

**Special Meeting of Council Agenda – 2023 Operating & Capital Budgets**

**Date:** Monday, April 3, 2023

**Time:** 10:00 o'clock a.m.

**Location:** Council Chambers, 1<sup>st</sup> Floor, Windsor City Hall

All members will have the option of participating in person in Council Chambers or electronically and will be counted towards quorum in accordance with Procedure By-law 98-2011 as amended, which allows for electronic meetings. The minutes will reflect this accordingly. Any delegations have the option to participate in person or electronically.

**MEMBERS:**

Mayor Drew Dilkens

Ward 1 – Councillor Fred Francis

Ward 2 - Councillor Fabio Costante

Ward 3 - Councillor Renaldo Agostino

Ward 4 – Councillor Mark McKenzie

Ward 5 - Councillor Ed Sleiman

Ward 6 - Councillor Jo-Anne Gignac

Ward 7 – Councillor Angelo Marignani

Ward 8 – Councillor Gary Kaschak

Ward 9 – Councillor Kieran McKenzie

Ward 10 - Councillor Jim Morrison

## ORDER OF BUSINESS

- | <b>Item #</b> | <b>Item Description</b>   |
|---------------|---|
| 1.            | <b>ORDER OF BUSINESS</b>  |
| 2.            | <b>CALL TO ORDER</b>  |
| 3.            | <b>DISCLOSURE OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF</b>  |
| 6.            | <b>COMMITTEE OF THE WHOLE</b>   |
| 7.            | <b>COMMUNICATIONS INFORMATION PACKAGE</b> (This includes both Correspondence and Communication Reports)   |
| 7.2           | WPL 2022 Annual Reserve Fund Expenditure Plan & List of Donations and Bequests received in 2022 - WPL Board - City Wide <b>(C 43/2023)</b>  |
| 7.3           | Response to CQ 3-2022 - Deficient Residential Roads Not in 10-Year Capital Budget <b>(C 39/2023)</b>  |
| 7.4           | Response to CQ 3-2021 Regarding Parking Assessments of Business Improvement Areas - Wards 2, 3, 4, 5 and 6 <b>(C 36/2021)</b><br><b>Clerk's Note:</b> Council, at its meeting held November 15, 2021 referred this item to the 2023 Council Budget deliberation meeting. CR 510/2021 <b><i>attached</i></b> |
| 8.            | <b>CONSENT AGENDA</b>   |
| 9.            | <b>REQUESTS FOR DEFERRALS, REFERRALS OR WITHDRAWALS</b>   |
| 10.           | <b>PRESENTATIONS AND DELEGATIONS</b>  |
| 10.1.         | 2023 Operating Budget Report - City Wide <b>(C 34/2023)</b>   |
| 10.2.         | 2023 10-Year Recommended Capital Budget - City Wide <b>(C 26/2023)</b>  |

11. **REGULAR BUSINESS ITEMS**

- 11.1 Change to the Transit Windsor Charter Policy- City Wide **(SCM 74/2023) & (S 2/2023)**
- 11.2 Transit Windsor 2023 Operating Budget - City Wide **(SCM 75/2023) & (S 19/2023)**
- 11.3 2023 Sewer Surcharge Budget - City Wide **(C 27/2023)**
- 11.4 Essex-Windsor Solid Waste Authority 2023 Budget - City Wide **(C 32/2023)**
- 11.5 Organizational Structure Change within Infrastructure Services – Engineering Department - Development and Right-of-Way Divisions - City Wide **(C 41/2023)**
- 11.6 Sewer Master Plan Implementation Update - City Wide **(C 36/2023)**
- 11.7 Organizational Structure Changes - Office of the CFO/City Treasurer - City Wide **(C 35/2023)**
- 11.8 Per Diem Rate Increases for Housing with Support Providers **(C 45/2023)**
- 11.9 Roseland Golf and Curling Club - Redevelopment - Ward 1 **(C 44/2023)**  
**Clerk's Note:** P&C memo provided to Mayor & members of Council only.
- 10.1 2023 Operating Budget Report - City Wide **(C 34/2023)**
- 10.2 2023 10-Year Recommended Capital Budget - City Wide **(C 26/2023)**

12. **CONSIDERATION OF COMMITTEE REPORTS**

- 12.1 (i) Report of the Special In-Camera meeting or other Committee as may be held prior to Council (if scheduled)

13. **BY-LAWS** (First and Second Readings)

14. **MOVE BACK INTO FORMAL SESSION**

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

21. **ADJOURNMENT**



**Subject: WPL 2022 Annual Reserve Fund Expenditure Plan & List of Donations and Bequests received in 2022 - WPL Board - City Wide**

**Reference:**

Date to Council: April 3, 2023

Author: Dan Seguin

Deputy Treasurer - Financial Accounting and Corporate Controls

519-255-6100 #1663

dseguin@citywindsor.ca

Financial Accounting

Report Date: 3/3/2023

Clerk's File #: ML/10013

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

**Recommendation:**

That Council **RECEIVE FOR INFORMATION** this report entitled "2023 Annual Reserve Fund Expenditure Plan & List of Donations and Bequests Received to date in 2022 - Windsor Public Library Board".

**Executive Summary:**

N/A

**Background:**

The 2014 Operating Agreement between the Corporation of the City of Windsor and the Windsor Public Library Board (WPLB), as amended, pursuant to Section 2(b)(v), assigns the WPLB the responsibility to:

*"Direct the use of all Windsor Public Library reserve funds and bequests and donations made to the Windsor Public Library. At the time the Board makes its annual budget submission to City Council, the Board shall also submit an annual expenditure plan for the reserve funds, as well as a list of bequests and donations received, for the information of Council."*

This report is submitted on behalf of WPL Administration to fulfill this requirement.

## Discussion:

### Reserve Fund Expenditure Plan

The Reserves Fund report was approved by the WPLB on February 21, 2023. Future reserve fund expenditure plans, and fund balances as at December 31st, 2022, are outlined in the table below.

<b>Fund</b>	<b>Fund description</b>	<b>Fund balance, Dec 31/22</b>	<b>Description</b>	<b>Expenditure plan</b>
199	Capital Reserve Fund	\$557,249	Established by the WPL Board to be used for capital expenditures.	Held for unanticipated capital expenditures.
200	Budimir Fund	\$13,947	Established by the Budimir Family to improve the Budimir Library	Committed to furnish Budimir branch with new collection material upon completion of renovations (50.19).
202	Discard Reserve	\$29,510	Established to track WPL discard sales and expenditures.	Build the fund for a new Central Library opening day collection.
204	Operations Expenditure Reserve	\$3,119,050	Established to develop or test specific services or offset any over expenditures / deficit	Committed for use towards planning and development costs of a new Central library (65.19).
430	C.M. Bradley Fund	\$4,123	Established by C.M. Bradley to build a new Sandwich Library	Committed to furnish John Muir branch with new collection material (50.19).
	<b>Total</b>	<b>\$3,723,879</b>		

### Donations & Bequests

A total of 38 individual donations totalling \$59,444 have been received in 2022. Details are provided in Appendix A.

**Risk Analysis:**

There are no identified risks with this information report.

**Climate Change Risks**

**Climate Change Mitigation:**

N/A

**Climate Change Adaptation:**

N/A

**Financial Matters:**

As discussed throughout the report.

**Consultations:**

WPL Administration

**Conclusion:**

This report is submitted to Council for information pursuant to Section 2(b)(v) of the 2014 Operating Agreement between the Corporation of the City of Windsor and the Windsor Public Library Board (WPLB), as amended.

**Planning Act Matters:**

N/A

**Approvals:**

Name	Title
Dan Seguin	Deputy Treasurer – Financial Accounting and Corporate Controls
Ray Mensour	Commissioner – Community Services
Joe Mancina	Commissioner – Corporate Services, CFO, City Treasurer
Onorio Colucci	Chief Administrative Officer

**Notifications:**

Name	Address	Email

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

**Appendices:**

- 1 Appendix A

**2022 Donations and Bequests**

through December 31, 2022

<b>Date</b>	<b>Fund</b>	<b>Amount</b>
1/19/22	Gift & Memorial	\$ 30
1/10/22	Gift & Memorial	\$ 30
2/28/22	General	\$ 100
3/31/23	Gift & Memorial	\$ 25
3/31/23	Gift & Memorial	\$ 500
3/31/23	Gift & Memorial	\$ 10,000
3/31/23	General	\$ 100
3/31/23	Gift & Memorial	\$ 100
3/31/23	Gift & Memorial	\$ 150
3/31/23	Gift & Memorial	\$ 50
3/31/23	Gift & Memorial	\$ 50
3/31/23	Gift & Memorial	\$ 30
4/22/22	Estate Donation	\$ 43,844
4/22/22	General	\$ 13
4/29/22	General	\$ 1
4/21/22	General	\$ 5
4/13/22	General	\$ 5
5/13/22	Gift & Memorial	\$ 100
5/13/22	Gift & Memorial	\$ 30
5/20/22	Gift & Memorial	\$ 50
5/20/22	General	\$ 20
6/10/22	Gift & Memorial	\$ 25
6/10/22	Gift & Memorial	\$ 25
6/10/22	General	\$ 5
7/15/22	Gift & Memorial	\$ 30
7/15/22	Gift & Memorial	\$ 50
7/29/22	Gift & Memorial	\$ 30
8/12/22	Gift & Memorial	\$ 30
8/12/22	General	\$ 100
9/23/22	General	\$ 100
10/21/22	General	\$ 2,000
10/28/22	General	\$ 5
11/04/22	Estate Donation	\$ 1,377
11/04/22	General	\$ 25
11/15/22	Gift & Memorial	\$ 129
12/02/22	General	\$ 200
12/09/22	Gift & Memorial	\$ 50
12/23/22	Gift & Memorial	\$ 30
<b>Total Donations Received - \$</b>		<b>\$ 59,444</b>
<b>Total Donations Received - #</b>		<b>\$ 38</b>



**Subject: Response to CQ 3-2022 - Deficient Residential Roads Not in 10-Year Capital Budget**

**Reference:**

Date to Council: April 3, 2023  
Author: Shawna Boakes  
Executive Director, Operations  
[sboakes@citywindsor.ca](mailto:sboakes@citywindsor.ca)  
(519) 255-6247 ext. 6415  
Public Works - Operations

Natasha Gabbana  
Senior Manager of Asset Planning  
[ngabbana@citywindsor.ca](mailto:ngabbana@citywindsor.ca)  
(519) 255-6100 ext. 6111

Report Date: March 3, 2023  
Clerk's File #: AF/14372

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

**Recommendation:**

That Council **RECEIVE** this report in response to CQ 3-2022.

**Executive Summary:**

N/A

**Background:**

At its February 14, 2022 meeting of Council, Councillor Gignac asked the following question:

**CQ 3-2022**

*“Asks Administration for a report outlining how deficient residential roads not in the 10 year Capital Budget will be addressed”.*

At its March 21, 2022 meeting of Council, Councillor Costante asked that the cost differential between repaving both Brock Street and Watkins Street, between Sandwich

and Peter Street during the reconstruction phase of Sandwich Street instead of a stand alone project after the reconstruction be included in the response to CQ 3-2022.

This report is provided in response to CQ 3-2022 and to Councillor Costante's additional request regarding Brock Street and Watkins Street which will be addressed in the Financial Matters section of the report.

## **Discussion:**

In 2021, the Financial Accountability Office of Ontario in its Municipal Infrastructure Review, estimated *"that the municipal infrastructure backlog in Ontario could range from \$44.8 billion to \$58.7 billion, with an average value of \$52.1 billion"*.<sup>1</sup> Municipal roads account for approximately \$21.1 billion<sup>2</sup> of the \$52.1 billion municipal infrastructure backlog in Ontario.

The City of Windsor's 10-year capital budget contains, on average, \$500 million in Road Infrastructure projects which means that approximately \$50 million in spending on Road Infrastructure projects takes place on an annual basis. However, like many other cities in Canada, the needs of the City's aging infrastructure exceed available funding and require prioritization.

Over the years, there has been a shift from a 'worst first' prioritization approach based on road condition, to a risk-based prioritization approach where the City's highest risk assets are given priority treatment. A risk-based approach is used to determine the frequency of inspections on a road segment. Generally speaking, the higher the traffic volumes and the worse the pavement condition, the more frequent the inspections on a road segment. Using a structured objective formula-based approach, the pavement inspection data is then used to generate a numeric condition rating of the overall performance of the pavement.

These road condition ratings are also updated following the completion of road rehabilitation/reconstruction projects and new construction projects as information becomes available. The numeric condition ratings are used routinely by City staff for the purposes of rehabilitation, reconstruction, and maintenance planning and in budget planning.

The numeric condition ratings have also been mapped to the City's Asset Management Plan (AMP) Condition Rating categories of Very Good, Good, Fair, Poor and Very Poor. The AMP provides a framework and strategy which assists with risk-based project selection. It helps in optimizing available resources and meeting levels of service at an acceptable level of risk. Further, the Capital Budget recommendations put forth by Administration consider key aspects of risk when determining the prioritized listing of capital projects recommended for funding.

---

<sup>1</sup> Mavis Yang, Sabrina Afroz, and Nicolas Rhodes under the direction of Edward Crummey and Paul Lewis, *Municipal Infrastructure – A Review of Ontario's Municipal Infrastructure and an Assessment of the State of Repair*. (Financial Accountability Office of Ontario, 2021), 11.

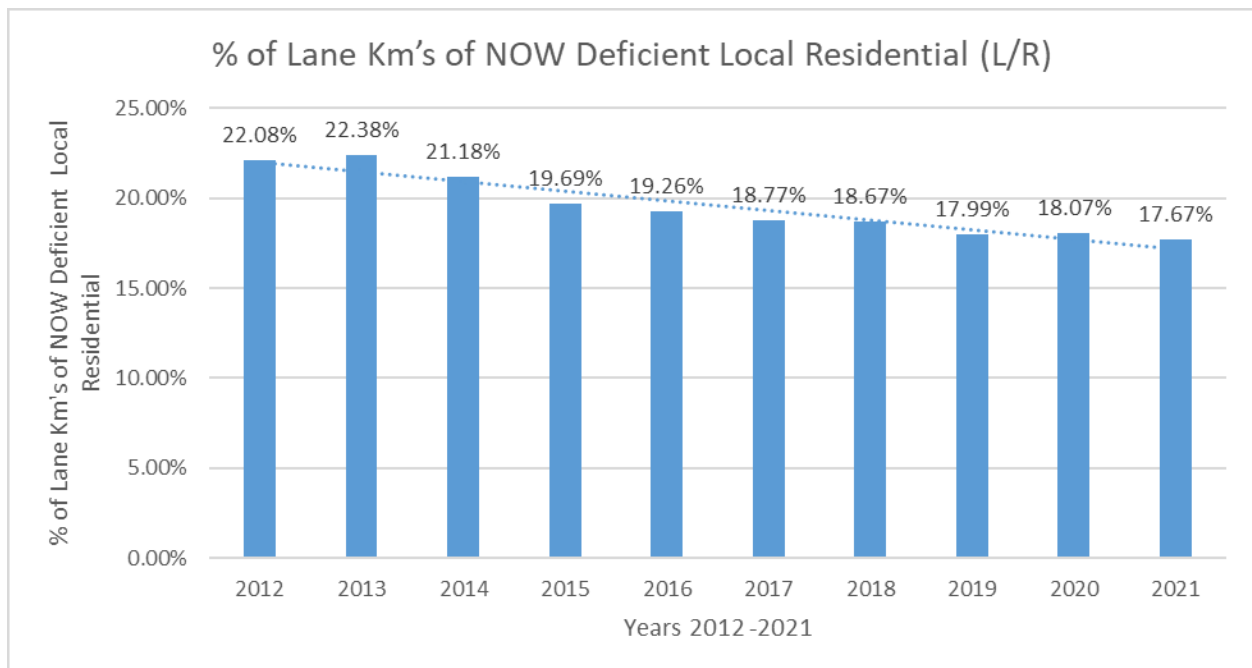
<sup>2</sup> Ibid.

With respect to determining which roads are rehabilitated or reconstructed, there are several considerations including volume of traffic, road condition and roads with sewer or water work scheduled. For example, the City’s Road Rehabilitation program leverages funding available as part of Enwin/WUC’s Lead watermain replacement program. Roads in the watermain replacement program are prioritized.

In general and as it pertains to roads, the road rehabilitation and/or reconstruction priorities are ranked as follows:

- EC Row – 92.830 Lane Km
- Arterial – 492.075 Lane Kms
- Collector (including Scenic Parkway) – 412.506 Lane Km; and
- Local (industrial, commercial and residential) – 1,390.031 Lane Km.

Since 2012, the overall percentage of “Now Deficient” Local Residential roads has improved from 22.08% to 17.67%.



Recognizing the current parameters by which roads are assessed and prioritized, Local Residential roads are managed as best as possible understanding that, based on current funding levels, a percentage of those roads will always be in the ‘Now Deficient’ category.

The chart below presents data on the proportion of Local Residential roads that have been rated as “Now Deficient” in comparison to the entire road network, as well as the percentage of all “Now Deficient” roads as a fraction of the entire road network. The figures cover the period since 2013. During the past ten years, there has been a decline in both the percentage of *Local Residential* roads rated as “Now Deficient” compared to the entire road network and the proportion of *all* “Now Deficient” roads when measured

against the entire road network. The data shows that Local Residential roads account for the majority of the roads rated “Now Deficient” in the City’s road network.

NOW Deficient <i>Local Residential</i> roads as a % of the entire road network		All NOW Deficient roads as a % of the entire road network	
Year	Percentage	Year	Percentage
2013	14.0%	2013	20.1%
2014	13.2%	2014	19.5%
2015	12.3%	2015	18.4%
2016	12.1%	2016	18.7%
2017	11.8%	2017	18.6%
2018	11.7%	2018	18.7%
2019	11.3%	2019	19.1%
2020	11.4%	2020	19.5%
2021	11.1%	2021	19.0%
2022	10.9%	2022	19.3%

### Impact of the AMP

In many parts of Ontario, existing infrastructure is degrading faster than it is being repaired or replaced. To help address this issue, the Province implemented the *Asset Management Planning for Municipal Infrastructure Regulation, O. Reg. 588/17* (as amended by O. Reg. 193/21), effective January 1, 2018. The goal of this regulation is to help improve the way municipalities plan for their infrastructure needs.

Current O. Reg 588/17 requirements are as follows:

- July 1, 2019: Date for municipalities to have a finalized strategic asset management policy that promotes best practices and links asset management planning with budgeting, operations, maintenance and other municipal planning activities. (COMPLETE)
- July 1, 2022: Date for municipalities to have an approved asset management plan for core assets (roads, bridges and culverts, water, wastewater and stormwater management systems) that identifies current levels of service and the cost of maintaining those levels of service. (COMPLETE)
- July 1, 2024: Date for municipalities to have an approved asset management plan **for all municipal infrastructure assets that identifies current levels of service and the cost of maintaining those levels of service.** (IN-PROGRESS)
- July 1, 2025: Date for municipalities to have an approved asset management plan for all municipal infrastructure assets that builds upon the requirements set out in 2024. This includes an identification of **proposed levels of service, what activities will be required to meet proposed levels of service, and a strategy to fund these activities.** (FUTURE)

Good asset management planning requires a complete understanding of the range of choices available to municipalities. The analysis must consider the entire lifecycle and associated costs related to the assets, risks and the financial viability of the options considered. The adoption of the 2018/2019 AMP and its recommended Roads Investment Strategy outlined the following decision-making guidelines in order to help reach the goal of stabilizing the current level of service for our road network:

The adoption of the 2018/2019 AMP and its recommended Roads Investment Strategy outlined the following decision-making guidelines in order to help reach the goal of stabilizing the current level of service for our road network:

1. Shift from a 'worst first' prioritization approach based on condition, to a risk-based prioritization approach where the City's most important assets are given preferential treatment.
2. Best efforts will be made to keep EC Row, Arterial and Collector roads from sliding into the reconstruction only category, aiming to have none in Poor or Very Poor condition. Roads order of priority will be:
  - a. EC Row
  - b. Arterial
  - c. Collector
  - d. Local (industrial, commercial, residential)
3. Roads which have sewer or water work scheduled to be completed will have priority to maximize benefits of shared capital costs between the City's service areas.
4. Consideration for roadways impacted by legislation, regulations, environmental studies, transportation policies or traffic studies.
5. Mill and pave will only be done on roads where it will yield 10-15 years of added life.
6. Local roads will be managed as best as possible recognizing that, based on current funding levels, a percentage of those roads will always be in the Very Poor category.

