taking on the role of President and thanks Kathie Renaud for everything that she has contributed to the organization over the past 10 years.

C. Pitman provides the following updates:

- The FOW is actively recruiting new members and area eager to move forward and renew their relationship with the Board of Directors and the City of Windsor as they work cooperatively to support Willistead Manor.
- Their immediate focus is to continue to give tours and prepare for Christmas.
- A committee was struck to update the docent guide.
- FOW will be re-instituting their system of using information cards for each room to assist the new members when interpreting a room.
- Thanks to C. Menard for offering to print the docent guide and for helping produce the information cards.
- 384 people came through the Coach House during Doors Open, which took place on September 24th and 25th, 2022, giving very positive reviews. Over the 2-day period, 12 members of FOW worked to serve as ambassadors for Willistead, representing 24 hours of volunteer time.
- K. Renaud had already begun the preliminary planning around decorating and had assigned rooms and FOW members to decorate them. At the last meeting it was agreed that new materials must be purchased.
- Trees will be set up on November 10th and decorating will take place on Saturday, November 12th and Sunday November 13th, 2022.

- C. Pitman contacted T. King, Coordinator of the Interior Design Program at St. Clair College, who will ask her students if they are interested in volunteering.

6.5 Education

None.

6.6 Historical

None.

6.7 Event Planning Committee

C. Gaudette informs the Board members that the Event Planning Committee will begin planning for the reception on October 29th, 2022 and will ask for representatives from the Friends of Willistead to be present during the Tour.

The Board members agree that K. Renaud, Past-president of Friends of Willistead should be requested to be in the Coach House during the tour of the historical exhibit.

8. NEW BUSINESS

None.

9. DATE OF NEXT MEETING

The next meeting of the Board of Directors, Willistead Manor Inc. will be held Thursday November 10, 2022 at 4:30 o'clock pm.

10. ADJOURNMENT

There being no further business, the meeting is adjourned at 5:30 o'clock p.m.

CHAIRPERSON

EXECUTIVE SECRETARY

Item No. 12.4



Committee Matters: SCM 334/2022

**Subject: Minutes of the Meetings of the Executive and Board of Directors,
Willistead Manor Inc., held November 10, 2022**

A meeting of the **Executive Committee Board of Directors, Willistead Manor Inc.** is held this day commencing at 4:00 o'clock p.m. at Willistead Manor, there being present the following members:

D. Sanborn, Chair
J. Evans
C. Gaudette
R. Gauthier

Also in attendance are the following Resource Personnel:

D. Thachuk, Supervisor, Assets & Facilities Projects, Engineering
S. Gebauer, Council Assistant & Executive Secretary to the Board
of Directors, Willistead Manor Inc.

1. CALL TO ORDER

The Chairperson calls the meeting to order at 4:06 o'clock p.m. and the Executive Committee considers the Agenda being Schedule "A" ***attached*** hereto, matters, which are dealt with as follows:

2. ADOPTION OF THE MINUTES

Moved by R. Gauthier, seconded by J. Evans,
That the minutes of the Executive Committee Board of Directors
Willistead Manor Inc. meeting held October 13, 2022 **BE ADOPTED** as presented.

Carried.

3. BUSINESS ARISING FROM THE MINUTES

None.

4. REPORTS

4.1 Chairperson

None.

4.2 Administration

D. Thachuk, Supervisor, Assets & Facilities Projects provides project updates to the Committee members. D. Thachuk informs the members that the Coach House flooring will be removed and the terrazzo flooring underneath exposed and assessed. The first preference would be to preserve the terrazzo flooring and bring it back to life however, if it is found beyond recovery other options will be considered.

R. Gauthier requests the opportunity to discuss and view other options if new flooring must be considered and the Committee members agree to an on-site meeting if required.

C. Gaudette indicates that the Acquisitions committee is currently looking at adding perimeter track lighting and period lighting fixtures in the Coach House and asks whether this should be done first. D. Thachuk suggests continuing with the flooring first.

D. Thachuk presents the sample paver that is being proposed for the North and East terraces and informs that the North terrace may not be completed if the budget is insufficient.