The levels of service for Local Roads in the 2018/2019 AMP, notes the following:

*"As there is a low risk of failure of local roads and alleys, both in terms of likelihood of an adverse event and the consequences to the City, other higher risks assets like expressway roads should be prioritized."*

Given the goals of the AMP and its requirements under O. Reg 588/17, Administration does not recommend changes to the current methodology in which road maintenance and rehabilitation are prioritized. Further, it is not recommended that the funding currently assigned to road rehabilitation work in the 10-year Capital Budget based on AMP principles, be redirected to support enhanced work for Local Residential roads.

Recognizing however, the importance of Local Residential Road conditions on the overall road network rating and level of service, should Council wish to provide direct and dedicated funding for the improvement of service levels to Local Residential roads it is recommended that an additional component be added to the AMP levy in order to address this enhanced service level requirement without impacting the risk based funding currently provided for and prioritized in the AMP. This separate component would allow for a dedicated stream of funding to deal specifically with this asset category. Further, the establishment of this specific funding stream can be seen as an advancement of the 2025 AMP requirement to define proposed levels of service, with the approved incremental amount being incorporated into future AMP updates and financing strategies related specifically to Local Residential roads.

Details regarding the financial impact of this proposed solution to addressing 'Now Deficient' residential roads which are not in the 10-year capital budget are provided in the Financial Matters section of this report.

### **Risk Analysis:**

The Public Works IMS division has used common road rating categories of NOW Deficient, 1-5 Deficient, 6-10 Deficient, and Adequate. The first 3 categories have varying levels of deficiency/time frames. Deficient Local Residential roads continue to perform notwithstanding that they are rated as being deficient. Due to their typically lower traffic volumes, type of traffic and lower speeds, Deficient Local Residential roads represent a low risk of failure, both in terms of likelihood of an adverse event and the consequences to the City, other higher risks assets like the expressway, arterial and collector roads are prioritized in the 10-year Capital Budget.

### **Climate Risk**

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

N/A

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

Roads, as with other City infrastructure, are expected to be negatively impacted by climate change. Increasing temperatures, precipitation, incoming percent of sunshine, humidity, and ground water levels are climate factors that may alter pavement performance, design and service life. The Canadian Journal of Civil Engineering, July 2022 report "*Climate Change impact and adaptation for highway asphalt pavements: a literature review*" acknowledges that Canada's changing climate will trigger early maintenance of pavements.

In addition, the region's frequent freeze/thaw cycles have a significant negative impact on the City's road infrastructure.

## Financial Matters:

The current annual budget for Road Rehabilitation (OPS-001-07) averages approximately \$17 million per year. In addition, funding of approximately \$3.0 million per year is budgeted under the Minor Road Deficiencies Rehabilitation program (OPS-002-11). As noted, work is prioritized under these programs using the principles defined above.

Continuing to implement current Asset Management strategies in determining project priorities will, over time, result in lower costs over the life of the assets, which in turn should generate expanded funding to address lower risk assets, such as Local Residential roads. Unless otherwise directed, Administration will continue to apply risk based decision making to capital project recommendations to order to optimize available funding and reduce risk.

Although optimizing available funding is expected to generate expanded funding for Local Residential roads in the future, one way to expedite the direction of funding to the rehabilitation of Local Residential roads would involve the implementation of a 0.25% annual AMP levy increase to achieve the desired service level improvements for residential roads. This increase would begin in 2023, with additional annual increments of 0.25% for the next 3 years (2023 to 2026).

Adopting such an approach would generate incremental funds of approximately \$1.1 million in the first year and grow to approximately \$4.4 million annually after 4 years, based on the current levy. This incremental funding, once established, would continue indefinitely and be dedicated solely to Local Residential roadwork. These funds would be administered separately from the City's existing Road Rehabilitation programs. It is important to note that if such a plan was adopted and once a full level of base funding is achieved, the 10 year capital program would have an incremental \$44.4 million devoted solely to residential road rehabilitation.

Once fully in place at \$4.4 million annually, this dedicated funding could provide up to 30 lane kilometres of mill and pave works annually based on current pricing for a surface mill and pave. However, depending on the condition of the specific roads being contemplated and in cases where more in-depth works may be required, the total lane kilometres completed in any given year may be reduced. Therefore, over a 10-year capital planning cycle, it is expected that a range of approximately 13-21% of the local residential road network could be addressed under this allocation.

Should City Council make a decision to move forward with such a funding plan it is proposed that the increased AMP would be added in and be increased by .25% per year for the 4 year period from 2023 to 2026. While the full funding allocation would be phased in over this period, as per Council-approved practice, funds would be available for pre-commitment in the immediate 5-year funding window. The pre-commitment of future funds would allow for work to begin in a relatively short period of time while the incremental funding continues to accrue until such time that the full base funding of \$4.4 million per year is in place.

If Council elects to proceed with the residential road funding plan identified in this report, it is recommended that Administration prepare a report for the Environment,

Transportation & Public Safety Committee outlining specific strategies and rationale for local road rehabilitation selection and prioritization.

With respect to Councillor Constante's additional request to the CQ regarding Brock Street and Watkins Street it is difficult to estimate the cost differential between repaving both Brock Street and Watkins Street (between Sandwich and Peter Street) during the reconstruction phase of Sandwich Street instead of a stand alone project. As with any construction project, cost efficiencies can be found with larger scale projects. In the past, savings of up to 10% in unit pricing have been seen through combining similar projects.

Balancing the needs of a particular road infrastructure project with other competing capital needs is essential, especially when dealing with side roads that may require a different level of construction than the main project road. This ensures that available capital funding is utilized effectively while also considering other competing capital needs.

It should be noted that the reconstruction of Sandwich Street is a Gordie Howe International Bridge Community Benefit and is not a City led project.

### **Consultations:**

Eric Bailey, Manager Technical Support

Phong Nguy, Manager, Contracts, Field Services & Maintenance

Rob Slater, Executive Initiatives Coordinator

Mike Dennis, Financial Manager – Asset Planning

### **Conclusion:**

The funding deficit for the city's infrastructure needs is substantial, and while Local Residential roads are a component, it is part of the entire city infrastructure network, where the City's demands surpass the available resources. As there is a low risk of failure of local roads (both in terms of likelihood of an adverse event and the consequences to the City), balancing the needs of local roads against other higher risks assets such as E.C. Row and storm and/or sanitary sewers will continue to be challenging.

Utilizing the Asset Management Plan and applying strategies for project priorities over time will result in lower costs for the life of the assets, which in turn should generate expanded funding to address lower risk assets, including deficient residential roads.

If Council wishes to initiate the improvement of Local Residential roads now, one approach would involve the implementation of an incremental 0.25% annual levy for a



total of 4 years, dedicated to the maintenance and rehabilitation of Local Residential roads.

Should Council wish to implement the residential roads plan contained in this report, the following recommendations are suggested:

*That Council **APPROVE** the implementation of an annual AMP levy increase of 0.25% to achieve the desired service level improvements for Local Residential roads for each of the next four years, beginning in 2023 and ending in 2026; and*

*That Council **DIRECT** Administration to prepare a report for the Environment, Transportation & Public Safety Committee outlining specific strategies and rationale for local road rehabilitation selection and prioritization.*

**Planning Act Matters:**

N/A

**Approvals:**

Name	Title
Shawna Boakes	Deputy City Engineer / Executive Director of Operations
Natasha Gabbana	Senior Manager of Asset Planning
Chris Nepszy	Commissioner, Infrastructure Services
Joe Mancina	Commissioner, Corporate Services, Chief Financial Officer
Onorio Colucci	Chief Administrative Officer

**Notifications:**

Name	Address	Email

**Appendices:**

**Subject: Response to CQ 3-2021 Regarding Parking Assessments of Business Improvement Areas - Wards 2, 3, 4, 5 and 6**

**Reference:**

Date to Council: April 3, 2023  
Author: Jeff Hagan  
Transportation Planning Senior Engineer  
519-255-6267 ext 6003  
jhagan@citywindsor.ca

Jude Malott  
Executive Initiatives Coordinator  
519-255-6100 ext 6804  
jmalott@citywindsor.ca

Planning & Building Services  
Report Date: March 18, 2021  
Clerk's File #:

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

**Recommendation:**

THAT City Council **RECEIVE** Report C 36/2021, "Response to CQ 3-2021 Regarding Parking Assessments of Business Improvement Areas – Wards 2, 3, 4, 5 and 6" for information.

**Executive Summary:**

N/A

**Background:**

On March 8, 2021, Councillor Holt asked the following Council Question:

**CQ 3-2021**

*Ask that Administration conduct a parking assessment of the 9 BIAs with the goals of providing enough on/off-street parking to satisfy the business needs without patrons spilling into abutting residential neighbourhoods. If land acquisitions are deemed necessary to fulfil these needs with the construction of additional off-street municipal lots, plan and prioritise individual needs.*

Historically, off-street parking serving a Business Improvement Area (BIA) is created as requested and as funding allows. When on-street parking revenues are greater than operational costs, the surplus funds are placed in the On-Off Street Reserve Fund to allow for the creation of off-street pay-and-display parking lots in the vicinity of a contributing BIA's main streets.

In 2015, Council adopted an Interim Control By-law to temporarily prohibit the creation of new and expanded off-street parking areas within BIAs and along main street areas. On August 28, 2017, after substantial research and public consultation, Council amended the City's Official Plan and Zoning By-law to prohibit public parking areas abutting Traditional Commercial Streets and established parameters for locating off-street parking behind buildings adjacent to Traditional Commercial Street areas (OPA 113-2017, Z-011/17). Areas where these parking policies apply overlap significant portions of most of Windsor's nine BIAs. A visualization of how OPA 113-2017 and select BIAs overlap is included with this report as Appendix A.

In 2019, Council approved the Active Transportation Master Plan (ATMP) in order to improve community health, safety and livability. One of the ATMP's main goals is to support effective land-use planning in order to develop a built environment that makes walking, cycling and transit convenient and affordable. It recommends parking studies of the Central Business District and other Business Improvement Areas as the first of several actions towards the goal of establishing sustainable parking and transportation demand management (TDM) strategies. An excerpt from the ATMP describing this recommendation is included as Appendix B.

## **Discussion:**

### **Public Parking near Business Improvement Areas (BIAs)**

Business Improvement Areas, established through provisions of the *Municipal Act, 2001*, allow commercial property owners and tenants to work together to improve their area's built environment and promote economic development near their businesses. Public parking in and around BIAs is a limited resource that faces increasing demands from business owners, patrons, employees and residents as both a place to store private vehicles and an adaptive outdoor space, such as for extended patios.

Public parking near BIAs can consist of:

- On-street parking along the main commercial street
- On-street parking along nearby side streets
- Off-street surface lots or parking garages

Public parking, whether on-street or off, allows customers, clients and employees to engage with businesses located within a BIA. Business owners often identify visible public parking close to their place of business as vital to their success. Appropriate parking allows for a healthy flow of customers through the BIA and also ensures business locations are feasible for employees who commute to work by car.

For residents of the local roads that intersect BIAs, on-street parking allows those without private vehicle parking space on their property to store their personal vehicle

conveniently near their residence. When vehicles park along local roads in order access the businesses nearby, residents may be unable to park their personal vehicle close to home if they do not have the ability to park on their own property.

The City's Active Transportation Master Plan (ATMP) sets targets for transportation modal shifts towards active transportation instead of private vehicles. Currently, only 10% of all trips in Windsor are completed by walking, cycling or transit. The ATMP aims to double this number by 2031, with a longer-term target of 25% of all trips in Windsor being made using sustainable transportation by 2041 (ATMP Final Report, p. 35). Adding more off-street parking spaces to an area may impede these goals while also not improving the practical availability of empty parking spots for visitors who drive.

More parking spaces allow a larger proportion of visitors to travel using a personal vehicle rather than other modes of transportation. As the increased supply of spaces is met with increased demand from more people opting to drive rather than walk, cycle, or take transit, drivers may still opt to park their vehicles using on-street parking along adjacent local roads. By stimulating induced demand for private vehicle parking, existing parking issues may be exacerbated while having minimal effect on how likely a driver is to find a place to park.

Meaningfully addressing issues around on- and off-street public parking requires comprehensive and thoughtful solutions. Because public parking usage is ultimately an expression of human behaviours, seemingly straightforward responses can come with unintended consequences. 'Free' on-street parking is not without costs. Whether drivers live on the street where they are parking or are just visiting a resident or nearby store, those using on-street parking are occupying a public resource (the roadway) to store their private property. Unless a cost is associated directly to a resource's use (i.e. parking fees), the costs of maintaining that public resource must inherently be paid by all City residents, rather than just the resource's users, through tax dollars.

With sound data, we can make informed choices about parking availability and implement appropriate, effective and sustainable solutions.

### ***Current parking facility data***

Traffic Operations is responsible for the operation and maintenance of 3,871 municipal parking spaces across the City of Windsor, including:

- 1,456 on-street parking meter locations
- 29 off-street parking lots comprising 1,449 parking spaces
- 2 municipal garages providing 966 parking spaces

Most of Windsor's publicly-owned paid parking is located within a BIA – only 565 metered spaces and 8 surface parking lots are not within a BIA's boundaries.

Sources of data for current parking facilities are limited. Parking meter revenue can serve as a low-tech and imprecise data source on parking usage. Traffic Operations maintains a log of revenues by collection route as each is completed every day or two. While this data can give a general idea of relative demand in one area versus another, it cannot give us the exact numbers needed to establish key metrics like peak hour demand or occupancy rates.

As of 2017, drivers using public parking in Windsor can also pay for parking with a credit card using the Passport Parking App on their phone. Revenue from Passport account for approximately 17% of parking revenue collected within the City. While reports from the app include date, location, and transaction value, Passport is not able to provide information on user demographics, origins, or length of stay.

### ***Current parking control measures***

Generally, any non-commercial vehicle lawfully permitted to operate on a roadway can also park on it, so long as parking is also permitted. Parking By-law 9023 allows the City to create parking controls in prescribed areas to prohibit parking or limit how long a particular vehicle can park without moving.

Along most main streets within Business Improvement Areas, parking meters charge a fee to drivers who park their vehicles in marked spaces along the side of the roadway. Drivers parking in these spaces can either place coins in a traditional roadside parking meter or can use an app on their phone to pay for time using a credit card. When appropriately priced, these fees encourage drivers to leave their vehicle parked only as long as they need to, increasing vehicle turnover and making vacant parking spots available for new customers. For drivers who need to stay in the area for longer periods, including clients of professional services or business employees, pay-and-display off-street lots may be a more appropriate parking choice. If parking is not available along the main street or in an off-street parking lot, or if a driver prefers not to pay for parking, they may instead park their vehicle along the side of the road on nearby local streets.

Resident-only parking can be an option if residents are unable to access nearby on-street parking due to overflow from nearby BIAs. Requests for parking permits in an area are assessed in accordance with the Residential Permit Parking Policy as approved by Council, which requires 95% community resident support to be implemented. Currently, only the Downtown Windsor and Wyandotte Town BIAs located in the City's core have residential permit parking abutting a portion of their boundaries.

Time-limited parking controls can also be implemented to prevent vehicles from parking for longer periods during prescribed hours. This could allow for ticketing of vehicles parked for longer periods (two to three hours) to steer drivers with longer-term parking needs towards off-street lots during business hours. However, these restrictions would apply to all vehicles parked along the roadway, including local residents.

### **Sustainable parking strategies and Transportation Demand Management**

Parking facilities in urban areas like Business Improvement Areas face hard physical limitations from existing buildings or access points. As the number of residents and trips throughout the city increase, supply-side solutions to parking needs like extending or constructing additional off-street lots becomes less and less sustainable. When options to construct additional off-street parking lots are limited, transportation demand management (TDM) strategies and measures can make more parking available to an area by reducing the number of drivers competing for a limited number of spots. The focus of TDM is to guide drivers away from single-occupancy personal vehicles and towards more active and sustainable transportation modes. The goal is not to eliminate

personal vehicle use, but rather to create a more even mode share between cars, carpooling, walking, cycling, transit and other active modes of transportation.

The Active Transportation Master Plan (ATMP) identifies parking and transportation demand strategies for Windsor's Downtown and other BIAs as key to developing our transportation system successfully and sustainably. To inform the City's strategies, the ATMP recommends parking studies of the City's nine BIAs.

### ***What are parking studies?***

Parking studies collect quantitative information about existing parking conditions and can propose solutions to identified issues based on that information. Parking studies can be performed one-time or can involve ongoing data collection, depending on the intended use. One-time collection may be appropriate if a study intends to assess the impact of a particular development, while ongoing periodic data collection is more appropriate if the study intends to identify broader use patterns so trends can be identified and responded to. While every parking study is different because of any area's unique features, researchers have some well-established tools to gather data about parking qualities and user behaviours within a surveyed area.

**Parking inventories** count the number of parking spaces in an area and document particular things about them. Surveyors often start with aerial photos to estimate values and plan their research, but this data needs to be confirmed by direct observation to make sure it is accurate and therefore useful. While performing a parking inventory, surveyors will also identify and document things like:

- Off-street lot ownership
- Parking purposes (general public parking, customer only, resident only, employee only, etc.)
- Parking restrictions (e.g. time of day or maximum parking duration allowed)
- Parking fees rates, if present

**Occupancy surveys** count *how many* vehicles are using the available parking in an area. To gather this data, surveyors usually walk or drive through an area and count how many vehicles are parked in each lot or along each block of roadway. Surveyors will repeat their counts many times over the day, usually hourly, in order to identify the peak demand times for particular parking facilities throughout the day.

**Duration surveys** measure *how long* vehicles are using different parking facilities. Data is gathered using similar methods as occupancy surveys, except the surveyor notes how long the car has been in its space rather than only noting how many spaces are in use. After reviewing the data collected, analysis can determine how long a particular vehicle was parked. Short-term and long-term parkers behave differently; people parking long-term are generally willing to walk farther to park, especially to secure a lower parking fee rate. Duration data allows us to make sure parking solutions in an area meet driver needs and match desired usage patterns. Like with occupancy surveys, surveyors must repeat their counts many times over the day.

**Building inventories** may be included in a parking study if it wants to consider future scenarios where land use will change. Surveyors assess nearby buildings to determine

whether they are occupied so figures can be adjusted to reflect full occupancy in areas with high vacancy rates. Developments are categorized by land use type.

### ***What can parking studies tell us?***

Data gathered through parking studies can help all stakeholders better understand parking supply and demand patterns around Windsor's BIAs and their surrounding streets. Administration can use the information gathered by parking studies to appropriately plan for current and future parking facilities to meet the area's needs. Without a sound foundational knowledge of parking availability or use patterns, choices and actions surrounding parking facilities could hinder, rather than help, the City's economic and community development efforts in Business Improvement Areas.

## **Conducting a parking study of Windsor's Business Improvement Areas**

### ***Parking study requirements***

In order to return results the City can use to make data-informed choices about parking regulation in and around Business Improvement Areas, the parking study undertaken needs to consider particular parameters and intents in its design. A well-designed study:

- will encompass all 9 BIAs;
- will evaluate existing facilities and controls, such as:
  - types of parking and purpose, including EV and bicycle parking; and
  - parking fees and durations;
- will allow Administration to implement data-informed policies by identifying key metrics like peak demand periods or use durations;
- will propose supply- and demand-side solutions in line with the Official Plan and ATMP, such as:
  - policy recommendations, such as the establishment of a Windsor Parking Authority;
  - regulatory solutions, like changes to parking controls or fee rates;
  - technological solutions, like rate-flexible meters, pay-and-display roadside units or more robust smartphone apps; or
  - infrastructure solutions, like new surface lots, if appropriate;
- will give particular consideration to the Downtown BIA from other BIAs; and
- will form a foundation to inform ongoing parking management strategies by:
  - establishing a data framework for periodic data collection to monitor outcomes; and
  - allowing for more data-informed policies like parking requirements for new developments.

The study will also need to maintain its focus and limit its scope as follows:

- Only consider local roads within a one block radius of a BIA;
- Exclude private parking that is not publicly accessible, such as residential driveways; and
- Exclude unfinished developments.

### ***Recommended deliverables for a parking study***

At minimum, the study requested by CQ 3-2021 should include a parking inventory, a parking survey and a report of its findings.

Accurate, accessible and appropriate data should be the outcome of a parking survey and inventory. This data will allow usage patterns to be identified and establish peak usage and demand levels. Establishing thoughtful, well-documented scope statements and collection parameters will help ensure the data collected remains useful in the future.

The report returning this data's analysis could also provide guidance or recommendations to address the issues identified. This could include:

- Recommended policy enhancements like:
  - Parking overflow control mechanisms for nearby local roads;
- Recommended zoning changes and data-informed parking requirements like:
  - Incentives or relief for developers providing vehicle parking alternatives; or
  - Overall management strategy, including consideration of creating a Parking Authority;
- Fee schedule and investment guidance like:
  - Market-based pricing recommendations;
  - Time-of-day variables for pricing;
  - Equipment recommendations; or
  - Re-investment strategy for revenues.

### **Next steps**

Administration does not recommend pursuing the requested traffic studies at this time.

Should Council wish to undertake a parking study of Windsor's nine BIAs, Administration recommends delaying the proposed studies until the impacts of the current pandemic have stabilized and their ramifications are better understood.

### **Risk Analysis:**

Administration's current staffing levels present major financial, operational and reputational challenges to delivering a parking study of Windsor's nine Business Improvement Areas. For City staff to complete the study requested internally, significant additional personnel will need to be secured. Traffic Operations' existing staff complement can deliver data that is already routinely collected, such as traffic speeds and counts, but does not include professionals with capacity and expertise to interpret or review this data beyond current processes. Traffic Operations' ability to fulfil any new data requests associated with a parking study is limited and will depend on the scope and extent of data requested.

While Transportation Planning has performed less complex parking studies in the past, these studies examined specific, smaller areas with much lower parking turnover rates. At current staffing levels, performing the studies as requested by CQ 3-2021 would consume all service area resources for months, significantly impacting their ability to



perform other important duties like assessing new development applications or undertaking traffic calming studies.

To address these staffing-related risks, Administration recommends securing a consultant with experience in parking study design and execution. A consultant with this expertise should be able to return a robust and timely study as well as an accompanying analysis report that meets the City's needs. An outside consultant will also mitigate reputational concerns about data bias by designing the survey and collecting associated data as an objective, qualified third party. For best results, resourcing should also be provided to allow at least one dedicated City staff member to oversee the consultant's progress, liaise with other departments, vet recommendations, and manage public and stakeholder consultation.

A lack of participation from private land owners presents an unavoidable risk to the completeness and quality of any data returned by a parking study. Whether performed by City staff or an outside consultant, undertaking a comprehensive parking study will require the cooperation of businesses and land owners within the subject area in order to survey publicly-accessible but privately owned parking that cannot be viewed from the roadway like surface lots or parking garages. Neither the City nor an outside consultant can compel private landowners to allow survey staff to enter their property, which could limit the ability of the survey to accurately record off-street parking capacity inclusive of private lots, impacting the accuracy of analyses based on it. While this risk can be mitigated with stakeholder consultation and education, it cannot be avoided and must be tolerated.

Because of the ongoing COVID-19 pandemic, patterns of driver behaviour, parking usage and business environments in Windsor's BIAs are all unrepresentative of typical usage. Performing a parking study during pandemic conditions will likely result in data that is not representative of either previous understandings of "normal" demand nor a future "new normal" that considers the impact of fully remote or hybrid work-from-home transportation patterns. Decisions based off anomalous data could result in calculation errors and inaccurate predictions, significantly undermining the usefulness of any data gathered or insight delivered. If Council wishes to undertake these studies, delaying their undertaking to a time when usage patterns are more stable and the data collected more reliable will significantly off-set these risks.

### **Climate Change Risks:**

#### **Climate Change Mitigation**

Parking policies can have significant implications for greenhouse gas production. Constructing off-street parking lots produces greenhouse gas emissions both through the machinery required to level and pave land for parking as well as the materials employed to construct it like asphalt and concrete. In addition to the greenhouse gases associated with the construction of off-street parking lots, drivers "cruising" for parking will spend more time on roadways looking for spots, aggravating congestion and increasing emissions produced by themselves as well as other drivers who must slow down behind them as they search. Applying transportation demand management strategies can help minimize the impacts of drivers searching for parking by ensuring

that parking facilities are sufficient for the areas they serve and appropriately priced to ensure parking is available for those who opt to drive a personal vehicle.

Conversely, active transportation modes of travel like walking, cycling, or transit contribute to an overall decrease in greenhouse gas emissions. Active transportation modes consume little (e.g. transit) or no (e.g. walking, cycling) fossil fuels to complete a trip and also mitigate the production of greenhouse gases by displacing private vehicle trips that burn fossil fuels.

If Council requests parking studies that align with the TDM strategy proposed in the Active Transportation Master Plan approved by Council, substantial mitigation of greenhouse gases may be possible. Structured appropriately and gathered routinely, parking data can allow the City to develop and price parking resources to both increase the number of trips within the city that use low- or no-emission active transportation methods and ensure that an appropriate number of parking spaces are available.

### **Climate Change Adaptation**

Creating off-street parking lots could increase the vulnerability of surrounding areas to climate change impacts like urban heat and flooding. Should Council choose to perform the parking studies requested by this CQ, and should those studies recommend the creation of additional off-street lots, particular care will need to be given to ensure that the design of new off-street lots does not exacerbate existing heat and flooding issues associated with their location.

### **Financial Matters:**

There are no financial implications associated with receiving this report for information.

A basic parking study, parking inventory and associated report will require funding of approximately \$200,000. More robust data collection, which would be required to support transportation demand strategies like those recommended in the City's Active Transportation Master Plan, could cost significantly more depending on the data and methodology required. No funding is currently set aside for either a basic or enhanced parking study.

### **Consultations:**

Kevin Alexander, Senior Planner III – Special Projects

Greg Atkinson, Senior Planner III – Special Projects

Cindy Becker, Financial Planning Administrator

Josie Gualtieri, Financial Planning Administrator

Natasha Gabbana, Manager of Performance Management and Business Case Development

Karina Richters, Supervisor of Environmental Sustainability and Climate Change

**Conclusion:**

On- and off-street parking in and near BIAs is currently guided by policies that are in agreement about the scope, form and funding of surface parking lots. Before pursuing land acquisitions to construct new parking facilities, extensive further study should be completed to ensure that any off-street lots constructed are appropriate solutions for the areas they will serve. Performing a parking inventory and study, implementing its findings and regularly reviewing the outcome of those changes is a key strategy of the ATMP; however, current staffing and funding levels limit departmental capacity and an outside consultant may be required. Should Council wish to undertake the studies requested by CQ 3-2021, a funding source and budget must be identified before Administration can investigate this request further. Administration recommends delaying the proposed studies until the impacts of the current pandemic have stabilized and their ramifications are better understood.

**Planning Act Matters:**

N/A

**Approvals:**

Name	Title
Shawna Boakes	Executive Director of Operations / Deputy City Engineer
John Revell	Chief Building Official and Executive Director of Transportation Planning
Chris Nepszy	Commissioner of Infrastructure Services
Janice Guthrie	On behalf of Commissioner of Corporate Services / Chief Financial Officer
Shelby Askin Hager	Commissioner of Legal and Legislative Services
Jason Reynar	Chief Administrative Officer

**Notifications:**

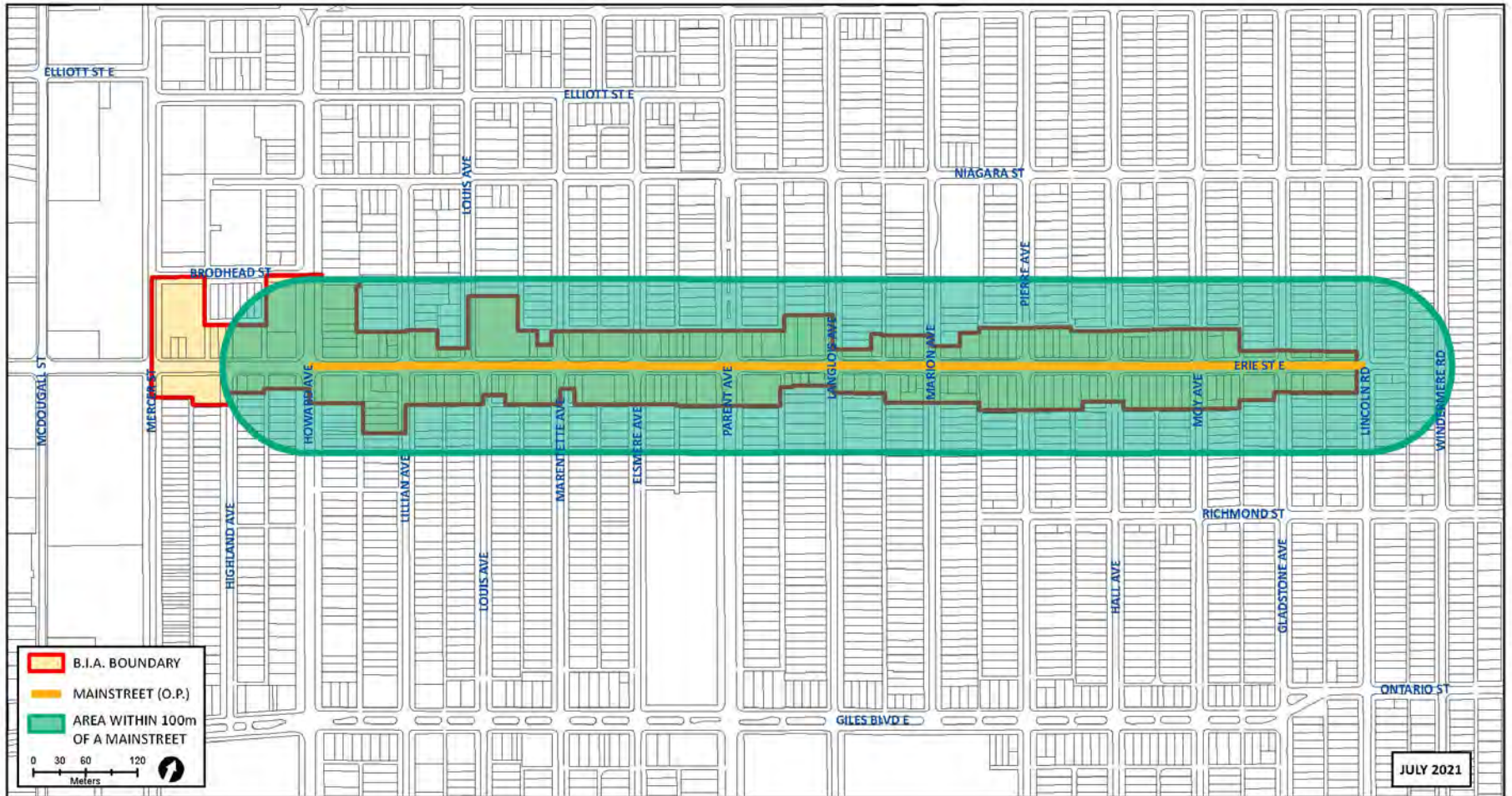
Name	Address	Email

**Appendices:**

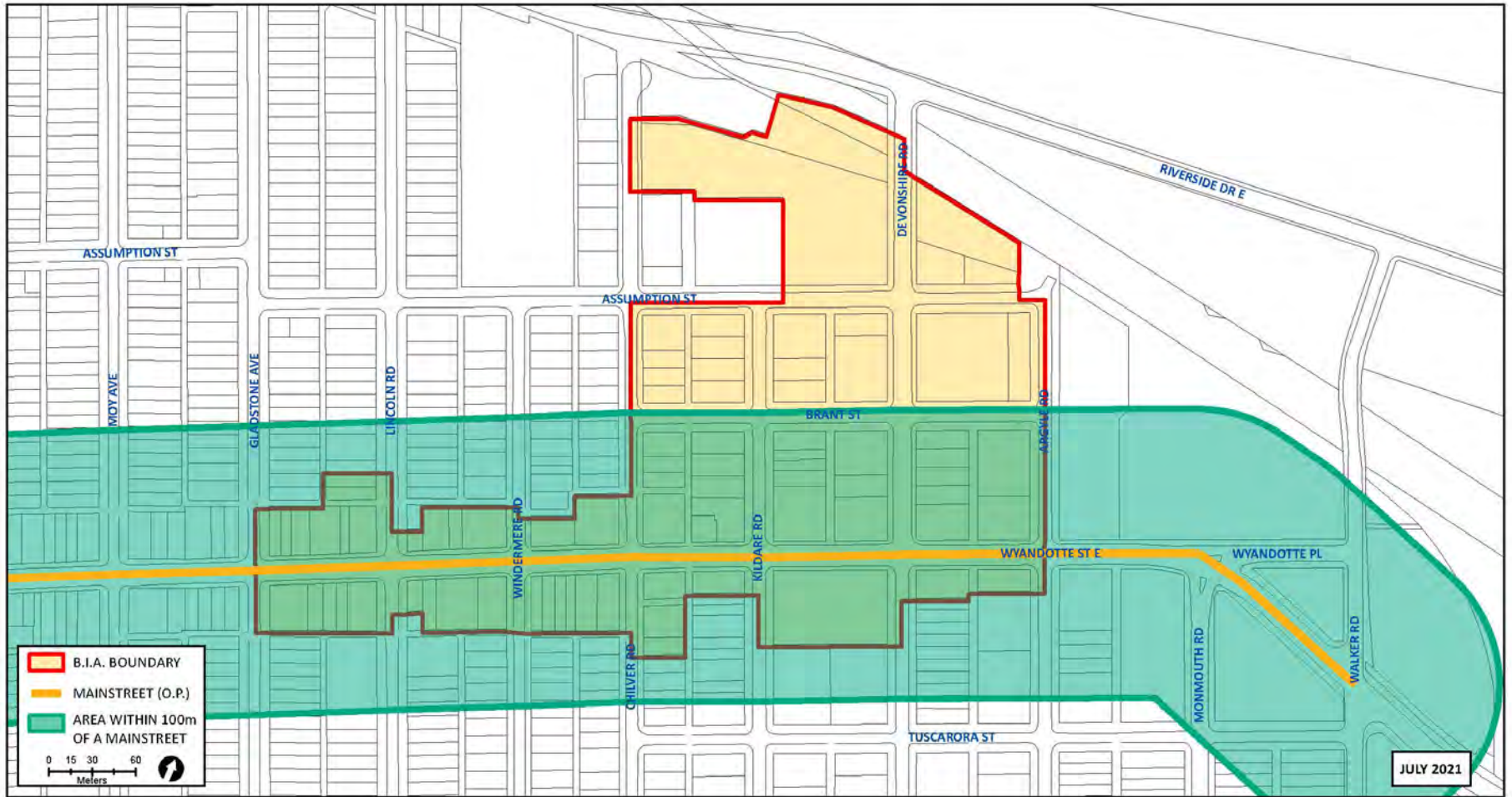
CR510/2021 from the November 15, 2021 Council Meeting

- 1 Appendix A : Illustration of overlap between Traditional Commercial Street areas and BIAs
- 2 Appendix B : Excerpt from ATMP Final Report, pages 89 and 90

# VIA ITALIA / ERIE STREET B.I.A.



# WALKERVILLE B.I.A.



### STRATEGY 3E: SUSTAINABLE PARKING AND TRANSPORTATION DEMAND MANAGEMENT STRATEGIES

As part of any successful move toward a more sustainable transportation system, cities need to consider all aspects of how to incentivize and encourage residents to get out of their personal vehicles and instead utilize public transportation, cycling, or walking as a preferred means of movement. This can include efforts to look at reducing what is often an over abundance of parking in certain areas. This will help to increase the barriers to single occupancy vehicle travel, and increase the incentives to utilize public or active transportation instead. A reduction in the availability of parking in certain areas is part of a suite of tools and policies to be considered as part of a Transportation Demand Management (TDM) Strategy. Specific tools can include the improvement of cycling and pedestrian facilities, requiring users of parking facilities to pay the actual costs of construction and maintenance without public subsidy, subsidization of transit for employee groups, and encouraging the use of flex-time schedules to reduce congestion at peak travel times.

#### **ACTION 3E.1: CONDUCT A DOWNTOWN PARKING STRATEGY AND A CITY-WIDE PARKING STRATEGY TO STUDY THE REMOVAL OF PARKING SPACE REQUIREMENTS WITHIN THE CENTRAL BUSINESS DISTRICT AND OTHER BUSINESS IMPROVEMENT AREAS AND OTHER LOCATIONS THROUGHOUT THE CITY**

The City should undertake a review of the current requirements for parking minimums on downtown developments and in other BIAs both existing and new. The removal of parking minimums can help to encourage development that is a more compact in form, and has bicycle parking facilities included in the design to offset the removal of vehicle parking spaces. Developments that are not required to include vehicle parking can also be much less costly to build, and often result in a more efficient use of space.

The City should conduct a Downtown Parking Strategy to study the removal of parking space requirements within the downtown, provided that there is sufficient public and on street parking to support proposed developments. This study will ensure that active

transportation facilities are required for all new developments in the downtown core. The City should also conduct a separate City-Wide Parking Strategy to examine parking requirements elsewhere in the City, including in BIAs.

#### **ACTION 3E.2: ESTABLISH A TRANSPORTATION DEMAND MANAGEMENT (TDM) PROGRAM TO WORK WITH LOCAL BUSINESSES TO ENCOURAGE EMPLOYEES TO USE SUSTAINABLE MODES OF TRANSPORTATION.**

This action includes the promotion of Transportation Demand Management (TDM) programs and initiatives that encourage employees to use active forms of transportation. This includes encouraging employers located in Windsor to provide amenities and benefits that help to encourage employees to travel by sustainable modes. This can include providing secure bicycle parking, showers and storage lockers, and subsidized or discounted transit passes for employees. This can also include encouraging employers to consider flexible work schedules and work from home policies,

promoting carpool and ride share arrangements, allowing for tele-commuting options, subsidizing transit fares for groups of employees, and managing on-site parking. As an example of an existing initiative, the City has a Corporate ValuPass program which benefits employees of any company that partners with Transit Windsor to provide discounted bus passes to participating staff. Once enrolled, an employee receives a 15% discount on a monthly pass.

The City should hire a full-time TDM coordinator consistent with the Transit Service Review and establish a TDM program to work with local businesses to raise awareness about the opportunities to manage transportation demand and to work with employers to develop TDM programs.

### **ACTION 3E.3: LEAD BY EXAMPLE TO ENCOURAGE AND INCENTIVIZE CITY EMPLOYEES TO WALK, CYCLE, OR TAKE TRANSIT TO WORK.**

Using similar TDM tools as those used by other employers in Windsor, the City itself should expand its efforts to encourage and motivate its own civic employees to walk, cycle, and take Transit Windsor as much as possible. Undertaking this action will help to shift many of the approximately 2,200 City of Windsor employees out of their personal vehicles into other more sustainable forms of transportation, and studies have shown that this modal shift results in improved physical and mental health, and a reduction in illness and employee absenteeism rates. Actively demonstrating a commitment to sustainable transportation through the adoption of this policy will show that the City is committed to a healthier and less polluted city, and “walks the walk” when it comes to reducing the use of single occupancy vehicles.

### **ACTION 3E.4: CONTINUE TO REVIEW PARKING RATES IN THE DOWNTOWN AND OTHER BUSINESS IMPROVEMENT AREAS TO ENCOURAGE WALKING, CYCLING, AND TRANSIT USAGE.**

TDM strategies often include an examination of pay parking rates in the downtown cores and other built up areas of urban centres to ensure that they are priced appropriately, and act as a deterrent to driving a personal vehicle, while also encouraging the use of public and active transportation. The City should undertake a regular review of parking rates and transportation patterns in the downtown and other BIAs to ensure that these prices serve to promote the use of other forms of transportation.

**CITY HALL  
WINDSOR, ONTARIO  
N9A 6S1**

Phone: (519)255-6211

Fax: (519)255-6868

E-mail: [clerks@citywindsor.ca](mailto:clerks@citywindsor.ca)

WEBSITE: [www.citywindsor.ca](http://www.citywindsor.ca)

**City Council  
Decision  
Monday, November 15, 2021**

Moved by: Councillor Costante  
Seconded by: Councillor Francis

Decision Number: CR510/2021

That the report of the Transportation Planning Senior Engineer and Executive Initiatives Coordinator dated March 18, 2021 entitled “Response to CQ 3-2021 Regarding Parking Assessments of Business Improvement Areas – Wards 2, 3, 4, 5 and 6” **BE REFERRED** to the 2023 Council Budget Deliberation Meeting for Council’s consideration.