C. Gaudette suggests that the Committee members come back and view the sample paver outdoors during daylight hours.

D. Thachuk indicates that an alternate paver is being proposed for the West terrace, which is the main entrance of the Manor and photos are presented to the Committee members of what was believed to be installed after the original constructions. D. Thachuk also informs that the details are currently being revised by a Civil Engineer and once the product is finalized they will be ready to issue the tender. He indicates that it is their intention to complete the work between March and May of 2023, otherwise they will have to complete any remaining work in early 2024.

4.3 Treasurer

D. Sanborn will provide a financial summary update, on behalf of D. Seguin, Deputy Treasurer – Financial Accounting, during the regular meeting.

5. NEW BUSINESS

J. Evans suggests that Board members be provided with generic business cards that they can distribute when interacting with possible donors as well as name tags that can be worn when attending events. D. Sanborn asks that the cost

of the business cards and name tags be explored and reported back at the next meeting of the Executive Committee.

6. DATE OF NEXT MEETING

The next meeting of the Executive Committee Board of Directors, Willistead Manor Inc. will be held on Thursday, February 9, 2023, at 4:00 o'clock p.m.

7. ADJOURNMENT

There being no further business, the meeting is adjourned at 4:39 o'clock p.m.

CHAIRPERSON

EXECUTIVE SECRETARY

A meeting of the **Board of Directors, Willistead Manor Inc.** is held this day commencing at 4:00 o'clock p.m. via Zoom, there being present the following members:

D. Sanborn – Chair
A. Abu-Zahra
MJ. Dettinger
J. Evans
C. Gaudette
R. Gauthier
A. Jahns
C. Pitman

Also in attendance are the following resource personnel:

S. Gebauer, Council Assistant & Executive Secretary to the Board of Directors, Willistead Manor Inc.

1. CALL TO ORDER

The Chairperson calls the meeting to order at 4:48 o'clock p.m. and the Board considers the Agenda being Schedule "A" **attached** hereto, matters, which are dealt with as follows:

2. ADOPTION OF THE MINUTES

Moved by J. Evans, seconded by MJ Dettinger,
That the minutes of the Board of Directors, Willistead Manor Inc. meeting held October 13, 2022 **BE ADOPTED** as presented.

Carried.

3. BUSINESS ARISING FROM THE MINUTES

D. Sanborn indicates that the screening at WIFF of the Willistead documentary, created by Suede Productions, entitled *Walkerville's Willistead Manor: The Home that Shaped a Community* was very successful and that there may possibly be more screenings in December.

D. Sanborn informs that a donation in the amount of \$25,000 USD was presented by Charles and Leigh Merinoff.

C. Pitman informs the Board members that a \$1,000. USD donation was made to the Friends of Willistead by Betty and Jim White, decedents of the Walker family, and that the FOW will in turn donate it to the Board of Directors, Willistead Manor Inc. for the Coach House.

A. Abu-Zahra indicates that Kirsten Bunn, a decedent of the Walker Family, is planning on attending the Breakfast with Santa along with her family.

Moved by R. Gauthier, seconded by A. Abu-Zahra,
That the Board of Directors, Willistead Manor Inc. **AUTHORIZE** an expenditure to an upset limit of \$200. to host Kirsten Bunn and her family at one of the Breakfast with Santa events; and,

THAT the expenditure **BE FUNDED** from the Willistead Manor Inc. Operating Account.

Carried.

4. CHAIRPERSON'S REPORT

D. Sanborn informs the Board members that D. Thachuk, Supervisor, Assets & Facilities Projects attended the Executive Committee meeting to provide an update on the current projects taking place at the Manor and the Coach House. D. Sanborn indicates that the Coach House flooring will be removed and the terrazzo flooring exposed and preserved. If the terrazzo flooring cannot be preserved other options will be considered.

D. Sanborn also informs that the work on the Paul Martin Garden's terrace, the North terrace and the courtyard should begin in early 2023.

5. REPORTS

5.1 Management

D. Sanborn provides the following updates on behalf of C. Menard, Cultural Development and Willistead Manor Coordinator:

- The screening of *Walkerville's Willistead Manor: The Home that Shaped a Community* was sold out and received lots of great press.
- The reception that was held prior to the screening of the documentary, at the Manor was wonderful.
- Online donations were made totaling \$250.00
- Holiday decorating will take place on November 12th and 13th.