Carried.

Report Number: C 36/2021  
Clerk’s File: ST2021 7.2

*Anna Ciacelli*

Deputy City Clerk/Supervisor of Council Services  
November 19, 2021

Department Distribution

Jeff Hagan	Transportation Planning Senior Engineer
Jude Malott	Executive Initiatives Coordinator
Shawna Boakes	Executive Director of Operations / Deputy City Engineer
John Revell	Chief Building Official / Executive Director of Transportation Planning
Chris Nepszy	Commissioner, Infrastructure Services
Janice Guthrie	Deputy Treasurer, Taxation, Treasury & Financial Projects
Joe Mancina	Commissioner, Corporate Services / Chief Financial Officer / City Treasurer
Shelby Askin Hager	Commissioner, Legal & Legislative Services
Tony Ardovini	Deputy Treasurer, Financial Planning





## OFFICE OF THE CITY CLERK COUNCIL SERVICES

Phone: (519)255-6211

CITY HALL  
WINDSOR, ONTARIO  
N9A 6S1

Fax: (519)255-6868

E-mail: [clerks@citywindsor.ca](mailto:clerks@citywindsor.ca)

WEBSITE: [www.citywindsor.ca](http://www.citywindsor.ca)

---

Melissa Osborne	Senior Manager of Asset Planning
Sandra Gebauer	Council Assistant
William Foot	Council Assistant
Jason Reynar	Chief Administrative Officer

External Distribution

**Subject: 2023 Operating Budget Report - City Wide**

**Reference:**

Date to Council: April 3, 2023  
Author: David Soave  
Manager, Operating Budget Development & Control  
519-255-6100 Ext. 1911  
dsoave@citywindsor.ca  
Financial Planning  
Report Date: 3/3/2023  
Clerk's File #: AF/14372

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

**Recommendation:**

That City Council **APPROVE** the 2023 recommended operating budget which is reflective of an overall property tax levy increase of 4.59% (inclusive of a 2.38% increase for City Departments, 1.05% for Agencies, Boards & Committees (ABC's) and 1.16% for the previously approved Asset Management Plan (AMP), as detailed in this report and subject to any further amendments that may be required and which are approved by City Council; and,

That contingent upon approval of the 2023 Recommended Budget, one-time funding estimated at \$5,870,283 (plus or minus any amounts related to Council changes to the recommended budget) **BE APPROVED** from the specific Reserve Funds as detailed in this report; and,

That contingent upon approval of the 2023 Recommended Budget, that an estimated one-time amount of \$7,453,000 **BE APPROVED** for projected 2023 COVID-19 pressures as detailed in this report and that administration be authorized to seek additional senior level government relief funding and continue with ongoing mitigation measures to address such one time costs; and,

That the updated Long Term Debt Forecast as detailed in this report **BE RECEIVED** for information; and,

That the 2023 Schedule of Fees detailed in Section 5 of the budget document, Appendix D: 2023 User Fee Schedule, **BE APPROVED**; and,

That the Fees & Charges Bylaw of record **BE AMENDED** to reflect the 2023 Schedule of Fees; and,

That the necessary bylaws **BE PRESENTED** for Council’s approval in support of the adoption of the 2023 Operating Budget; and,

That Council **APPROVE** the required transfers to and from various funds in accordance with the 2023 Approved Budget; and,

That the CFO & City Treasurer **BE AUTHORIZED** to process budget adjustments during the fiscal year, which do not change the overall approved property tax levy.

**Executive Summary:**

The Operating Budget Review Committee (OBRC) is recommending an operating budget for the 2023 fiscal year with a property tax levy impact totalling \$20,089,341, which is reflective of a 4.59% impact on the overall property tax levy as set out below:

	2023 Levy \$ Impact	2023 Levy % Impact
City Departments	\$10,423,156	2.38%
Agencies, Boards & Committees (ABC’s)	\$4,584,269	1.05%
Asset Management Plan (AMP)	\$5,081,916	1.16%
<b>Total</b>	<b>\$20,089,341</b>	<b>4.59%</b>

City departments have brought forward a budget inclusive of \$22,626,486 of cost pressures, which have been partially offset by expenditure reductions and revenue increases totalling (\$12,203,330) for a net impact of \$10,423,156.

The request from the ABC’s reflected in the budget documents is an increase of \$4,584,269, which has an impact of 1.05% to the overall property tax levy. It should be noted that the overall increase based on the submissions from ABC’s is a year over year increase of 3.5% of their combined budgets.

A property tax levy increase totalling \$5,081,916 for the previously approved Asset Management Plan (AMP), which is reflective of a 1.16% increase to the overall tax levy, has been included in the 2023 budget.

Notwithstanding any changes which council may choose to make to the proposed OBRC recommendations, these noted amounts result in an **overall property tax levy impact of 4.59%**.

Since the OBRC meetings and at the time of writing this report, several additional budget pressures have materialized that have increased the overall property tax levy by \$1.9M to 5.02%. The additional items are as follows:

1. Land Ambulance Costs beyond January 2023 OBRC Estimate \$858,200
2. Transit Provincial Gas Tax Funding Reduction for 2023/2024 \$209,322

3. Cyber Insurance Coverage Increased Cost	\$ 96,480
4. Engineering Development – Organizational Restructure	\$270,994
5. Per Diem Rate Increase for Residential Services Homes Program	<u>\$450,000</u>
Total Budget Levy Impact	\$1,884,996
6. BSR Funding for Paul Martin Building Maintenance not to exceed	\$246,240

Administration will bring forward any additional items, including possible options to reduce the 2023 Budget and property tax levy impacts during budget deliberations.

It is not the intention, through this budget report, to bring forward for consideration any changes in the tax burden as a result of assessment changes or tax policy decisions. Those changes will be separately reported to Council at a later date.

As previously communicated to City Council, the multiple years of holding the line on property taxes has resulted in significant cumulative savings accruing to taxpayers over the years and has provided for ongoing and continued future annual savings to continue. Even with the modest increases approved from 2017 to 2022, those cumulative savings have continued and are now estimated cumulatively to approximate \$1.06 Billion in total (2008-2022) with ongoing annual future savings expected to be in the range of \$106 Million each year. Essentially this continues to illustrate that even with modest inflationary-based increases, that after multiple years of holding the line on taxes, the overall Property Tax Levy remains well below most of our peers and hence results in continued savings to our taxpayers.

As a result of the global pandemic, the 2021 through 2023 budgets have presented new and unprecedented challenges. Given this new reality and the significant negative financial impacts to the City, Administration undertook a very detailed review of the 2023 budget submissions with enhanced scrutiny of all expenditure lines. As such, Administration has brought forward a reasonable and fiscally responsible budget that ensures the preservation of the important services currently being provided to the community while at the same time balancing the need for very limited enhancements or increases only where deemed absolutely necessary. While challenges continue in balancing the fiscal realities we face with the various municipal pressures and service enhancements that residents and Council desire, the OBRC has brought forward a lean and well-balanced budget for 2023 recognizing however that the post pandemic periods beyond 2023 will continue to place further and expanded challenges and pressures on the municipal budgeting process.

**The 2023 recommended budget achieves a reasonable balance between fiscal restraint and the desire to maintain or improve the levels and quality of services to our citizens with due consideration to the unprecedented impacts brought upon us as a result of the global pandemic and other macro economic circumstances.**

## Background:

At its meeting of May 9, 2022, City Council received a report from the CFO & City Treasurer entitled **2023 Proposed Budget Process and Timelines**. In that report, City Council was asked to provide direction to Administration with respect to Council's priorities relative to the development of the 2023 Budget, including fiscal goals and any desired increases or decreases to service levels.

Through Decision Number: CR203/2022, City Council approved the following motions:

*That the report of the Chief Financial Officer & City Treasurer dated May 9, 2022 regarding the 2023 Proposed Budget Process & Timeline **BE RECEIVED** for information; and,*

*That Council **APPROVE** the Operating & Capital Budget timelines for the development of the 2023 Operating & Capital budgets as outlined in Table A (Operating & Capital Budget Timeline) of this report; and,*

*That Administration **BE DIRECTED** to bring forward a 2023 Operating Budget that provides options to meet Council's fiscal targets status quo from the 2022 Budget Deliberation process with a 0% tax increase option along with 5% departmental reduction targets being brought forward for each department and that this also apply to all City Agencies, Boards, and Commissions (ABCs); and,*

*That City Council **CONFIRMS** that Administration is to develop the 2023 10-year Capital Budget based on current funding level projections, inclusive of the operational (tax levy based) transfers to capital being maintained at current 2022 levels; and further,*

*That City Council **APPROVE** the transfer of up to \$10,000 from the Budget Stabilization Reserve (BSR) for costs associated with the upgrade of the corporate budget development software (Questica); and further,*

*That Administration **BE DIRECTED** to continuously review best practices related to public engagement and provide those findings to Council in 2023.*

Through Decision Number: CR204/2022, City Council approved the following motions:

*That Administration **BE REQUESTED** to bring back recommendations for budget engagement tools for the 2023 Budget Deliberation process for Council's consideration.*

At its meeting of August 8, 2022, City Council received a report from the CFO & City Treasurer entitled **2023 Budget Process - Public Engagement**. In that report, City Council was asked to approve the use of Balancing Act public engagement software to engage the public in the 2023 budget development process.

Through Decision Number: CR348/2022, City Council approved the following motions:

*That the report of the Manager of Operating Budget Development & Control dated July 21, 2022 entitled “2023 Budget Process - Public Engagement - City Wide” **BE RECEIVED** for information; and further,*

*That City Council **APPROVE** an amount of up to \$16,000 to be funded from the Budget Stabilization Reserve (BSR) to renew the subscription cost for the Balancing Act Software Solution.*

At its meeting of December 12, 2022, City Council received a report from the CFO & City Treasurer entitled **2023 Budget Process Update**. In that report, City Council was asked to approve amended timelines and the formation of an Operating Budget Review Committee (OBRC) of City Council.

Through Decision Number: CR516/2022, City Council approved the following motions:

*That the report of the Chief Financial Officer & City Treasurer dated December 12, 2022 regarding the 2023 Budget Process Update **BE RECEIVED** for information; and,*

*That City Council **APPROVE** the Operating & Capital Budget amended timelines for the 2023 Operating & Capital budgets as outlined in Table A (Operating & Capital Budget Timeline) of this report; and,*

*That City Council **APPROVE** the formation of an Operating Budget Review Committee, with participation available to all members of City Council, in order to conduct a detailed review of the preliminary 2023 Operating Budget estimates as prepared by Administration and to provide further direction relative to the Committee’s recommended budget for submission to City Council for the 2023 budget deliberations.*

On January 26, 2023, the Operating Budget Review Committee unanimously passed the following motion:

*“That the “Operating Budget Review Committee Potential Reduction Options for Consideration” document dated January 26, 2023, that delineates a total reduction in the amount of \$2,813,994 (to 4.59%) attached as Appendix “A” **BE APPROVED.**”*

## Discussion:

### Administration Direction

#### *City Departments*

Following the above resolutions, the Chief Financial Officer & City Treasurer provided the direction to City Departments to develop their operating budget issues and capital budget requests based on CLT guidance. The results of service reviews being undertaken by several areas also informed the 2023 Budget submissions. For 2023, climate change mitigation and adaptation considerations were further incorporated into the capital budget process and Asset Planning staff supported departments as they considered their capital projects through a climate lens.

All City departments were also required to develop reduction options to offset any 2023 budget increases they put forward, along with the City Council mandated reduction options based on 5% of the previous year's net budget (previously 10%). This exercise was intended to provide City Council with reduction options to achieve their fiscal target. There was also an opportunity to add service enhancements with the concurrence of the respective CLT member.

**It should be noted that all City Departments were successful in submitting options to achieve 5% reductions in their service areas in compliance with the CFO's directive.**

#### *Agencies, Boards & Committees (ABC's)*

The Chief Financial Officer & City Treasurer provided the following direction to the Agencies, Boards & Committees (ABC's):

*"The City of Windsor has commenced its annual budget development process and is asking that you provide your 2023 budget request. As in prior years, City Administration has endeavoured to develop a budget, which minimizes an increase to the current tax levy requirement.*

*In order to assist the City of Windsor in this effort, and through City's Council's endorsement, we ask that your 2023 budget request from the City of Windsor for the next fiscal year be for an amount no greater than your approved 2022 amount."*

In the case of City Funded ABC's, all complied with administration's direction to hold the line on their budget request except for the following:

Agency, Board, Committee	% Increase Over Prior Year Budget	\$ Increase Over Prior Year Budget
Arts Council Windsor & Region	66.7%	\$10,000
Handi Transit	15.0%	\$164,707
Windsor Essex Housing Corporation	10.7%	\$1,470,000
Essex Region Conservation Authority	6.3%	\$111,193
Invest Windsor Essex	5.8%	\$75,000
Essex-Windsor Emergency Medical Services (EMS)	4.0%	\$500,000
Windsor Police Services	2.3%	\$2,186,452
Windsor-Essex Health Unit	1.8%	\$66,917
<b>Total</b>	<b>3.5%</b>	<b>\$4,584,269</b>

The total increase for the above-noted ABC's is \$4,584,269. All ABC's were requested to provide financial information, including details with respect to any surplus or reserve funds and the intended use of such funds. This information can be found in each ABC's respective submission in the Agencies, Boards & Committees document. The Essex-Windsor EMS budget request was a City estimate.

### Operating Budget Documents

The 2023 Recommended Operating Budget will be available to the public through the City's website and other social media, and will include the following documents:

1. **Operating Budget Binder:** Includes this operating budget report and the following appendices:

**Appendix A: Executive Summary:** *In an effort to summarize the recommended changes to the Operating Budget, Administration has provided, as in prior years, an executive summary that outlines, in a summarized manner, the increases and decreases that were considered in the development of the budget and acts as a guide to reviewing the Budget Issue Details. This appendix will also provide a priority listing of recommended and not recommended budget changes, along with a brief description of the associated impact of accepting or not accepting the proposed budget change (Executive Summary Category Definitions are provided below).*

**Appendix B: 2023 Operating Budget Summary (Recommended Issues)**

**Appendix C: 2023 Operating Budget Summary (Not Recommended Issues)**

**Appendix D: 2023 User Fee Schedule**

2. **Budget Issue Detail:** Includes information outlining the details of each budget issue including financial impacts, assessment of risks, FTE impacts, etc.



3. **Agencies, Boards & Committees:** Includes the budget details relative to various Agencies, Boards and Committees including organizational mission, organizational chart, budget line item details, prior year accomplishments, etc.

It should also be noted that Supplemental Documents have been prepared to support Council's review of the budget, inclusive of 2022 approved budgets and staffing levels, along with the MBNC performance reports provided to the Operating Budget Review Committee (OBRC) in January are also available on the City's website for public viewing.

### ***Executive Summary Category Definitions***

The **RECOMMENDED** budget increases and reductions are summarized in departmental format for Council's consideration (Section 3: Appendix B of this report).

- **Section A – Recommended Preapprovals & Pressures with Little or No Council Discretion**

This section outlines increases that are either Council pre-approvals or pressures where there exists little to no Council discretion. These increases include items that were previously approved by Council as corporate priorities, or represent increases that must be funded in order to continue municipal operations at existing service levels. In many cases, these increases are contractual or legislative in nature.

- **Section B – Highest Priority Budget Increases Recommended by Administration**

These increases are considered by Administration to be the highest priority budget items. They are recommended and strongly supported by Administration in order to achieve efficiencies identified by the Departments as part of their annual budget review and/or to avoid significant deterioration to services. In the majority of cases, the increases have been identified as priorities that are required to maintain existing services at current levels such that without these priority increases, services would be impacted. In addition, recognizing the changing and increased workload being faced throughout the organization as a result of the improved economy, there are additional positions being proposed in this section; the majority of these expenditures have dedicated recoveries that result in a net zero impact to the property tax levy but provide significant gains in terms of efficiency and service output to the public.

- **Section C – Priority Budget Increases Recommended by Administration to Maintain or Improve Service Levels**

Increases identified in this section are priority budget items that are recommended by Administration in order to not only maintain, but also stabilize and improve key core services to the public. The budget and staffing increases in this section provide dedicated funding for existing services or are intended to fund new initiatives that provide a net benefit to the community.

- **Section D – Reductions Recommended by Administration**

This section outlines the recommended reductions that have been thoroughly assessed to ensure they will have **zero or very little impact** on existing services if

accepted. In some cases, the reductions represent new or increased revenues/fees, either from internal recoveries or from user pay increases, or from higher expected volumes. The full details of all fee adjustments/introductions being proposed for 2023 are detailed in the budget binder, Section 5 - Appendix D: 2023 User Fee Schedule.

The **NOT RECOMMENDED** budget increases and reductions are summarized in departmental format for Council's consideration (Section 4: Appendix C of this report).

- **Section F – Other Reduction Options Identified That Could Be Used to Achieve 0% Overall Tax Levy Increase**

Section F includes additional reduction options for City Council to consider if there is a desire to further reduce the total tax levy. **Administration does not recommend** these reductions as they would have significant impact on municipal services.

- **Section G – Worthwhile Enhancements Brought Forward by Departments - Not Recommended by Administration Due to Council's Directives Relative to Fiscal Restraint**

Additional Service Enhancements can be found in Section G. Despite the connotation surrounding 'enhancement', many of these funding requests reflect increases that are being requested by Administration in order to properly and adequately provide services that are expected of the departments. As the service enhancement requests represent new funding requirements, and given the limited flexibility related to funding, they were unable to be included in the current budget recommendations; however, they are being provided to Council for information and further consideration as council may deem appropriate. As indicated earlier in this report, many of these items represent investments that will assist in continuing to provide valued services to our residents, but cannot be accommodated within the existing budget. These items will continue to place continued pressure on future budgets and hence will require Administration and Council's continued pursuit of innovative funding options, including generating alternative revenue, in order to manage the financial impacts to the City's budget in the long term.

## **Supplementary Budget Reports**

As in previous years, the 2023 Budget Agenda will contain Council reports that have been referred to the 2023 Budget Deliberations by either City Council or a Standing Committee. In addition, the agenda will also include other reports that supplement the budget documents. These reports should be reviewed in conjunction with the full budget documents.

## Public Engagement

The 2023 budget process has provided an opportunity for public input during the various City Council meetings, through the following reports:

*May 9, 2022 – 2023 Proposed Budget Process and Timeline*  
*August 8, 2022 – 2023 Budget Process – Public Engagement*  
*December 12, 2022 – 2023 Budget Process Update*

In lieu of the municipal election held this past fall, annual ward meetings were not held, however, as communicated in the August 8<sup>th</sup> report related to public engagement, many opportunities occur over the course of the City's day-to-day operations on multiple issues. Departments engage residents in many public consultation sessions to deal with various municipal matters. Public feedback helps to guide Council as they prioritize service level decisions during municipal budget deliberations. These opportunities are extremely valuable as they provide guidance as it relates to the annual budget development process.

### ***Public Engagement Tools***

On Tuesday, November 22<sup>nd</sup>, the City launched three public engagement tools designed to allow residents the opportunity to provide feedback to Council and Administration in advance of the City's 2023 budget deliberations and to help residents understand how their tax dollars are spent.

The first tool, the **Budget Simulator** allows residents to adjust Windsor's 2022 Approved Property Tax Funded Operating Budget by increasing, decreasing, or maintaining spending for various city services. This tool provides an excellent opportunity for residents to let Council know what their spending priorities are while experiencing the careful considerations that go into balancing the budget. In addition, residents were able to provide comments related to their choices for the various municipal services. Not unlike the previous year, common responses included decreasing spending on internal services that do not directly impact the community (e.g. finance, human resources, legal, etc.) and increasing services that do directly impact the community (e.g. social and children services, health & safety and roads).

The second tool, the **Tax Receipt Generator**, allows residents to input their 2022 municipal property taxes in order to generate an estimated tax receipt, based on the 2022 approved net property tax funded budget to show a breakdown of how their tax dollars are spent. The table below shows an example of the output received for the average municipal property taxes paid by residents of the City of Windsor totalling \$3,400. This module is meant to be an educational tool for residents to allow them to better understand the costs of city services.

CITY OF WINDSOR PROPERTY TAX RECEIPT  
(\$3,400 PROPERTY TAXES PAID)

Police Services	\$692.98	Human & Health Services	\$368.55
Fire & Emergency Services	\$449.59	<i>Social Housing</i>	\$178.28
<i>Fire &amp; Rescue</i>	\$361.13	<i>Long Term Care</i>	\$60.47
<i>Land Ambulance</i>	\$88.46	<i>Health Services</i>	\$56.75
Capital Projects & Reserve Funding	\$412.17	<i>Employment &amp; Social Services</i>	\$54.23
Payments to School Boards	\$405.23	<i>Children Services</i>	\$18.82
Community Services	\$401.74	General Corporate Support	\$183.38
<i>Parks &amp; Forestry</i>	\$149.89	<i>Legal</i>	\$48.72
<i>Recreation &amp; Culture</i>	\$100.38	<i>Finance</i>	\$47.48
<i>Facilities Management</i>	\$68.13	<i>Human Resources</i>	\$45.26
<i>Libraries</i>	\$59.45	<i>City Clerks Office</i>	\$24.17
<i>Communications</i>	\$23.89	<i>City Council &amp; Mayor's Office</i>	\$9.87
Infrastructure Services	\$377.55	<i>Chief Administrative Office</i>	\$7.88
<i>Roads &amp; Infrastructure</i>	\$136.06	Economic Development & Innovation	\$108.81
<i>Transit Services</i>	\$125.19	<i>Information Technology</i>	\$52.64
<i>Environmental Services</i>	\$97.90	<i>Planning Services</i>	\$22.69
<i>Engineering Services</i>	\$18.40	<i>Economic Development</i>	\$18.98
		<i>Building Services</i>	\$14.50
		<hr/>	
		<i>Total</i>	\$3,400.00
		<hr/> <hr/>	

The third tool, which is new for the 2023 budget process, is the **Prioritize** module that solicits taxpayer preferences on various capital projects and other initiatives of importance. It goes beyond a simple survey as it allows the users to make selections and then rank their preferences. The resulting data provides a deeper insight into the priorities of the residents as it relates to competing capital funding and corporate initiatives. Its user-friendly design and simplicity is an attractive addition to the overall public engagement tools offered through Balancing Act.

This tool is an enhancement to the public engagement opportunities made available to the public during the 2023 budget development process as it incorporates the capital budget and encourages the public's feedback relative to the projects that are important to them.

All three public engagement tools were available to the public from Tuesday, November 22<sup>nd</sup> to Friday, January 6<sup>th</sup> (7 weeks).

## **Additional Public Engagement**

The 2023 budget development process will also allow the public to provide input to their Councillors and Administration after the recommended budget is made public in March and finally on April 3<sup>rd</sup> during Council's 2023 budget deliberations. To facilitate the review of the documents prior to budget deliberations, the budget will be publicly released on Monday, March 13, 2023. Once released, the 2023 Budget Documents will be available for viewing through the City's website at [www.citywindsor.ca/cityhall/Budget](http://www.citywindsor.ca/cityhall/Budget).

### **Administrative Review**

In conjunction with their Commissioner, each City Department prepared preliminary budget options based on Council's directive. In late September of 2022 (September 26<sup>th</sup> to September 29<sup>th</sup>), the Executive Directors & Senior Managers met with the members of the Corporate Leadership Team and the Financial Planning team to review the impacts of the various budget options put forth with a focus on providing a draft recommended budget to Council. Administration worked hard to consider alternatives and focus on priorities required to achieve a reasonable recommended budget.

**Administration was able to prepare a 2023 Recommended Operating Budget, with an overall property tax levy impact of 5.23% broken down as follows:**

<i>City Departments</i>	<i>\$13,237,150</i>	<i>3.02%</i>
<i>Agencies, Boards &amp; Committees</i>	<i>\$4,584,269</i>	<i>1.05%</i>
<i>Previously Approved Asset Management Plan (AMP)</i>	<i>\$5,081,916</i>	<i>1.16%</i>
<b>Total: Administrative Recommended Budget</b>	<b>\$22,903,335</b>	<b>5.23%</b>

As noted in the table above, the 2023 Operating Budget recommended by Administration reflects a net municipal property tax levy requirement totalling \$22,903,335 over the prior year's levy resulting in an overall 5.23% property tax levy increase. Included in this recommendation: a \$13,237,150 or 3.02% increase related to City Departments, a \$4,584,269 or 1.05% increase related to Agencies, Boards & Committees (ABC's), and a \$5,081,916 or 1.16% increase related to the previously approved Asset Management Plan (AMP).

### **Operating Budget Review Committee (OBRC)**

Through a report entitled "2023 Budget Process Update" provided to City Council on December 12, 2022 and approved through Decision Number: CR516/2022, City Council approved the following motion:

*"That City Council **APPROVE** the formation of an Operating Budget Review Committee, with participation available to all members of City Council, in order to conduct a detailed review of the preliminary 2023 Operating Budget estimates as prepared by Administration and to provide further direction relative to the*

*Committee’s recommended budget for submission to City Council for the 2023 budget deliberations.”*

In January of 2023, a committee of Council comprised of all 10 City Councillors was struck for the above noted purpose. The newly created Operating Budget Review Committee (OBRC) subsequently met in late January of 2023 (January 23<sup>rd</sup> to January 26<sup>th</sup>) to conduct a thorough review of the 2023 departmental budget submissions and Administrative recommendations.

The OBRC reviewed the departmental budget issues, department by department, and voted on additional cost savings measures. Through this participatory budget process, chaired by Ward 1 Councillor Fred Francis, Councillors voted and approved savings measures that brought the proposed tax levy increase down from 5.23% to 4.59%.

***The OBRC approved a 2023 Recommended Operating Budget, with an overall property tax levy impact of 4.59% broken down as follows:***

<i>City Departments</i>	<i>\$10,423,156</i>	<i>2.38%</i>
<i>Agencies, Boards &amp; Committees</i>	<i>\$4,584,269</i>	<i>1.05%</i>
<i>Previously Approved Asset Management Plan (AMP)</i>	<i>\$5,081,916</i>	<i>1.16%</i>
<b><i>Total: Administrative Recommended Budget</i></b>	<b><i>\$20,089,341</i></b>	<b><i>4.59%</i></b>

As noted in the table above, the 2023 Operating Budget recommended by the OBRC reflects a net municipal property tax levy requirement totalling \$20,089,341 over the prior year’s levy resulting in an overall 4.59% property tax levy increase. Included in this recommendation: a \$10,423,156 or 2.38% increase related to City Departments, a \$4,584,269 or 1.05% increase related to Agencies, Boards & Committees (ABC’s), and a \$5,081,916 or 1.16% increase related to the previously approved Asset Management Plan (AMP).

Since the OBRC meetings and at the time of writing this report, several additional budget pressures have been identified that have increased the overall property tax levy by \$1.9M to 5.02%. The additional items are as follows:

- |   |                  |
|---|------------------|
| 1. Land Ambulance Costs beyond January 2023 OBRC Estimate         | \$858,200        |
| 2. Transit Provincial Gas Tax Funding Reduction for 2023/2024     | \$209,322        |
| 3. Cyber Insurance Coverage Increased Cost                        | \$ 96,480        |
| 4. Engineering Development – Organizational Restructure           | \$270,994        |
| 5. Per Diem Rate Increase for Residential Services Homes Program  | <u>\$450,000</u> |
| Total Budget Levy Impact  | \$1,884,996      |
| 6. BSR Funding for Paul Martin Building Maintenance not to exceed | \$246,240        |

Administration continues to closely monitor these changes and will bring forward any additional items, including possible options to reduce the 2023 Budget and property tax levy impacts during the budget deliberations.

## **Property Tax Implications**

It should be noted that the final change in property taxes for individual taxpayers will not be known until City Council has made a decision as it relates to the 2023 tax policies, which is typically completed after the budget has been approved. Notwithstanding that the MPAC reassessments will not be completed for 2023, inevitably, given various and ongoing changes in assessment values, there is a shifting of the tax burden between property classes and amongst individual property owners within each property class. Further, there are many other decisions in consideration of provincial tax policies, which are to be made by Council that can impact the distribution of the tax levy. Final impacts to each of the classes will not be known until the final tax policy decisions are approved by City Council in Q2 of 2023. Additionally, the taxes paid by taxpayers include an Education amount, which is mandated by the Province of Ontario.

It is not the intention, through this budget report, to bring forward for consideration any changes in tax burden as a result of assessment changes or tax policy decisions. Those changes will be separately reported to Council at a later date as noted above.

It is important to note that, as part of the Ontario Economic Outlook and Fiscal Review: Build Ontario, the Provincial government announced the continued postponement of the province-wide assessment update. This means that property taxes for the 2023 and 2024 taxation years will continue to be based on the January 1, 2016 valuation date. Property assessments will remain the same as they were for the 2021 tax year, unless there have been changes to the property.

## **Other Funding Sources**

In addition to the Municipal Property Tax Levy, the City budgets for three separate and distinct operations under segregated funds: **Building Permit Operations, Off-Street Parking Operations and Sewer Surcharge Operations**. The recommended budget changes and related financial impact, along with the budget issue detail outlining service impacts and risk, are detailed in the accompanying budget documents.

### ***Building Permit Operations***

The recommended Building Permit Operations budget would see an increase in the draw from this reserve totalling \$1,275,992. This is the result of the previously approved Building Services Department reorganization. The Building Permit Reserve is currently in a surplus position of \$2.6 million. Should the positive economic trends being experienced in the City continue, it is possible that building fees revenue would increase, thereby further increasing the surplus in this reserve.

### ***Off-Street Parking Operations***

The Administrative recommendation included an adjustment to the enforcement time for parking meters, which would have resulted in additional revenue totaling \$400,000; however, the Operating Budget Review Committee (OBRC) did not accept this change. The recommended Off-Street Parking Operations budget will now see an increase in its annual draw of \$36,830. The reserve is in a surplus of approximately \$2.0 million and has recently returned to a positive position primarily as a result of increased revenue levels resulting from parking rate adjustments.

### ***Sewer Surcharge Operations***

Additional information on the Sewer Surcharge, including additional funding requirements and rate information, will be provided to Council in a separate budget report.

### **Major Financial Impacts**

The Operating Budget Review Committee's (OBRC's) recommended budget for City Departments is based on the objective of continued fiscal restraint while avoiding or minimizing negative impacts on services. The Corporation has faced a number of years in which budgets were reduced and realigned, and where service efficiencies were maximized in order to continue providing core services in the most efficient and fiscally responsible manner possible.

The table below highlights Major Budget Drivers that have affected the 2023 Operating Budget. A more detailed listing of all budget issues can be found in **Appendix A: Executive Summary** of this report along with full detailed write-ups of each budget issue in the supplemental **Budget Issue Detail** document.

The primary budget drivers for City Departments are summarized as follows:



## City Departments

### ***Expenditure Increases & Revenue Reductions***

1	Pre-Approved Salary, Wages & Fringe Benefits	\$4,816,239
2	Estimated Corporate Salary & Wage Provision	\$4,800,000
3	Increase Related to Utilities	\$1,737,176
4	Battery Plant Land Acquisition Debt (Interest & Principle Payments)	\$1,383,789
5	Net Staffing Adjustments to Address Service Demands	\$1,189,272
6	Life Cycle Costing for Major Information Technology Costs	\$756,000
7	Expansion of OMERS Enrollment for Non-Full-Time Employees	\$750,000
8	Increase Waste Tonnage, Collection and Tipping Fees	\$579,900
9	Increase Streetlight Maintenance Budget for Contracted Services	\$550,000
10	Creation of Fleet Reserve for Transit Windsor	\$480,000
11	Transit Windsor Service Plan	\$465,769
12	Increase in Waste and Recycling Collection Contract Costs	\$447,234
13	Various Inflationary Pressures	\$442,192
14	Annual Equipment Reserve Contributions for Corp., Parks, Fire	\$435,000
15	Annualization of Transit Windsor Service Changes	\$392,070
16	Various Maintenance & Repair Costs	\$391,258
17	Various Pre-Approvals, Legislated & Contractual Obligations	\$333,032
18	Increased Contract Costs for the Winter Maintenance of Municipal Roads	\$302,824
19	Budget Increase for Landfill Tipping Fees and EWSWA Fixed Costs	\$300,480
20	Increase in the Corporate Contingency Budget	\$300,000
21	Transit Windsor Fuel Market Rate Increase	\$250,000
22	Increase in Insurance Premiums	\$203,608
23	Contractual Increase for Caretaking Services - Huron Lodge	\$152,473
24	Increase for Residential Snow Clearing Costs	\$150,000
25	Homelessness Annualized Budget Pressures	\$150,000
26	Canada Mortgage & Housing Corporation - Rapid Housing Initiative (RHI)	\$125,000
27	Various Miscellaneous Revenue Decreases	\$107,124
28	Parking Lots Maintenance For City Parkland	\$75,000
29	Establish Budget for Net Costs Related to Accident Repairs	\$50,000
30	Enhancement to the Corporate Training and Development Budget	\$50,000
31	Various Other Miscellaneous Expenditure Increases	\$461,046
	<b>Total Expenditure Increases &amp; Revenue Reductions</b>	<b><u>\$22,626,486</u></b>

### ***Expenditure Reductions & Revenue Increases***

32	Increase in Interest Income Revenue	(\$4,250,000)
33	Property Taxes Resulting From New Assessment Growth	(\$2,416,716)
34	Reduction in Tax Write-Off Provision	(\$1,000,000)
35	Various Miscellaneous Expenditure Decreases	(\$950,351)
36	Corporate Savings From Permanent Salary & Wage Gapping	(\$500,000)
37	Ontario Municipal Partnership Fund (OMPF) Increase	(\$423,600)
38	St. Clair College SaintsPass Revenue	(\$416,221)
39	Recovery Adjustments Related to Public Works Staff	(\$287,595)
40	Increase in Administrative Penalty Late Fee - Parking Tickets	(\$285,270)
41	Decrease in Utilities Related to District Energy	(\$283,328)
42	Annual Transit Windsor Fare Increase	(\$259,680)
43	Reduction in Legal Claims	(\$200,000)
44	Increase in County Revenue for Housing and Children's Services	(\$180,236)
45	Development Services Recoveries from Sewer Surcharge	(\$162,191)
46	Route 605, Transit Windsor Service to Amherstburg	(\$106,944)
47	Building Services User Fee Schedule Changes	(\$101,457)
48	Various Other Miscellaneous Revenue Increases	(\$379,741)
	<b>Total Expenditure Reductions &amp; Revenue Increases</b>	<b><u>(\$12,203,330)</u></b>
	<b>Total Net Impact: City Departments</b>	<b><u><u>\$10,423,156</u></u></b>

The primary budget drivers for Agencies, Boards & Committees (ABC's) are summarized as follows:

### **Agencies, Boards & Committees**

#### ***Requested Increases***

1	Windsor Police Services	\$2,186,452
2	Windsor Essex Community Housing Corporation (CHC)	\$1,470,000
3	Land Ambulance (ESTIMATE)	\$500,000
4	Handi Transit	\$164,707
5	Essex Region Conservation Authority (ERCA)	\$111,193
6	Invest Windsor Essex	\$75,000
7	Windsor Essex County Health Unit (ESTIMATE)	\$66,917
8	Arts Council of Windsor & Region	\$10,000
	<b>Total Requested Increases</b>	<b>\$4,584,269</b>

*Note: This represents a 3.5% increase over their prior year's budget.*

### **Taxation Comparisons with Other Municipalities**

The table that follows is taken from the 2022 BMA Management Inc. Municipal Study and compares Windsor's taxes to similar cities across the province for 12 types of properties in the various assessment classes.

The table shows that in 2022 Windsor's property taxes rank **below** the comparative provincial average in 9 of the 12 assessment classes reported; it is noted that in 2004 only two of Windsor's assessment classes had taxes below the provincial average:

- Residential property taxes are below average for typical average residential properties, but above average for high value (2,000 sq. ft. two storey & 3,000 sq. ft. senior executive) homes. This is attributable to Windsor's comparatively very low average residential property assessment values (approximately \$163,000 based on 2016 assessment) that require comparatively higher tax rates. The higher tax rates combined with the higher assessment values at the top end of the housing market result in relatively higher taxes on those properties. In other words, the higher end homes in Windsor, which as an established older municipality has a large stock of smaller homes, are outliers in terms of assessment value to a greater extent than in newer municipalities. Younger municipalities have a greater percentage of newer, larger homes and, therefore, the split of the total taxes among the individual properties is more homogeneous.
  
- Multi residential property taxes for both walk-up apartments and mid/high-rise apartments rank below the provincial average.
  
- Commercial properties generally rank below average, except for Motels, which are slightly above the average.

- Property taxes on industrial properties now rank below average in all categories.

As a direct result of the fiscally responsible budgets and various tax policy decisions over the past number of years, very significant progress has been made with regards to improve Windsor's relative property tax rankings.

### Comparison of Relative Tax Rates - 2022

Tax Class Comparisons – Typical Properties	Low	High	Average	Windsor
<b>Residential – Detached Bungalow</b> Based on a detached 3 bedroom, single storey home with 1.5 bathrooms and 1 car garage.	\$3,339	\$6,771	\$4,382	\$3,511
<b>Residential – Two Storey Home</b> Based on 2 storeys, 3-bedroom home with 2.5 bathrooms, two-car garage. Total area of the house is approximately 2,000 sq. ft. of living space.	\$4,460	\$8,563	\$5,506	\$6,049
<b>Residential – Senior Executive</b> Based on a detached 2 storey, 4-5 bedrooms, 3 baths, 2-car garage with approximately 3,000 sq. ft. of living space.	\$5,207	\$14,368	\$7,463	\$7,681
<b>Multi-Residential – Walk-Up Apartments</b> Multi-residential apartments containing more than 6 self-contained units, 2-4 storeys high.	\$802	\$2,311	\$1,868	\$1,542
<b>Multi-residential – Mid / High-Rise Apartment</b> Based on a multi-residential property of more than 6 self-contained units and over 4 stories high. Comparison of taxes is based on a per unit basis.	\$963	\$2,904	\$2,124	\$1,926
<b>Commercial – Office Building</b> Per square foot of gross leasable area.	\$2.58	\$4.76	\$3.58	\$2.98
<b>Commercial – Neighbourhood Shopping</b> Typically, the smallest type of centre comprised of retail tenants that cater to everyday needs such as drug stores, variety stores and hardware stores. Can vary in size from 4,000 to 10,000 sq. ft. Comparison of taxes is based on a per square foot of floor area.	\$3.43	\$6.73	\$4.84	\$3.43
<b>Commercial – Hotels</b> Taxes per suite	\$1,049	\$3,021	\$1,649	\$1,175
<b>Commercial – Motels</b> Taxes per suite	\$978	\$2,389	\$1,521	\$1,840
<b>Standard Industrial</b> Under 125,000 sq. ft. in size. Comparison of taxes based on a per square foot of floor area.	\$0.98	\$3.69	\$2.00	\$1.77
<b>Large Industrial</b> Greater than 125,000 sq. ft. Comparison of taxes based on a per square foot of floor area.	\$0.52	\$2.65	\$1.25	\$1.20
<b>Industrial Vacant Land</b> Based on taxes per acre.	\$811	\$23,068	\$10,118	\$4,506

Source: 2022 BMA Management Consulting Inc. (Ontario Municipalities with Populations > 100,000)

## Staffing Impacts

The 2023 Operating Budget includes staffing level adjustments across multiple areas and various budget issues including 24 FTE's previously approved by City Council for Building Services and Parks & Facilities. In addition, 30 FTE's are either fully or partially funded with dedicated recoveries and funding sources resulting in a minimal net impact to the tax levy. The remaining net impact of 6.5 FTE's would have an impact on the overall municipal tax levy.

## User Fee Schedule

Traditionally, most user fees have been monitored and adjusted for price changes through the annual budget process. The budget process prompts an assessment of existing fees that are subject to change. It also provides an opportunity to identify to Council where new fees are introduced, and allows the public the opportunity to provide feedback or appear as delegations during Council's deliberation of the operating budget.

The User Fee Schedule, included in the annual budget document, has been reviewed by the Financial Planning area in conjunction with the respective operating departments. As part of the annual budget development process, Administration ensures that all user fee changes have been included and explained in the departmental budget documents.

It is being recommended that the Fee & Charges Bylaw of record be amended to reflect the 2023 Schedule of Fees as detailed in Section 5 - Appendix D: 2023 User Fee Schedule of the budget binder.

## One-Time Funding

Many departmental budget issues are more appropriately funded from one-time funds rather than included as an annual base budget amount. Additionally, there are also various budget reductions that take some time to implement and therefore will not produce savings until later in 2023. As well, certain one-time expenditures are required in order to facilitate ongoing operating budget savings.