- Posters for Breakfast with Santa and the Holiday Tours are both ready.
- Windsor Life Magazine is doing a feature story – with an accompany cover photo – promoting the 2022 Holiday Tours. The story is fantastic.
- The DRIVE Magazine is also doing a feature story on the 2022 Holiday Tours. It will come out soon.
- ‘At the Manor’: Harvest Dinner was 75% sold out, this was a stellar turn out for the second event.
- Thyme To-Go’s new agreement is now complete. Thyme To-Go will be our caterer for 3 years, with the option to renew for 3 more.

5.2 Treasurer

D. Sanborn provides the current account balances on behalf of D. Seguin, Deputy Treasurer – Financial Accounting:

- Operating Account -- \$21,096.
- Savings Account -- \$3,284.

There were 2 on-line donations totaling \$250 from the WIFF event.

6. COMMITTEES

6.1 Fundraising

None.

6.2 Community Relations and Promotion

None.

6.3 Acquisitions

R. Gauthier informs the Board members that they are still in the process of getting quotes for the carpeting on the main staircase in the Manor however, the carpet on the second floor landing has been installed. With regards to the Coach House, R. Gauthier indicates that the two additional cabinets for the foyer in the Coach House will arrive mid-November. The Acquisitions Committee is planning on adding perimeter track lighting and period lighting fixtures, which will give the Coach House a more historic look once the flooring and ceiling are complete.

6.4 Friends of Willistead (FOW)

C. Pitman, provides the following updates:

- Tours for students of Académie Ste Cécile continue and the FOW have also acted as docents for private family tours as well as the Red Hat Society group.

- The docent guidelines have been reviewed and shared with members.
- Many FOW members attended the screening of *Walkerville's Willistead Manor: The Home that Shaped a Community* and were very impressed.
- As a result of the documentary, 100 more people joined the Friends of Willistead Facebook group and many are asking for an opportunity to see the film.
- Three FOW members received the Ontario Volunteer service award.
- C. Pitman was interviewed for both the Windsor Life and the DRIVE stories.
- The Christmas trees have all been put in place and decorating will take place this weekend, November 12th & 13th. Eleven volunteers from St. Clair College will be assist with the decorating.
- Decorations will be taken down on from January 6th through January 8th, 2023.

MJ Dettinger informs the Board members that she received a call from a family that is currently hosting a student from Italy, indicating that they had visited Willistead Manor and that the student would like to return before leaving Canada. C. Pitman will try to accommodate the student by including him with another tour.

6.5 Education

None.

6.6 Historical

None.

6.7 Event Planning Committee

None.

8. NEW BUSINESS

Moved by J. Evans, seconded by M J Dettinger,

That the Willistead Manor annual fundraising letter **BE PREPARED** to include an incentive consisting of a draw for a dinner for six at Willistead Manor to an upset limit of \$400.00, for donors of \$100 or more; and,

That any costs associated with mailing the letters along with the cost of the dinner for eight, **BE FUNDED** from the Willistead Manor Inc. Operating Account.

Carried.

Moved by C. Gaudette, seconded by A. Abu-Zahra,
That an expenditure in the amount of \$100 **BE APPROVED** for the purchase of a gift certificate for a restaurant, to be presented to B. Reid for her continued support and assistance to Willistead Manor Inc. and the Board of Directors.

Carried.

9. DATE OF NEXT MEETING

The next meeting of the Board of Directors, Willistead Manor Inc. will be held Thursday February 9, 2023 at 4:30 o'clock pm.

10. ADJOURNMENT

There being no further business, the meeting is adjourned at 5:38 o'clock p.m.

CHAIRPERSON

EXECUTIVE SECRETARY

Item No. 12.5



Committee Matters: SCM 312/2022

Subject: Minutes of the Windsor Accessibility Advisory Committee of its meeting held November 1, 2022

Windsor Accessibility Advisory Committee

Meeting held November 1, 2022

A meeting of the Windsor Accessibility Advisory Committee is held this day commencing at 10:00 o'clock a.m. via Zoom video conference, there being present the following members:

Sally Bennett Olczak, Co-Chair
Peter Best, Co-Chair
Councillor Ed Sleiman
Surendra Bagga (arrives at 10:18 a.m.)
Sheila McCabe
Nicholas Petro
Caleb Ray

Regrets received from:

Riccardo Pappini

Also present are the following resource personnel:

Gayle Jones, Accessibility/Diversity Officer
Wadah Al-Yassiri, Manager Parks Development
Laura Ash, Supervisor Parks Projects
Shawna Boakes, Executive Director Operations
Shauna Boghean, Mobility Specialist, CNIB
Trevor Duquette, Supervisor Parks Projects
Mark Keeler, Human Resources Assistant
Karen Kadour, Committee Coordinator

1. Call to Order

S. Bennett Olczak, Co-Chair calls the meeting to order at 10:03 o'clock a.m. and the Committee considers the Agenda being Schedule A attached hereto, matters which are dealt with as follows:

2. Declaration of Conflict

None disclosed.