The estimated one-time funding required for the various budget issues included in the 2023 recommended budget is expected to be **\$5,870,283**. Funding available and projected within the Budget Stabilization Reserve (BSR) and other funding sources (as outlined in the table below) are sufficient to address the recommendations put forth by administration. It should be noted that if Council accepts further reductions not recommended by the Operating Budget Review Committee, there could be additional one-time funding requirements as outlined in the respective budget issue details.

A recommendation within this report seeks Council's approval for the required transfers from the Reserve Funds. The specific issues requiring one-time funding are itemized in the table below:

## 2023 Operating Budget Issues Requiring One-Time Funding

Budget Issue #	Department	Issue Description	Amount
<b><u>Budget Stabilization Reserve (BSR)</u></b>			
2023-0003	Transit Windsor	Transit Windsor Fuel Market Rate Increase	\$1,350,000
2023-0045	Corporate Accounts	Expansion of OMERS Enrollment for Non-Full-Time Employees	\$1,000,000
2023-0269	Public Works	Signs and Markings Program Changes	\$342,984
2023-0098	Public Works	Fuel Adjustments for Increased Pricing and Reduced Consumption	\$200,000
2023-0139	Communications	One-Time Funding of Two Full Time 311/211 Customer Contact Reps	\$152,895
2023-0216	Parks & Facilities	Facilities Inflationary Pressure on Maintenance Budget	\$150,000
2023-0188	Parks & Facilities	One-Time Funding For Improvements to Parks Drainage for Flood Mitigation	\$150,000
2023-0213	Parks & Facilities	One-Time Funding for Addition of One Supervisors, Facilities	\$143,412
2023-0242	Public Works	Increase in Administrative Penalty Late Fee - Parking Tickets	\$142,635
2023-0090	Human Resources	One-Time Funding for a Disability Management Specialist Position	\$121,772
2023-0153	Engineering	One-Time Funding for Waived Sidewalk Café Fees	\$113,867
2023-0308	Fire & Rescue	Addition of Three Emergency Communication Operators	\$103,025
2023-0248	Public Works	Inflationary Cost Increases for Traffic Operations Materials	\$100,000
2023-0265	Parks & Facilities	Park Structures - Roof Maintenance & Repairs	\$90,000
2023-0227	Asset Planning	One Time Funding for Temporary Energy Financial Analyst Position	\$84,656
2023-0276	Financial Planning	One-Time Funding of Financial Analyst - Parks & Recreation Support	\$84,655
2023-0223	Security & Special Activities	One-Time funding for One SAC Coordinator	\$76,864
2023-0085	Fire & Rescue	Fire & Rescue Inflationary/CPI Pressures	\$72,500
2023-0020	Human Resources	One-Time Funding for an Accessibility Assistant Position	\$62,001
2023-0209	Parks & Facilities	Budget Increase for Pool Chemicals	\$60,000
2023-0180	Taxation	One-Time Funding for Tax Registrations Fees	\$50,000
2023-0190	Parks & Facilities	Reduction in Parks Development Salary Cost Recoveries from Capital	\$50,000
2023-0221	Security & Special Activities	One Time Operating Budget for 185-189 City Hall Square South	\$43,900
2023-0243	Public Works	Increase Parking Fines for Safety Related Infractions	\$33,348
2023-0016	Human Resources	One-Time Funding for External Investigations	\$30,000
2023-0087	Human Resources	One-Time Funding for Cognitive Demands Analysis	\$30,000
2023-0239	Public Works	Rodent Control Program - Elimination or New User Fee	\$24,000
2023-0123	Financial Planning	One-Time Funding for Budget Development Public Engagement	\$18,000
2023-0074	Fire & Rescue	Fire & Rescue NFPA Certification and Internal Computer Fees	\$15,000
2023-0299	Parks & Facilities	One Time Funding for Menstrual Hygiene Product Pilot Program	\$9,000
<b>Sub-Total: Budget Stabilization Reserve (BSR)</b>			<b>\$4,904,514</b>
<b><u>Sewer Surcharge Reserve</u></b>			
2023-0054	Pollution Control	UV Lights	\$500,000
<b>Sub-Total: Sewer Surcharge Reserve</b>			<b>\$500,000</b>
<b><u>Gas Tax Reserve</u></b>			
2023-0131	Transit Windsor	2023 Transit Windsor Service Plan	\$465,769
<b>Sub-Total: Gas Tax Reserve</b>			<b>\$465,769</b>
<b>Total: One-Time Funding Requirement</b>			<b>\$5,870,283</b>

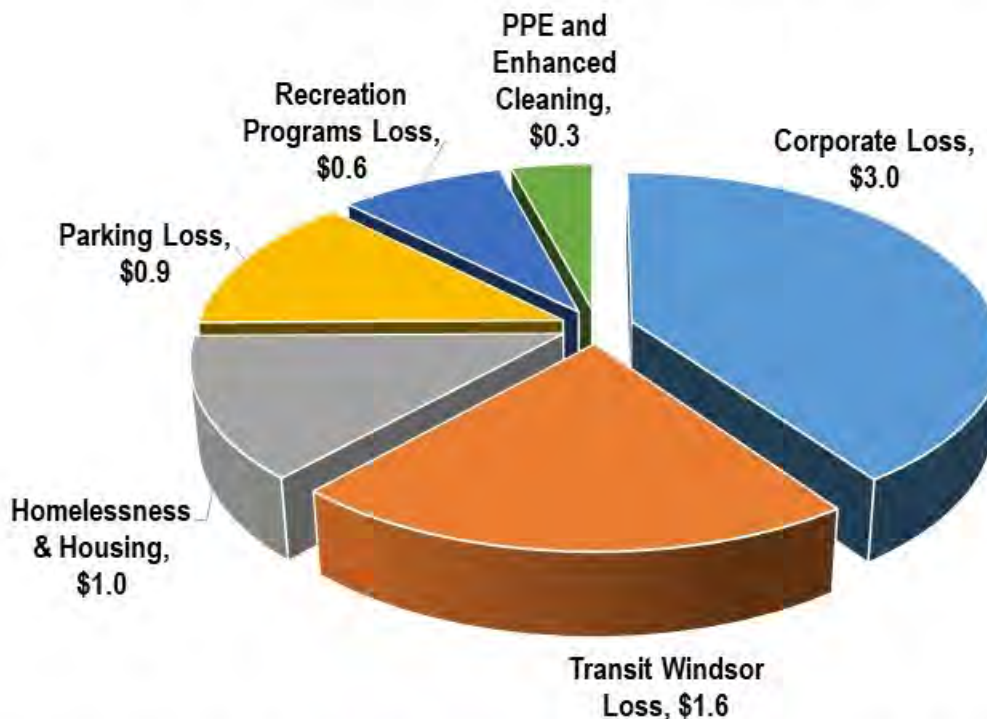
## Estimated COVID-19 One-Time Impacts

The global pandemic has significantly affected city departments financially. Additional requirements for personal protective equipment (PPE), enhanced cleaning protocols at various locations, and an increasing need to address homelessness and housing has contributed to increased expenditures. Large revenue losses related to recreation programs, parking and transit have significantly impacted city operations. In addition, significant corporate revenue losses from Caesars Windsor Casino, Windsor Airport and the Detroit Windsor Tunnel have contributed to an overall deficit in the City's overall finances.

As part of the budget development process, administration was asked to estimate their departmental COVID-19 related budget impacts. A total of \$7.5 million in expenditure increases and revenue losses have been estimated as illustrated in the graph below.

### 2023 Estimated Covid-19 Related One-Time Budget Impacts

## Approximately \$7.5 Million



*Note: Excludes COVID related impacts for Windsor Detroit Tunnel & YQG Windsor Airport.*

Recognizing that the financial impacts of COVID-19 are materially expected to be one-time in nature, it does not make good financial planning and budgetary sense to include these financial costs as more permanent base budget adjustments within the 2023

operating budget. Going forward in future years during the post pandemic period there will very likely be a requirement to make more permanent base budget adjustments to various impacted areas, however it is expected that at that time there would need to be more clarity as to the true future expenditure and revenue level impacts. Any base budget adjustments prior to that time would be speculative and would result in significant property tax levy spikes and fluctuations, which would be temporary in nature and create significant challenges and uncertainty for ratepayers.

Given this challenge, administration has put forth an estimated \$7.5M one-time budget estimate relating to COVID-19 for 2023. It is proposed that this amount would be closely tracked during 2023 similar to 2020 through 2022. Administrative measures and cost mitigation strategies will continue in 2023 similar to previous years. It is Administration's intent to provide updates to City Council on any COVID-19 related impacts and latest projections through out the year during the regular quarterly variance reporting. Administration will continue to monitor and advocate for any further COVID relief funding that can assist to offset these one time costs and that may be available. Most recently the COVID relief funding has been limited and primarily focused on Transit and Social Services Relief funding.

### **Debt Management Update**

This recommended budget is consistent with the debt reduction initiatives previously approved by Council. It is important to note the significant progress that has been made on reducing the City's long-term debt. It should also be noted that without the Pay-As-You-Go and Debt Reduction Policies, and assuming all the same projects had been undertaken, the current debt level would be well in excess of \$500 million compared to the actual \$67.4 million for 2022 (projected based on current outstanding debt to reach approximately \$121.3 million by the end of 2029). It is noted that **these projections reflect the status quo with respect to the issuance of debt and do not take into account any additional debt that could be issued by the various Consolidated City Boards or Corporations.**

Of the gross debt outstanding at the end of 2022, \$15.3 million is the portion issued directly for the City of Windsor purposes (Upgrade and Expansion of the Lou Romano Water Reclamation Plant (LRWRP)). A balance of \$31.7 million relates to debt which is recoverable from Transit Windsor, Essex Windsor Solid Waste Authority and the Windsor Essex County Housing Corporation (WECHC). In 2022, new debt was issued related to the WECHC Meadowbrook development with \$20.4 million outstanding at the end of 2022. The projected debt increases through 2027 includes debt for the EV battery plant along with mortgage debt of WECHC for the Repair and Renewal Program.

The following is a schedule of the City's long-term debt:

## City of Windsor Long Term Debt

<u>Year</u>	<u>(in \$ millions)</u>	<u>Notes</u>
1993	\$89.0	
1994	\$82.2	
1995	\$106.4	
1996	\$106.8	Windsor Tunnel Commission Debt Issued
1997	\$105.2	
1998	\$103.5	
1999	\$130.2	
2000	\$141.2	
2001	\$163.9	Hydro Debt Issued
2002	\$229.4	Joint Justice Facility Debt Issued (Peak Level)
2003	\$205.3	Richmond Landing & NP Housing Debt Included
2004	\$185.3	No Debt Issued
2005	\$171.4	No Debt Issued
2006	\$160.2	No Debt Issued
2007	\$158.2	No Debt Issued
2008	\$190.4	No Debt Issued
2009	\$182.4	Phase 1 - Upgrade & Expansion of the LRWRP
2010	\$180.5	No Debt Issued
2011	\$160.6	FCM Debt Issued & Balance of LRWRP
2012	\$114.8	No Debt Issued
2013	\$109.7	No Debt Issued
2014	\$104.1	No Debt Issued
2015	\$98.2	No Debt Issued
2016	\$91.9	No Debt Issued
2017	\$85.2	No Debt Issued
2018	\$78.2	No Debt Issued
2019	\$70.6	No Debt Issued
2020	\$62.7	No Debt Issued
2021	\$54.2	No Debt Issued
2022	\$67.4	WEHC - Meadowbrook Issued (Subject to Final Audit)
2023	\$106.4	WEHC - Initial Repair & Renewal Program Debt Issued, EV Battery Land Acquisition (Subject to Final Audit)
 <b><u>Gross Debt Projections:</u></b>		
2024	\$112.8	
2025	\$119.5	
2026	\$126.9	
2027	\$132.2	
2028	\$125.7	
2029	\$121.3	

Council will note that recent approvals for debt financing by the Essex Windsor Community Housing Corporation through CMHC for the Meadowbrook Development and the Repair & Renewal Programs will result in increasing debt levels on the City's consolidated financial statements in the coming years. These programs through CMHC



have allowed for the leveraging of significant funding through non-repayable loans that would not have been possible without the approved funding by the City and the issuance of mortgage debt. It is noted that while these approvals reflect an increase to consolidated long-term debt levels, the projected levels continue to remain well below the peak debt level of \$230M back in 2003. In fact, when one considers the long-term debt level in 2003 as a percentage of total financial assets at that time, it approximates 68%. Based on the most recent 2021 audited consolidated financial statements, the City's long-term debt levels as a percentage of total financial assets has fallen significantly to a level of approximately 4.3% in 2021. It is further noted, that even with the projected increase in debt levels attributable to the Community Housing Corporation that the estimated long-term debt level as a percentage of total financial assets in 2029 is expected to nominally increase and will likely approximate around 9.5%.

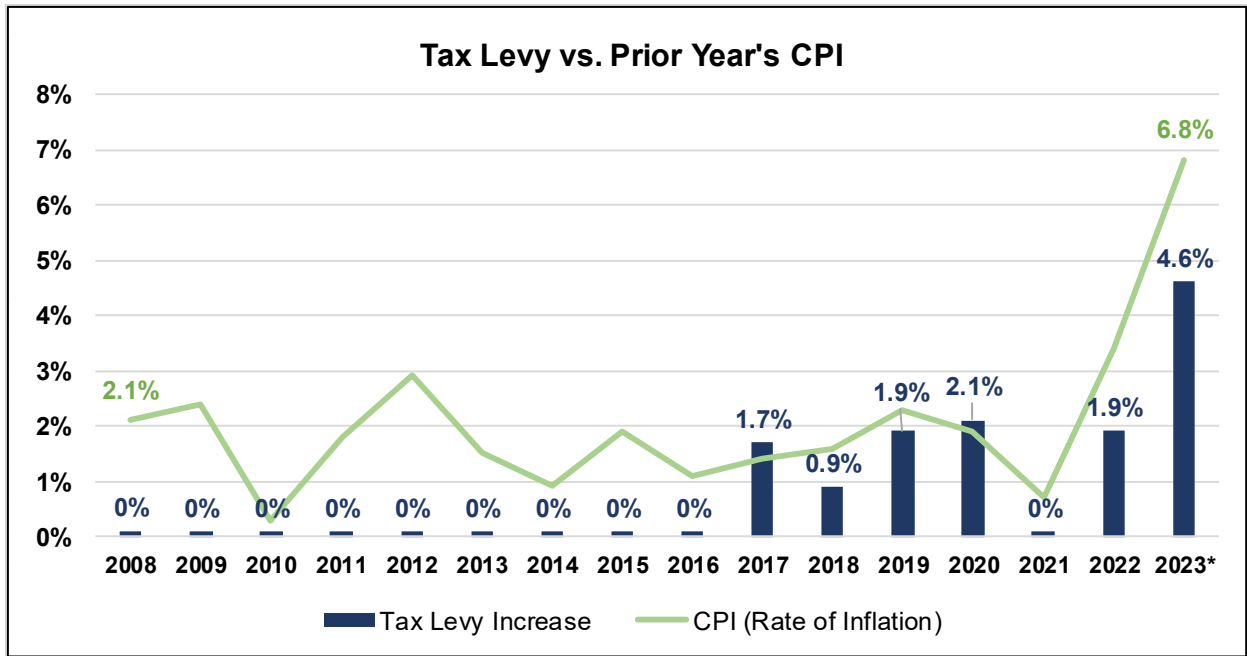
It is noted that City Council's focussed efforts on debt reduction have positioned the City well and provides some opportunity and flexibility in future years to consider potential debt issuance as one of the potential funding options to address key aspects of economic development and service enhancement investments. Administration is proposing a broader Financial Sustainability Planning exercise to be completed which would consider multiple aspects of the City's long term financial plan of which debt may be one component.

### **Challenging Budget Year**

The 2023 budget has been an extremely challenging process as inflation rates have risen to levels not seen in the last forty years. Although extremely difficult to achieve, the Operating Budget Review Committee has been able to recommend a budget with a tax levy increase of 4.59% which is still 2.2% lower than the 2022 average CPI (Rate of Inflation) totaling 6.8% on average for the year.

With continued significant inflationary pressures and after many years of fiscal constraint, including a 0% tax increase in 10 of the last 16 years (as illustrated in the chart below), it has become increasingly difficult to achieve additional operating savings to minimize escalating budget pressures. In addition, the increasing service demands resulting from the City's population growth and its vibrant economy has added to the challenge of sustaining the historically low tax levy increases. It is no longer possible to find sufficient savings within the City controlled budgets to offset the annual budget increases without a significant impact to existing municipal services.

The chart below provides a historical representation of the annual tax levy increases in comparison to the prior years CPI (rate of inflation).



\* The 2023 Levy Increase represents the Operating Budget Review Committee recommended budget.

The fiscal restraint over the last decade was largely unprecedented. As a result, Windsor’s property taxes are now lower than those of its peer municipalities in most assessment categories, and because of these measures, taxpayers have accrued cumulative savings in excess of \$1.06 billion. This multiyear fiscal plan has essentially realigned the property tax profile of the City resulting in below average taxes in nine of the twelve tax classes, which is materially different from what the City faced in 2004 where the City was only below average in two classes. As well, those savings will continue indefinitely into future years through the carry forward of a much lower base budget than would have otherwise been the case.

Put in more practical terms, had the annual property tax levy increases since 2008 averaged 2% (generally around the average inflation), property taxes in the City of Windsor would be approximately 24% higher than current levels. A property owner with a home assessed at \$163,000 would therefore be paying approximately \$730 more annually than what they currently pay.

Administration will of course always continue to look for ways of minimizing any required levy increase in the future. It is possible that as each budget year is reviewed, options that are currently not apparent will be found to hold the line on taxes in that particular year. However, it is clear, based on the foregoing analysis and Administration’s experience of the past several years that it is becoming increasingly difficult to identify service neutral savings within existing base budgets.

**Note: It is the strong recommendation of the CAO and CFO that the reductions shown in Section 4, Appendix C: 2023 Operating Budget Summary (Not Recommended Issues) and also included in the Executive Summary, not be accepted by City Council, as they were only included to demonstrate the depth of analysis.**

## **Risk Analysis:**

At its core, a municipal budget is a projection of inflows and outflows for the coming year. Due to the timing of the budget preparation and approval, many of these projections need to be made with less than complete information. Additionally, these projections need to take into account future events and circumstances, which are often out of the control of the municipality. Therefore, as with any budget, there are risk factors associated with the recommended operating budget. The following is a list of some of the most important of those risks along with related mitigating measures.

1. Impacts of Provincial changes to municipal grants such as OMPF, Transit Gas Tax, and Social Services could have significant impacts to municipalities and result in significant lost revenue, impacting municipal operations and service delivery. Administration will continue to monitor changes in the provincial budget, related legislation and regulations, and will consider such impacts going forward.
2. Tax Appeals is a difficult account to budget accurately as it is impossible to predict which taxpayers will appeal assessments and the eventual outcome of those appeals. Multimillion dollar swings are not unusual in these matters and with the extended delay in provincial property tax re-assessments there is a higher degree of risk to multi year tax appeals. The likelihood of this risk materializing is likely or almost certain; the likely impact of the consequences is moderate. Therefore, this should be considered a significant risk. To mitigate this risk, the City has set up a dedicated reserve fund (current balance of \$18.2 million), which is currently replenished each year by inflows of approximately \$3 million (includes \$1M reduction as recommended in the 2023 budget). Additional mitigation could come from the existing contingency provision within the annual operating budget or the Budget Stabilization Reserve (BSR).
3. Negotiations leading to new wage settlements across various collective bargaining groups, with some wage settlements well above the rate of inflation being awarded by arbitrators to the public safety groups (Police, Fire & Ambulance), could have a significant impact on the municipal budget. This is especially important as public safety services account for the largest share of the property tax levy. The likelihood of this risk materializing is rated as likely to almost certain; the likely impact of the consequences is rated as high. Therefore, this should be considered a significant risk. Mitigation for this risk can come from successful collective bargaining. Reasonable provisions included in the recommended budget for this line item, as well as the BSR, provide additional mitigation. Continued advocacy for an improvement to the arbitration process is also an additional longer-term mitigation strategy.
4. Fuel related costs have been extremely volatile over the last several years. While average fuel prices decreased slightly during the COVID-19 years, they have increased again in 2022/2023. There remains the risk that prices could continue to increase as the economy continues to recover from the pandemic. An increase in fuel prices has been reflected in the 2023 budget based on a 5-year historical average in the hope that prices will return to normal levels in

- the next couple of years. Furthermore, there is always the risk that a global crisis may increase fuel costs in the future. The likelihood of this risk materializing is rated as possible; the likely impact of the consequences is rated as moderate. Therefore, this should be considered a moderate risk. Mitigation for this risk comes from the BSR and the existing contingency provision in the operating budget.
5. Pension funding is another risk area. Over the last several years, the global market has recovered from the collapse that negatively affected the value of assets contained in the pension funds. Any future market correction may put additional pressure in the value of these pension funds, causing an increased contribution requirement from the corporation or special funding contributions. The likelihood of this risk materializing is rated as possible; the likely impact of the consequences is rated as moderate. Therefore, this should be considered a moderate risk. Mitigation for this risk comes by way of the existing budget contingency, the Fringe Rate Stabilization reserve and the BSR.
  6. Winter control costs have generally been lower than average in the last couple of years. The potential does exist for significant negative variances if a particularly severe winter season is experienced. The likelihood of this risk materializing is rated as possible; the likely impact of the consequences is rated as moderate. Therefore, this should be considered a moderate risk. Mitigation could come from the existing contingency and the BSR.
  7. Increasing utility costs, especially for the provincial portion of the hydro bill. All utility costs are estimated at the start of the year. The likelihood of this risk materializing is rated as likely; the likely impact of the consequences is rated as moderate. Therefore, this should be considered a moderate risk. This risk is mitigated by conservation efforts and reasonable budgets. As well, further mitigation can come from the existing contingency and the BSR.
  8. Insurance Costs have continued to escalate over the last few years and the City continues to explore options for 2023 to lower the premiums going forward. Cyber insurance is an area that the City is exploring, and similar to other organizations, has found it difficult to secure coverage at a reasonable cost.
  9. General inflationary pressures continue to increase as the economy continues to improve. Consumer prices in Canada have risen at their fastest rate in 40 years with an inflation rate reaching **6.8% on annual average basis for 2022**, its highest level since 1982. The likelihood of this risk materializing is rated as likely; the probable impact of the consequences is rated as high. Therefore, this should be considered a significant risk. Mitigation comes from increased allocations in many budget line items based on current market estimates for such items as fuel, insurance and utilities, as well as the existing contingency and the BSR.
  10. Over the last several years, the program funding for Employment Services has allowed the City the ability to recover corporate overhead charges

applicable to these programs. Should these provincial funding envelopes change, we would need to absorb the significant revenue reductions elsewhere by cutting services or by raising fees or taxes. The likelihood of this risk materializing in the coming year is rated as moderate to likely; the likely impact of the consequences is rated as significant. Therefore, this should be considered a moderate to significant risk. Mitigation comes from continued advocacy for the program and the existing contingency as well as the BSR.

11. The significant uncertainty remaining with COVID-19 on City operations and the related financial impacts that will continue. Although City departments have estimated these pressures, there remains a high risk that the projected financial impacts may be materially different.

## **Climate Change Risks**

### **Climate Change Mitigation**

Climate change mitigation initiatives are budgeted throughout the organization and form part of the individual budget submissions.

### **Climate Change Adaptation**

Climate change adaptation initiatives are budgeted throughout the organization and form part of the individual budget submissions.

### **Financial Matters:**

Financial matters are discussed in detail throughout this report.

The Operating Budget Review Committee (OBRC) approved savings measures that brought the proposed tax levy increase down from 5.23% to 4.59%.

Additional cost pressures have emerged since the conclusion of the OBRC's work that represent non-discretionary expenditures resulting primarily from mandated and/or provincially required service delivery. These additional budget pressures represent an additional \$1.9 million in costs and an updated proposed municipal tax levy of 5.02%.

The additional items are as follows:

1. Land Ambulance Costs beyond January 2023 OBRC Estimate	\$858,200
2. Transit Provincial Gas Tax Funding Reduction for 2023/2024	\$209,322
3. Cyber Insurance Coverage Increased Cost	\$ 96,480
4. Engineering Development – Organizational Restructure	\$270,994
5. Per Diem Rate Increase for Residential Services Homes Program	<u>\$450,000</u>
Total Budget Levy Impact	\$1,884,996

6. BSR Funding for Paul Martin Building Maintenance not to exceed \$246,240

Administration continues to closely monitor these changes and will bring forward any additional items, including possible options to reduce the 2023 Budget and property tax levy impacts during the budget deliberations.

As always, Council may wish to make further adjustments to the proposed budget impacts (reductions or additions) and identify alternative reduction options to reduce the current property tax levy impact of 5.02%.

**Consultations:**

The 2023 Recommended Operating Budget was developed in consultation with City Departments; City funded Agencies, Boards & Committees (ABC's) and the Operating Budget Review Committee (OBRC).

**Conclusion:**

The 2023 Operating Budget being recommended to City Council reflects a net municipal property tax levy requirement of \$458,185,587. This represents a \$10,423,156 or 2.38% increase to the levy requirement related to City Departments.

Council is asked to consider an increase of \$4,584,269 or 1.05% increase to the levy, which has been requested from various city-funded Agencies, Boards, and Committees (ABCs).

Council is also asked to consider an additional increase of \$5,081,916 or 1.16% to the levy in order to fund the previously approved Asset Management Plan (AMP).

In total, the changes to the City Departments, ABC's, and Asset Management Plan would result in an overall property tax levy impact of 4.59%.

Subsequent to the OBRC meetings, several additional budget pressures totalling \$1.9M have been identified that have increased the overall property tax levy impact to 5.02%. Administration will continue to review options and bring forward any additional items, including possible options to reduce the 2023 Budget and related property tax levy impacts during budget deliberations.

As with any budget, there are significant risks relative to the projections that underlie this budget. The major ones have been outlined in this report with further detailed risks contained within the budget documents. The budget is presented for Council's consideration.

**Planning Act Matters:**

N/A

**Approvals:**

<b>Name</b>	<b>Title</b>
David Soave	Manager, Operating Budget Development & Control
Tony Ardovini	Deputy Treasurer - Financial Planning
Joe Mancina	Commissioner, Corporate Services / Chief Financial Officer
Onorio Colucci	Chief Administrative Officer (A)

**Notifications:**

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

**Appendices:**

- 1 Appendix A - 2023 Executive Summary
  - *In-Camera version provided to the Mayor and Members of Council via the operating budget binder*
  - *A public version will be made available upon public release of the budget via the City's website.*
- 2 Appendix B - 2023 Operating Budget Summary (Recommended Issues)
- 3 Appendix C - 2023 Operating Budget Summary (Not Recommended Issues)
- 4 Appendix D - 2023 User Fee Schedule

## Table of Contents

**2023 Executive Summary Overview..... 1**

Budget Issue Categories:

<b>A</b>	<b>Recommended Preapprovals &amp; Pressures With Little or No Council Discretion.....</b>	<b>2</b>
<b>B</b>	<b>Highest Priority Budget Increases Recommended by Administration.....</b>	<b>10</b>
<b>C</b>	<b>Priority Budget Increases Recommended by Administration to Maintain or Improve Service Levels.....</b>	<b>24</b>
<b>D</b>	<b>Reductions Recommended by Administration.....</b>	<b>36</b>
	<b>Agencies, Boards &amp; Committees (ABC's).....</b>	<b>45</b>
	<b>Asset Management Plan (AMP).....</b>	<b>45</b>
<b>F</b>	<b>Other Reduction Options Identified That Could be Used to Achieve 0% Overall Tax Levy Increase.....</b>	<b>46</b>
<b>G</b>	<b>Worthwhile Enhancements Brought Forward by Departments.....</b>	<b>59</b>



	\$ Impact on the Tax Levy	% Impact on the Tax Levy
2022 Total Property Tax Levy (Including the Education Levy) Approved by Council	\$438,096,246	
<b>Budget Issues Recommended by Administration</b>		
<b>A</b> Recommended Preapprovals & Pressures With Little or No Council Discretion	\$14,837,362	
<b>B</b> Highest Priority Budget Increases Recommended by Administration	\$4,124,940	
<b>C</b> Priority Budget Increases Recommended by Administration to Maintain or Improve Service Levels	\$3,664,183	
<b>D</b> Reductions Recommended by Administration	<u>(\$12,203,329)</u>	
Total City Departments Operating Needs / Levy Impact	\$10,423,156	2.38%
Agencies, Boards & Committees (ABC's) Requested Increases	\$4,584,269	1.05%
Previously Approved Asset Management Plan (AMP)	<u>\$5,081,916</u>	<u>1.16%</u>
<b>Total: 2023 Property Tax Levy</b>	<b>\$458,185,587</b>	<b>4.59%</b>
<b>Budget Issues Not Recommended by Administration</b>		
<b>F</b> Other Reduction Options That Could be Used to Achieve 0% Overall Tax Levy Increase	(\$17,767,681)	
<b>G</b> Other Worthwhile Enhancements Brought Forward by Departments	\$785,998	
<b>One-Time Funding Requirements</b>		
2023 Municipal Operations	\$5,870,283	
2023 COVID-19 Related Pressures	\$7,453,000	

## Appendix A: 2023 Executive Summary (Public)

Reference #	Detail Pg. #	Issue Ref. #	Department	Issue Description	Summary of Issue Impacts & Risks <i>(Please note, these impacts and risks are highly summarized highlights. The reader is strongly encouraged to refer to the Budget Issue Detail)</i>	Property Tax Levy Funded Operations	Building Permit Operations	Off Street Parking Operations	Sewer Surcharge Operations	One-Time Funding	FTE Impact
2022 Approved Property Tax Levy (Including Education Amount)						\$438,096,246					
2022 Approved Building Permit Operations Draw on the Permit Reserve							(\$169,408)				
2022 Approved Net Off-Street Parking Operations Surplus (Transfer to Off-Street Parking Reserve)								\$0			
2022 Approved Sewer Surcharge Levy									\$84,128,725		

### Section A: Recommended Preapprovals & Pressures With Little or No Council Discretion

A 1	290	2023-0117	Corporate Accounts			\$4,800,000					
			<b>IN-CAMERA</b>								
A 2	281	2023-0035	Corporate Accounts	Green Shield Health & Dental Benefits Rate	The Corporation of the City of Windsor currently provides health care benefits such as, drug, dental, extended health, vision, audio, travel for employees (Non-Union, ONA, CUPE 543 & 82, Windsor Fire Services, Windsor Police Services, Transit Windsor and Windsor Public Library) and to eligible retirees and surviving spouses/dependents.	\$2,000,000					
A 3	291	2023-0134	Corporate Accounts	Battery Plant Land Acquisition Debt (Interest & Principle Payments C77-2022, CR2	increase in expenditures required to meet debt repayment principal and interest from land acquisition financing. C77-2022, CR215/2022	\$1,383,789					
A 4	275	2023-0119	Corporate Accounts	Life Cycle Costing for Major Information Technology Costs	A prevalent I.T. industry trend, is a shift away from perpetual licensing to an annual subscription service which includes a monthly/annual charge based on usage. As we deploy new applications, our major enterprise systems are facing the challenge of vendors only offering a subscription model. This includes the MS Office suite, which is moving to the cloud (MS365). The current operating & capital funding model is not adequate and difficult to predict years in advance with changing technology needs, it was thus recommended in 2022 we annualize the funding for these purchases through the Pay-As-You-Go reserve. This sustainable funding plan is the result of a pre-commitment approved in the 2022 budget.	\$756,000					

## Appendix A: 2023 Executive Summary (Public)

Reference #	Detail Pg. #	Issue Ref. #	Department	Issue Description	Summary of Issue Impacts & Risks <i>(Please note, these impacts and risks are highly summarized highlights. The reader is strongly encouraged to refer to the Budget Issue Detail)</i>	Property Tax Levy Funded Operations	Building Permit Operations	Off Street Parking Operations	Sewer Surcharge Operations	One-Time Funding	FTE Impact
A 5	287	2023-0045	Corporate Accounts	Expansion of OMERS Enrollment for Non-Full-Time Employees	Starting January 1, 2023, all NFT employees (including regular part-time, temporary full-time, temporary part-time, recreational and students) will be eligible to join the OMERS plan immediately upon hire without having to qualify for enrolment. Due to this plan change, there is potential of an increase in OMERS enrolments for all new hires as well as the approximately 874 NFT employees who are currently working for the City but not enrolled in the OMERS plan. With each new enrolment, there is a cost to the corporation by having to match the <b>employee's OMERS contributions.</b>	\$750,000				\$1,000,000	
A 6	278	2023-0038	Corporate Accounts	Canada Pension Plan (CPP)	CPP contributions are a legislated payroll cost. The CPP rate for 2023 is estimated at 5.95%, an increase of 0.25% over the 2022 rate. Maximum pensionable earnings and employee payroll data used to calculate the CPP budget are based <b>on the Corporation's payroll estimates – a variance from the budget will occur if the assumptions used change significantly.</b>	\$500,000					
A 7	164	2023-0091	Public Works	Increase in Waste and Recycling Collection Contract Costs	The contractual agreements with Green for Life (GFL) for the City's waste and recycling collection were approved by Council in CR 95/2016. This issue reflects the expected annual contract adjustment related to the escalation factor (CPI and average diesel pricing) for the waste and recycling contract costs for 2023.	\$447,234					
A 8	279	2023-0040	Corporate Accounts	Employer Health Tax (EHT)	EHT contributions are a legislated payroll cost. The EHT rate for 2023 is projected to remain unchanged at 1.95%. Employee payroll data used to calculate the EHT <b>budget are based on the Corporation's payroll estimates – a variance from the budget will occur if the assumptions used change significantly.</b>	\$440,000					
A 9	285	2023-0037	Corporate Accounts	Ontario Municipal Employees Retirement System (OMERS) Pension Fund	OMERS, officially the Ontario Municipal Employees Retirement System, is a pension fund created by statute in 1962 to handle the retirement benefits of local government employees in Ontario, Canada. This Provincially mandated pension cost is based on the Corporation's payroll estimates.	\$430,000					

## Appendix A: 2023 Executive Summary (Public)

Reference #	Detail Pg. #	Issue Ref. #	Department	Issue Description	Summary of Issue Impacts & Risks <i>(Please note, these impacts and risks are highly summarized highlights. The reader is strongly encouraged to refer to the Budget Issue Detail)</i>	Property Tax Levy Funded Operations	Building Permit Operations	Off Street Parking Operations	Sewer Surcharge Operations	One-Time Funding	FTE Impact
A 10	283	2023-0036	Corporate Accounts	Short Term Disability Program (STD)	Short Term Disability (STD) is a contract between the Corporation of the City of Windsor and Canada Life Assurance Company where in exchange for Transit Windsor premiums; Canada Life provides a financial benefit that pays a percentage <b>of an employee's salary for a specified amount of time, if they sustain a non-occupational injury or illness and cannot perform the duties of their job.</b> The increase reflects the contractual increase in salary and to align the budget to current volumes.	\$400,000					
A 11	224	2023-0161	Transit Windsor	Annualization of 2021 Service Changes	Transit Windsor completed a service delivery review in 2018, which was brought to council as the Transit Windsor Master Plan on January 27, 2020. This plan was approved with B7/2020 CR40/2020 and recommends Transit Service enhancements be implemented over the next eight (8) years. This issue annualizes the pre-committed funding from the 2022 Operating Budget for the period January to August 2023.	\$392,070					
A 12	75	2023-0197	Parks & Facilities  <b>IN-CAMERA</b>			\$374,272					8.0
A 13	169	2023-0094	Public Works	Increased Contract Costs for the Winter Maintenance of Municipal Roads	This issue reflects the total increase in annual contractual costs for the winter maintenance of municipal roads including contracted services awarded under tender 114-15, fuel escalation under tender 114-15, supply of salt brine awarded under tender 127-17, application of salt brine awarded under tender 132-17, and the supply of salt contracted under tender 50-07. The September CPI rates for all items excluding food and transportation were used to develop this issue.	\$302,824					

## Appendix A: 2023 Executive Summary (Public)

Reference #	Detail Pg. #	Issue Ref. #	Department	Issue Description	Summary of Issue Impacts & Risks <i>(Please note, these impacts and risks are highly summarized highlights. The reader is strongly encouraged to refer to the Budget Issue Detail)</i>	Property Tax Levy Funded Operations	Building Permit Operations	Off Street Parking Operations	Sewer Surcharge Operations	One-Time Funding	FTE Impact
A 14	280	2023-0042	Corporate Accounts	Employment Insurance (EI)	EI contributions are a legislated payroll cost. The EI rate for 2023 will increase to 1.63%. Maximum insurable earnings and employee payroll data used to calculate the EI budget are based on the Corporation's payroll estimates- a variance from the budget will occur if the assumptions used change significantly.	\$300,000					
A 15	58	2023-0207	Purchasing, Risk & POA	Increase Insurance Premiums	This issue is being brought forward for a projected increase in insurance premiums in 2023	\$203,608		\$7,942	\$251,766		
A 16	9	2023-0222	Information Technology	Managed Security Services Increase	Per CR 169/2022 Council approved the award of RFP 62-21 for a Managed Security Service for 5 years to Source44 Consulting and preapproved the required increase to the 2023 operating budget.	\$165,000					
A 17	274	2023-0004	Huron Lodge	Contractual Increase for Caretaking Services- Huron Lodge approved by CR314/2022	This budget issue increases the Caretaking Purchased Services account due to the contract increase as a result of the RFP#92-22 awarded to Aramark Canada Ltd. as approved by council on July 25, 2022 through CR314/2022.	\$152,473					
A 18	266	2023-0022	Housing & Children's Services  <b>IN-CAMERA</b>			\$150,000					
A 19	n/a	n/a	Various	Contractual / Council Pre-Approved Salary & Wage Adjustments	These issues reflect unavoidable salary & wage impacts resulting from existing negotiated collective agreements. This line item does not include provisions for contracts yet to be negotiated which are shown in a separate budget issue.	\$147,142					

## Appendix A: 2023 Executive Summary (Public)

Reference #	Detail Pg. #	Issue Ref. #	Department	Issue Description	Summary of Issue Impacts & Risks <i>(Please note, these impacts and risks are highly summarized highlights. The reader is strongly encouraged to refer to the Budget Issue Detail)</i>	Property Tax Levy Funded Operations	Building Permit Operations	Off Street Parking Operations	Sewer Surcharge Operations	One-Time Funding	FTE Impact
A 20	264	2023-0028	Housing & Children's Services	Canada Mortgage & Housing Corporation - Rapid Housing Initiative (RHI)	On July 26, 2021, at an In-camera meeting City Council pre-committed (CR 368-2021) operating funding of up to \$493,000 for estimated operating costs related to the Rapid Housing Initiative projects, for each of the post-construction operating years to a maximum of 20 years, to support the City based projects. In 2022, a portion of the annualized amount, \$82,167 was approved through the budget process. The approval of the 2023 budget issue for an additional \$125,000 will bring the 2023 Operating Budget to \$207,167. In 2024, a Budget Issue will be submitted to reflect the annual funding needs of the two RHI projects that will be occupied and operational.	\$125,000					
A 21	258	2023-0023	Housing & Children's Services	Homelessness Annualized Budget Pressures - Housing First Workers	Request for annualized funding for one quarter of the year (January to March) for five (5) Housing First Workers employed by the Windsor Essex Housing Connections Program (WEHC) through Family Services Windsor-Essex, to augment the funding approved in 2022 (Budget Issue # 2022-0365) which provided annualized funding for three quarters of the year (April to December). This funding will allow these workers, who were hired on a temporary basis through COVID-related funding from upper levels of government, to become permanent positions in the community.	\$90,000					
A 22	3	2023-0069	Building Services <b>IN-CAMERA</b>			\$88,406	\$1,275,992				15.0
A 23	45	2023-0033	Council Services	Animal Control Contract - Windsor Essex County Humane Society	The City of Windsor has a contract with the Windsor Essex County Humane Society for animal control services as per City Council approval (CR229/2022). This contractual agreement was effective July 1, 2022 and runs through June 30, 2027 with an annual inflation adjustment clause of 2% per year. Failure to pay the annual contracted amount to the Windsor Essex County Humane Society would result in the City being in breach of their contractual obligation.	\$83,802					