3. Adoption of the Minutes

Moved by Councillor Sleiman, seconded by C. Ray,
That the minutes of the Windsor Accessibility Advisory Committee of its meeting held May 10, 2022 **BE ADOPTED** as presented.
Carried.

4. Presentations

4.1 Parks Improvements – Updates and Accessibility Input

a) Stodgell Park Accessible Pathway and Playground Projects

Wadah Al-Yassiri, Manager, Parks Development is present and provides the following comments relating to the Stodgell Park accessible pathway playground projects:

- Will be adding a multiuse recreational trail beside the Stodgell Park playground and the parking lot with adherence to FADS and the AODA and hoping to exceed those standards relating to the longitudinal slope and cross slope.
- The multiuse trail will cross into the right-of-way and will be installing tactile tiles.
- In terms of the playground projects, he refers to a resident living near Alton Park who advocates for accessibility. A meeting was held with this resident and the Project Manager along with the playground supplier and comments were provided by the resident relating to the design and what he would like to see.
- It was decided to add an additional accessible swing at Alton Park due to the demographics as was advised by the resident.
- He refers to Alexander Park and suggests the addition of an accessible pathway from the riverfront to the washroom to specifically help people in wheelchairs. Working on cost estimates for this project. In the future, may request funding or cost sharing from WAAC.
- He suggests purchasing one accessible swing and an accessible “saucer” which can be used by people in wheelchairs and notes that they may reach out to WAAC for funding in the future. He asks what accessible features can be added to a splash pad.

G. Jones remarks that it was very good that W. Al-Yassiri was able to speak to the resident regarding the accessibility features that potentially could be put into Alton Park. It was noted that whenever we can be seeking thorough early consultation from WAAC and from the public, we want to ensure that the additional seventeen parks will have accessible features to meet the needs of everybody.

In response to a question asked by S. McCabe regarding the location of Stodgell Park and to ensure it is accessible, T. Duquette responds the park is located at Seneca and Kildare and adds that a ten foot trail is to be constructed.

N. Petro inquires about the accessible pathway going from the riverfront to the washroom at Alexander Park and questions if there is a sufficient path on all sides of the parking lot.

W. Al-Yassiri responds that the design is preliminary and pending the receipt of additional information including cost estimates, the information will be shared with WAAC.

P. Best suggests that when planning retrofits to parks, that WAAC or those with accessibility knowledge be involved early in the process.

5. Business Items

5.1 Audio Pedestrian Signals (APS) Update

Shawna Boakes, Executive Director Operations appears before the Committee and provide the following overview and comments:

- Met with members of WAAC and G. Jones along with Shauna Boghean, CNIB for a site visit at the corner of Lauzon and Wyandotte. The audio pedestrian signal located at this intersection is approximately thirteen years old with seven years of functional life left. The APS signal at this location was a much older model with some functionality in those buttons that have been updated in more recent versions of the APS models that are currently available.
- The group discussed the location of buttons, locations of crosswalks and accessibility as a whole with respect to traffic signals. Some of the traffic signals were installed well before the provincially legislated requirement was put in place for the APS and the accessibility in general.
- There have been major upgrades at specific locations as opposed to smaller changes at the intersections. There are currently 293 signals.
- The group who attended the site visit were asked for a list of locations and particulars, i.e. highly utilized areas for accessible persons.
- Any new APS are being installed with the new accessible standards.
- Are in the process of preparing a design standard for accessibility which includes a physical layout of an intersection, where the push buttons are located, where the poles are located, where the crosswalks, ramps and the tactile plates are located and the design standard for the actual audible push button itself.
- The intent is to have a standard for the physical layout and software for the push buttons which will be presented to WAAC for their input.
- Once the design is installed out into the field, a few members of WAAC will be invited to visit an intersection, and to walk through the installation.
- Refers to the pedestrian crossovers that have been installed with the push button and the flashing lights. That design and installation standard was set by the Ministry of Transportation of Ontario. Adds that as one municipality, it is difficult to

notify the Ministry that there are issues with the design and suggests large groups, i.e. CNIB come to the table with the City of Windsor to state the issues and to provide recommendations.

P. Best suggests a Canadian standard be developed as every municipality has variations. He adds if the City of Windsor can develop a standard it will push forward towards getting a provincial or national standard.

S. Bagga asks if the cities of London and Hamilton are able to share their APS best practices and evidence of their observations. He asks if he is able to view the APS design standards from the Ministry of Transportation.

S. Boakes advises that any data from the City of London and Hamilton or other municipalities will be shared with WAAC. The document from the Ministry of Transportation is called "The Ontario Traffic Manual (OTM) Book 15" and a link to view the document will be provided to WAAC.

G. Jones noted that it can be a bit difficult to provide fulsome comments unless everyone fully understands how the Accessible Pedestrian Signals work. Most people understand that the signals emit sound to assist those who are blind or low vision to safely cross the street, but there is more to it than just that. G. Jones asks the members if they would like an overview and they agreed that it would be most helpful.

G Jones explains that for a sighted individual crossing, the street is as simple as finding a crosswalk, wait for the right moment, and get to the opposite sidewalk by walking straight across. For a blind or low vision person it is more complicated and they need to trust their other senses such as hearing and touch. Accessible Pedestrian Signals can be of great assistance if they are set up in order to meet the needs of the users. Accessible Pedestrian Signals (APS) advise pedestrians who are blind, visually impaired, or deaf-blind when they have the right-of-way to cross at a signalized intersection and in which direction they may cross the intersection.

G Jones provided a high level overview of what is needed for those who are blind, visually impaired, or deaf-blind to cross the road safely?

1. Locate the beginning of the crossing

Sighted individuals rely on visual cues to find the crossing and get to it so they can use it. This can be much more challenging for blind and visually impaired pedestrians to find where the crossing begins especially at intersections they're not familiar with. An APS is supposed to assist with this as it has a locator tone that constantly emits sound. This is essentially audio signage that helps these pedestrians find the beginning of the crossing. The locator tone is generally set up to be a certain amount higher than the ambient sound. Therefore, their volume depends on the intersections and their traffic.

2. Press the pushbutton

People with vision disabilities have now found the beginning of the crossing. But to know when they have the right-of-way, they need to press the accessible pedestrian signals pushbutton on the pole. If the locator tone is present and set up properly finding the pushbutton should not be a problem. If there is no audible tone then the person will have to feel around till they find it on the pole.

If the button is pressed quickly then the audible features will not be triggered. The button must be pressed for about 4 seconds to engage the audible features.

A raised (tactile) arrow is required on the pushbutton and provides information to pedestrians who are blind or low vision about which crosswalk is controlled by the pushbutton. It points in the direction of travel on the crosswalk and it is important for this to be aligned properly to assist blind and visually impaired pedestrians.

The arrow is also the part of the APS that may vibrate during the WALK interval (available feature on more recent versions of the units). This is particularly helpful for deafblind pedestrians to make them aware it is time to cross the intersection.

3. Rely on the accessible pedestrian signals

Once the accessible pedestrian signals are activated they provide audio information when the WALK signal is on (destination beacon tone). To clarify, the locator tone helps the individual find the push button and the destination beacon tone helps the person find their way safely across the street. For them to properly work, they need to provide:

- High-quality sound,
- Clear information and street name of the intersection is very helpful
- Appropriate volume above the ambient sound

When installers set up accessible pedestrian signals, they need to take into account the ambient sound when traffic is busy to make sure it perfectly matches real conditions. Consequently, their volume depends on the intersections and their traffic. The point is for blind and visually impaired people to properly hear the audio information provided without covering ambient sound. The ambient sound actually helps them understand how the intersection is (i.e: busy with traffic, fellow pedestrians or cyclists etc.).

4. Get to the other side of the crossing

The WALK sign is on-- The accessible pedestrian signal should emit sound to let blind and visually impaired pedestrians know they can cross the street. At this point, the goal is to walk straight without going off course. Two elements explain this:

- The need to avoid bumping into other pedestrians,
- The need to easily get across the street and arrive safely at the other side of the crossing.

One way to help them cross the street more easily is to set up a guiding sound corridor directly integrated in the accessible pedestrian signals. With such a system, both APS from both sides of the crossing simultaneously broadcast audio information while blind and visually impaired pedestrians are crossing the street. The guiding sound

corridor wraps up them. They just have to follow the sound to reach the other side. It truly helps them walk straight.

S. Boghean states that P. Best has been a driving force in the APS initiative, and other CNIB clients have added their valuable input, as they are the ones that are blind and visually impaired crossing these streets every day. They are doing a run through of the intersections provided by the City of Windsor and are listing the concerns. Attached as Appendix 1 to these minutes is a copy of the high level Lauzon and Wyandotte intersection comments and issues.

Issues arise when a person is looking for a post at an intersection, but due to volumes of traffic levels people are not always sure that they are lined up right. If it says "wait to cross" one could have easily found a box but might be going in the wrong direction if one cannot decipher the traffic volume. When looking at the standards she suggests looking at the signals that actually talk and say "wait to cross" or "safe to cross Wyandotte". In terms of the levels of volume, there is a need to investigate what is available with those systems and suggests tweaking the volume during the day from 7:00 a.m. to 7:00 p.m.

N. Petro thanks S. Boghean for making this a priority to address the sound and having it at the proper decibel levels for those who are visually impaired and for the neighbours nearby who may be impacted by the noise.

Councillor Sleiman asks if every intersection can be equipped with the APS system for the visually and hearing impaired individuals. He also asks what the cost would be.

S. Boghean states that the new APS's being installed along Banwell near the WFCU Centre, if one keeps their finger on the button, it begins to vibrate which will assist hearing impaired individuals to know that it is safe to cross. In response to Councillor Sleiman's comment regarding the location of the APS's, she suggests prioritizing the busy intersection locations and to repair what the city currently has.

S. Boakes responds that some of the locations around the city would be simple to install, i.e. order the push buttons, and install them on the poles at a cost of \$30,000 per location. There are a significant number of intersections (of the 293) that we would be doing a disservice to a number of the residents who need them by just installing them where the poles are currently located. If the push buttons are placed on the existing poles, the goal is that if one pushes the button, they should be able to walk straight into the street but they cannot due to the existing pole locations. They would need to extend the curb cuts, reinstall tactile plates, install new poles and it would be dangerous to install them on the existing infrastructure. In this case, the cost could be anywhere from a \$50,000 to \$200,000 upgrade at a specific location. The goal is to have one hundred percent of their signals to be in that accessible state.

5.2 Facility Accessibility Design Standards (FADS)

G. Jones reports that the FADS documentation has been received from the City of London that allows the City of Windsor to utilize that standard or portions of the standard. A corporate report has been drafted and will be forwarded to the Chief Administrative Officer and once signed will be sent to the City of London which will provide a sign-off to use that standard. Following that, the document will be provided to WAAC along with key players from Engineering and Facilities as there will be some tweaks to the FADS document. The amount of changes and input from the various groups will affect the timeline for completion. Once completed, the document will be forwarded to City Council for review and approval.

5.3 Alexander Park Update

G. Jones reports that she has been advised by Parks that the cement has gone in for the accessible picnic table which has been ordered. She adds that the commemorative bench for Sandra Friesen has been ordered, and the plaque is in the process of being made.

5.4 WAAC 2022 Operating Budget

G. Jones puts forward the following suggestion for the WAAC 2022 operating budget:

- The City of Windsor for many years has offered paid employment opportunities for individuals with disabilities, i.e. special projects focused on individuals with intellectual disabilities.
- In 2018, an annual budget of approximately \$150,000 a year focused on hiring persons with disabilities, however, many of those positions were focused on unionized positions especially outdoor focused positions.
- Proposes the creation of opportunities for persons with disabilities in office settings and suggests that WAAC sponsor a paid temporary part-time position for a person with an intellectual disability for 2023.
- Suggests that the person could work out of non-union areas such as Human Resources or Provincial Offences (non-union), and work with the service provider and the Corporation.

The Chair suggests that the WAAC 2022 operating budget be discussed at the next meeting of WAAC.

5.5 Anti-Racism/Anti-Discrimination Consultation

G. Jones states that the selection committee met for the Anti-Racism/Anti-Discrimination Request for Proposals. This committee reviewed a number of proposals from a number of proponents and a recommendation will be provided in the near future. She adds that persons with disabilities are being considered fully in this process and a community consultation for anti-racism/anti-discrimination will be undertaken along with the Corporation.

The Co-Chair advises that she was delighted to have been on the selection committee. It was a fair and fulsome process to date led by specialists in-house and City administration. There were many members of the community present and is pleased that accessibility was at the table as well.

6. Date of Next Meeting

The next meeting will be at the call of the Chair.

7. Adjournment

There being no further business, the meeting is adjourned at 11:45 o'clock a.m.

CHAIR

COMMITTEE COORDINATOR

Appendix 1: Accessible Pedestrian Signals

Here are the current locations of the 27 Accessible Pedestrian signals in Windsor:

- | | | |
|----------------------------|-------------------------------|----------------------------|
| 1. University & Sunset | 11. Jefferson & Wyandotte | 19. Dominion & Northwood |
| 2. University & California | 12. Lauzon & Riverside | 20. Devonshire & Riverside |
| 3. Wyandotte & Strabane | 13. Ouellette & Elliot | 21. Banwell & Palmetto |
| 4. California & Wyandotte | 14. Huron Church & Dorchester | 22. Giles & Ouellette |
| 5. Wyandotte & Raymo | 15. Huron Church & Malden | 23. McHugh & Spitfires Way |
| 6. Riverside & Strabane | 16. Huron Church & Totten | 24. Howard & Tecumseh |
| 7. Lauzon & Wyandotte | 17. Huron Church & Girardot | 25. Darfield & McHue |
| 8. Pillette & Wyandotte | 18. Dougall & Ouellette PL. | 26. Cabana & Mt Royal |
| 9. Cabana & Holburn | | 27. Cabana & Dougall |
| 10. Ouellette & Wyandotte | | |

Review of some urgent issues that the Subcommittee found when they attended the

Lauzon Road and Wyandotte Street Intersection

Definitions

Audible Voice – tells the traveler when it is safe to cross a specific street

Locator Tones and Destination Beacons are essentially the same tone however, they serve two very different purposes

The Locator Tone helps the traveler find the APS post in order to activate the Audible Voice

The same **Destination Beacon** tone should be loud enough so the traveler can hear it and target his path in order to cross the street in a straight line

Concerns noted at all 4 Corners-Lauzon Road and Wyandotte Street Intersection

- a) the traffic volume is incredibly high during the daytime hours
- b) the sound of the beacons and the audible voice could not be distinguished above the volume of the traffic surges
- c) the APS arrow buttons require a substantially increased amount of hand or thumb pressure to engage the voice

Concerns noted at North and South East Corners –

- a) again, the locator tones are so low in volume the traveller cannot find the post
- b) the traveler must line up precisely using the cues at the corner in order to make a straight-line crossing – ex. Lining one’s back up against the post and walking forward to the actual corner, - but the locator tone and the voice control box volume is so low it cannot be heard once the traveler steps away from the APS post

Concerns noted at North and South West Corners –

- a) the locator tone or destination beacon’s volume is almost indistinguishable unless one is immediately beside the post, and only inches from the APS button
- b) once again, the traveler cannot line up properly at the actual corner and hear the voice to indicate it is “safe to cross Wyandotte Street” all at the same time –

Further Concerns – a traveler should be at the corner and ready to step out to make a straight, safe crossing as soon as they hear the audible voice

- but when they have to stand back from the corner in order to stay close to the post so they can hear the tone, they lose precious line up time and most often veer, resulting in an unsafe crossing

- this also results in their not getting across the street before the light turns yellow and red again

Some things to be considered at the various APS locations as we move forward:

- Location of the APS; Is it close to the crosswalk it controls?
- Is the tactile arrow in line with crosswalk- This helps the person line up to cross the street

- Proper functioning of the audible WALK indication
- Proper functioning of the vibrotactile WALK indication (if present on unit)
- WALK indication— sufficient volume and appropriate chosen sounds
- Sufficient locator tone volume and destination beacon tone volume
- Sensitivity level of the automatic volume adjustment- Is this being used and is it working properly?
- Is the duration of the signal long enough for an individual to cross the street safely?