## Appendix A: 2023 Executive Summary (Public)

Reference #	Detail Pg. #	Issue Ref. #	Department	Issue Description	Summary of Issue Impacts & Risks <i>(Please note, these impacts and risks are highly summarized highlights. The reader is strongly encouraged to refer to the Budget Issue Detail)</i>	Property Tax Levy Funded Operations	Building Permit Operations	Off Street Parking Operations	Sewer Surcharge Operations	One-Time Funding	FTE Impact
A 24	247	2023-0046	Employment & Social Services  <b>IN-CAMERA</b>			\$52,000					
A 25	29	2023-0015	Human Resources	Addition of a Human Resources Business Partner	To formalize the addition of one Regular Full-Time Human Resources Business Partner (HRBP) as a result of the approved (CR 336/2022) in-camera report dated <b>July 25, 2022 regarding "Employee Recruitment and Retention"</b> .	\$51,302					1.0
A 26	173	2023-0096	Public Works	Increased Parking Enforcement Contract Costs (Tender 68-18)	This issue reflects the increased cost for 2023 based on the contractual escalation clause in the parking enforcement contract effective January 1, 2019 approved by Council December 17, 2018, CR637/2018.	\$50,083					
A 27	228	2023-0060	Transit Windsor	<b>Greyhound Closure – Revenue Reduction</b>	In May 2021, Greyhound announced its full withdrawal from the Canadian market. As a result, any revenue from freight shipments, ticket sales, and rental of space for driver amenities was ceased and was addressed in the 2022 Operating Budget. In 2023, they have expressed an interest in terminating the Intermodal Transit Facility Agreement, resulting in a revenue loss to Transit Windsor of \$48,000.	\$48,000					
A 28	10	2023-0293	Information Technology	Conversion of Enterprise Support Analyst Position to Program Manager Position	To improve customer service to the Cloudpermit system, as approved by CR428/2022.	\$33,117					
A 29	72	2023-0283	Library Services	Increase in Fringe Benefits	Increase to Fringe Benefits relating to Union salary increases in 2023 as well as salary increased due to pay step changes.	\$25,189					

## Appendix A: 2023 Executive Summary (Public)

Reference #	Detail Pg. #	Issue Ref. #	Department	Issue Description	Summary of Issue Impacts & Risks <i>(Please note, these impacts and risks are highly summarized highlights. The reader is strongly encouraged to refer to the Budget Issue Detail)</i>	Property Tax Levy Funded Operations	Building Permit Operations	Off Street Parking Operations	Sewer Surcharge Operations	One-Time Funding	FTE Impact
A 30	47	2023-0074	Fire & Rescue	Fire & Rescue NFPA Certification and Internal Computer Fees	The Provincial Government, Ontario Fire Marshal (OFM) has legislated that all Fire & Rescue personnel must be NFPA certified in the position they hold for employment by 2026. In order for Windsor Fire and Rescue personnel to be compliant, they will need online training to ensure success for both the written and practical component of certification. Most of staff will require the following certifications: NFPA 1001 FF Level I and Level II, NFPA 1002 Pump Operator, NFPA 1041 Instructor I, NFPA 1021 Fire Officer I, and Fire Officer II.	\$20,000				\$15,000	
A 31	60	2023-0187	Purchasing, Risk & POA	Adjustment of the Revenue Share to Provincial Offences Act (POA) Municipal Part.	To adjust the budget for the Provincial Offences revenue share to the County Municipal Partners in accordance with the most recent Arbitrated Weighted Assessment Cost Sharing Formula.	\$19,249					
A 32	15	2023-0148	Accounting	Contractual Increase for KPMG External Audit Fees	<b>KPMG LLP has served as the City's External Auditor since the 1990's.</b> During 2022, the City extended the External Audit contract with KPMG through to 2026 (CR346/2022). The budget impact below represents the contractual increase for KPMG external audit fees for the City and various agencies, boards and commissions as per the renewed contract.	\$19,100					
A 33	289	2023-0067	Corporate Accounts	WFM - AMS Software Contractual Increase	Contractual increase related to the WFM Application Managed Service (AMS) Agreement. The agreement specifies an annual increase of 5% after the first 2 years of coverage which ended in February 2022. The annual contract period runs between March and February of the following year. This budget issue covers the annual increase of 2 years which will cover until February of 2024.	\$13,940					
A 34	229	2023-0253	Transit Windsor	Decreased Funding Through Provincial Gas Tax Program	<b>In 2022, Transit Windsor's annual funding through the Ministry of Transportation's (MTO) Provincial Gas Tax Program (PGT) decreased by \$9,124.</b> Gas Tax increases are brought in to address offsetting operating costs. 2022/2023 Gas Tax amounts have not yet been communicated by the MTO.	\$9,124					
A 35	64	2023-0135	Communications	Motorola Premier One CSR Software and Hosting Agreement Contractual Increase	Motorola Premier One CSR Software and Hosting agreement contractual increase in the license fee to support the 311 Customer Contact Centre.	\$7,631					



## Appendix A: 2023 Executive Summary (Public)

Reference #	Detail Pg. #	Issue Ref. #	Department	Issue Description	Summary of Issue Impacts & Risks <i>(Please note, these impacts and risks are highly summarized highlights. The reader is strongly encouraged to refer to the Budget Issue Detail)</i>	Property Tax Levy Funded Operations	Building Permit Operations	Off Street Parking Operations	Sewer Surcharge Operations	One-Time Funding	FTE Impact
A 36	11	2023-0116	Information Technology	Contractual Increase for Corporate Software Maintenance	Yearly contractual increases are required to maintain support for corporate systems including Granicus for the AMANDA system, Rimini Street for PeopleSoft and OpenText for the Livelink system.	\$7,007					
A 37	144	2023-0051	Pollution Control	Additional Sludge Processing Cost for Synagro Contract	The contract with Synagro over the Pelletizer Facility requires contractual increases for processing cost due to inflation.	\$0			\$250,000		
A 38	260	2023-0027	Housing & Children's Services	<b>Federal Block Funding – Transfer Potential Future Savings to Housing Reserve</b>	Since 2001 the City has received Federal Block Funding representing the Federal share of funding for housing providers under Operating Agreements which will expire by 2031. It is estimated that from 2023-2033 cumulative gross savings due to Federal Block Funding changes and mortgage expirations will be \$3.99 million <b>which would be shared with the County. The City's cumulative share of the \$3.99 million is projected to be \$2.57 million by 2033.</b> Housing Services is requesting that the City share of any surpluses realized in year from Federal Block Funding changes be transferred to the City Housing Reserve Fund 216, at the discretion of the City Treasurer and approved by CR 185/2020, to offset future social and affordable housing cost pressures.	\$0					

Sub-Total: Section A    \$14,837,362    \$1,275,992    \$7,942    \$501,766    \$1,015,000    24.0

\$ Increase / (Decrease) Over Prior Year Levy (Cumulative)    \$14,837,362    \$1,275,992    \$7,942    \$501,766    \$1,015,000    24.0

% Increase / (Decrease) Over Prior Year Levy (Cumulative)    3.39%

## Appendix A: 2023 Executive Summary (Public)

Reference #	Detail Pg. #	Issue Ref. #	Department	Issue Description	Summary of Issue Impacts & Risks <i>(Please note, these impacts and risks are highly summarized highlights. The reader is strongly encouraged to refer to the Budget Issue Detail)</i>	Property Tax Levy Funded Operations	Building Permit Operations	Off Street Parking Operations	Sewer Surcharge Operations	One-Time Funding	FTE Impact
-------------	--------------	--------------	------------	-------------------	---	-------------------------------------	----------------------------	-------------------------------	----------------------------	------------------	------------

### Section B: Highest Priority Budget Increases Recommended by Administration

B 39	294	2023-0145	Corporate Accounts	Increase in Utilities Related to Gas	The 2023 natural gas budget reflects an increase in projected gas costs based on trends, consumption adjustments, carbon tax and international events. Consumption patterns associated with 2019 (pre-Covid) are being utilized as a Natural Gas consumption baseline with adjustments as warranted for the 2023 budget formulation. The 2023 natural gas consumption is estimated at 6,995,242 cubic meters. While there is a minor consumption increase, the budget increase is primarily the result of rate increase and carbon tax. The current YTD corporate cost per cubic meter is \$0.327 compared to \$0.282 in 2021, representing a 16% increase. The 2023 natural gas budget is \$2,780,731 which represent an increase of \$738,295 over 2022 budget.	\$651,008		(\$938)	\$88,225		
B 40	296	2023-0146	Corporate Accounts	Increase in Utilities Related to Water	The 2023 Water budget reflects a projected increase in water costs based on consumption patterns and rate analysis. Consumption patterns associated with 2019 (pre-Covid) are being utilized as a water consumption baseline with adjustments as warranted for the 2023 budget formulation. The budget increase is primarily the result of an increase in water consumption compared to 2022. Due to seasonality and fixed costs, administration is projecting water costs to settle at \$4.40 per cubic meter, which represents an 8.9% increase over 2021 costs. The 2023 budget is \$2,556,196 resulting in an increase of \$682,055 that is driven by rate and consumption increase.	\$562,048		(\$1,659)	\$121,666		
B 41	166	2023-0092	Public Works	Increase Streetlight Maintenance Budget for Contracted Services	This issue reflects a required increase to the maintenance budget for street lighting in order to bring the program more inline with actual costs based on historical data and contractual increases. Since the completion of the LED conversion program, maintenance needs have ranged from \$1.06M to \$1.60M annually with \$1.1M in costs expected in 2023. A budget increase of \$550,000 is required to accommodate actual realized maintenance costs, and the 2022 and 2023 contractual increase as per ENWIN Energy Ltd. The total increase requested in this issue excludes accident-related repair costs and streetlight locating costs.	\$550,000					

## Appendix A: 2023 Executive Summary (Public)

Reference #	Detail Pg. #	Issue Ref. #	Department	Issue Description	Summary of Issue Impacts & Risks <i>(Please note, these impacts and risks are highly summarized highlights. The reader is strongly encouraged to refer to the Budget Issue Detail)</i>	Property Tax Levy Funded Operations	Building Permit Operations	Off Street Parking Operations	Sewer Surcharge Operations	One-Time Funding	FTE Impact
B 42	292	2023-0144	Corporate Accounts	Increase in Utilities Related to Hydro	The 2023 electricity budget reflects a projected increase in electricity costs compared to 2022 budget resulting primarily from consumption increases. The 2022 electricity budget formulation was based on 2020 data, which was influenced by Covid. For 2023, Administration has used 2019 actual consumption data to formulate the budget of \$12,888,766, which results in a net increase of \$781,740	\$524,120		(\$6,377)	\$263,997		
B 43	168	2023-0093	Public Works	Budget Increase for Landfill Tipping Fees and EWSWA Fixed Costs	*** This issue is a placeholder issue to adjust the City's tipping fee and EWSWA fixed cost budgets for 2023 for an overall 4.1% increase pending finalization and Board approval of the 2023 EWSWA budget.***This issue is a placeholder issue to adjust the City's tipping fee and EWSWA fixed cost budgets for 2023 for an overall 4.1% increase pending finalization and Board approval of the 2023 EWSWA budget. A 4.1% annual increase was included in the 10-year projections for EWSWA when the 2022 EWSWA budget was approved by the EWSWA Board at their meeting of November 3, 2020.	\$300,480					
B 44	298	2023-0133	Corporate Accounts	Increase in the Corporate Contingency Budget	In 2021, an additional \$2 million was recommended by administration and approved by City Council to be added to the existing \$1.5 million operating budget contingency for a total of \$3.5 million in 2021. The COVID-19 pandemic continues to place significant financial pressures on City finances and it is expected that the financial uncertainty will continue into 2023 and beyond. In an effort to meet the fiscal targets for 2022, the budget was scaled back by \$800,000, leaving a total contingency of \$2,700,000. For the 2023, Administration is recommending that an increase of \$300,000 to the operating contingency would help with the continuing impacts that resulted from COVID-19.	\$300,000					
B 45	226	2023-0003	Transit Windsor	Transit Windsor Fuel Market Rate Increase	This budget issue reflects an update to the current fuel budget. Based on the 5-year average of the annual average prices (2018 – 2022), Administration recommends adjusting the per litre fuel pricing budget to \$1.099 for diesel and \$1.075 for unleaded (E10) fuels. These rates are consistent with other City Departments. Significant risks are present given the volatility in fuel prices with operating variances possible.	\$250,000				\$1,350,000	

## Appendix A: 2023 Executive Summary (Public)

Reference #	Detail Pg. #	Issue Ref. #	Department	Issue Description	Summary of Issue Impacts & Risks <i>(Please note, these impacts and risks are highly summarized highlights. The reader is strongly encouraged to refer to the Budget Issue Detail)</i>	Property Tax Levy Funded Operations	Building Permit Operations	Off Street Parking Operations	Sewer Surcharge Operations	One-Time Funding	FTE Impact
B 46	53	2023-0308	Fire & Rescue  <b>IN-CAMERA</b>			\$206,050				\$103,025	3.0
B 47	83	2023-0216	Parks & Facilities	Facilities Inflationary Pressure on Maintenance Budget	This budget issue is to increase the annual operating budget for Facilities in order to accommodate the increasing costs from material and service vendors due to inflationary pressure and supply chain issues resulting from the ongoing pandemic. The Facilities Department is recommending budget increase to the Contract Services and Maintenance Parts & Material accounts to address the areas where inflationary pressure is most evident.	\$150,000				\$150,000	
B 48	171	2023-0095	Public Works	Increase for Residential Snow Clearing Costs for the 2022-2023 Winter Season	During winter events resulting in 4 inches of snow or greater, the City is required to initiate a residential roll out to clear snow on all City streets. To complete required residential roll outs, the City has always contacted outside forces (contractors) and their heavy equipment under a tender. The current tender 33-18 expired in the spring of 2022. Current contractors have indicated they will not continue to provide service to the City under the existing contract format and as such, Administration has begun developing a new format to be tendered for the 2022-2023 season. Without contractors bidding our winter clearing equipment tender, there is a risk that maintenance service levels will not be met, or will be much more expensive, as adequate equipment forces will not be available.	\$150,000					

## Appendix A: 2023 Executive Summary (Public)

Reference #	Detail Pg. #	Issue Ref. #	Department	Issue Description	Summary of Issue Impacts & Risks <i>(Please note, these impacts and risks are highly summarized highlights. The reader is strongly encouraged to refer to the Budget Issue Detail)</i>	Property Tax Levy Funded Operations	Building Permit Operations	Off Street Parking Operations	Sewer Surcharge Operations	One-Time Funding	FTE Impact
B 49	1	2023-0088	CAO's Office	Increase to STAR Committee Budget	<p>Attraction and retention have been identified as a Priority Enterprise Risk by the CLT since 2016. In 2019, an internal audit of HR's Recruiting Processes and Retention Strategy, conducted by PwC, offered additional insight into this risk. It identified challenges facing our retention strategy with examples including the employee recognition program having a minimal budget.</p> <p>Addressing these challenges as well as the ones identified in various reports to Council on recruitment issues is not an easy task, especially given the fact that <b>most factors are out of the Corporation's control. The breadth of issues affecting our ability to recruit and retain talented staff requires a long-term multi-pronged approach.</b></p>	\$87,800					
B 50	181	2023-0099	Public Works	Increased Asset Maintenance Costs for Public Works Operations	<p>This issue makes necessary adjustments to various maintenance budgets in Public Works related to increased annual maintenance and repair costs required as a result of 2021 additions of 4 pedestrian crossovers (PXO's), 3.2kms of bike lanes, 1 signalized intersections, 3200M of underground fiber, 50 CCTV cameras, 3kms of sewer, 5kms of paved roads, 152 catch basins, 8kms of sidewalks, and 8kms of curb-gutter. In addition, CR82/2022 (C 28/2022 - alley lighting Erie), CR 139/2022 (C 20/2022 - signs CSZ), CR111/2022 (S 9/2022 - Traffic Calming Kildare), and CR19/2022 - CR543/2021 (C 141/2022 - AI 1/2022 - Cabana / Roseland Pedestrian Walkways) all refer the annual cost increases required for maintenance to the 2023 budget.</p>	\$86,110			\$23,516		
B 51	16	2023-0149	Accounting	Addition of One Permanent Payroll Control & Reporting Specialist	<p><b>The Payroll department's full time complement is currently not adequate to carry out work required to successfully process City payroll and accompanying necessary payroll tasks.</b> Up to 2 heavy workload employees have been temporarily assigned to the department for much of the last 5 years to ensure all processes meet required deadlines and work is completed on time. Administration is recommending to add 1 full time Payroll Control and Reporting Specialist in place of one of the remaining temporary heavy work load position to ensure payroll continues to be processed timely and accurately.</p>	\$77,972					1.0

## Appendix A: 2023 Executive Summary (Public)

Reference #	Detail Pg. #	Issue Ref. #	Department	Issue Description	Summary of Issue Impacts & Risks <i>(Please note, these impacts and risks are highly summarized highlights. The reader is strongly encouraged to refer to the Budget Issue Detail)</i>	Property Tax Levy Funded Operations	Building Permit Operations	Off Street Parking Operations	Sewer Surcharge Operations	One-Time Funding	FTE Impact
B 52	77	2023-0209	Parks & Facilities	Budget Increase for Pool Chemicals	This budget issue is to increase the annual operating budget for pool and fountain chemicals at the Windsor International Aquatic Training Centre (WIATC), and various swimming pools at the Community Centre. Recently the pool chemical supplier, Hollandia Gardens Limited, notified Facilities Operations that there would be an overall price increase to its product lines. Additional funding is required to stabilize the budget and ensure the facility maintains the level of chemicals necessary to operate the water park and community pool, and be compliant with the Board of Health and O. Reg. 494/17.	\$60,000				\$60,000	
B 53	102	2023-0193	Parks & Facilities	Trail Maintenance Budget	The Parks department is requesting an additional maintenance budget of \$50,000, which will encompass the annual maintenance for crack filling, sealing, as well as asphalt replacements on existing trails where necessary. There is currently an annual budget of \$200,000 allocated for this activity in the Parks operating budget. This requested increase will aid in the preventative maintenance and extend the life cycle of the asset. Trails were identified by the community as the most important feature in future parks development, which has been noted in the Parks Master Plan. The maintenance budget would serve to meet the recommendations of the Active Transportation Master Plan approved by Council. This funding would also be used to widen trails to meet accessibility standards.	\$50,000					
B 54	68	2023-0137	Communications			\$45,796					0.5
			IN-CAMERA								

## Appendix A: 2023 Executive Summary (Public)

Reference #	Detail Pg. #	Issue Ref. #	Department	Issue Description	Summary of Issue Impacts & Risks <i>(Please note, these impacts and risks are highly summarized highlights. The reader is strongly encouraged to refer to the Budget Issue Detail)</i>	Property Tax Levy Funded Operations	Building Permit Operations	Off Street Parking Operations	Sewer Surcharge Operations	One-Time Funding	FTE Impact
B 55	184	2023-0250	Public Works	Increase GPS Budgets - Corporate Wide	Corporate wide, the City utilizes 268 GPS units at a cost of approximately \$11,150 per month excluding HST. The GPS/AVL solution for the corporation has been gradually incorporated into the fleet beginning in 2016 with Public Works. Due to the success of the roll out for Public Works, departments across the Corporation have also opted to participate in the program. The current agreement with Telus will be in place until November 2023. This budget request establishes and aligns the budgets for the GPS/AVL service per CAOP 17/2022.	\$39,848		\$42	\$7,166		
B 56	48	2023-0073	Fire & Rescue	Self Contained Breathing Apparatus (SCBA) Increase Contribution to Reserve	WFRS recommends an increase in annual Reserve Account contribution to better meet future equipment replacement cost.	\$25,000					
B 57	120	2023-0224	Security & Special Activities	Genetec Advantage Security Software License Fee Renewal	This budget issue is to request annual operating budget for Genetec Advantage that provides software license to operate the closed circuit television (CCTV) video surveillance cameras installed at various City facilities, and receive live technical support through Genetec. The renewal will provide additional five-year licensing to 523 existing security cameras. The cost is charged to the Corporate Properties Security System & Infrastructure Capital Budget with the intention of being repaid with operating budget on an annual basis.	\$18,469					
B 58	66	2023-0136	Communications	Replacement and Addition of Desktops, Laptops & Printers for Communications	The COVID-19 pandemic necessitated that a great number of City of Windsor (CoW) staff become mobile, with the ability to work remotely and from home. These funds will ensure that the CoW is equipped to improve or enhance remote work capabilities and to help Communications support a more mobile workforce should any future unforeseen events occur. It will also allow Communications to maintain and enhance the technology put in place for COVID-19 and for support of remote working in general.	\$8,960					
B 59	12	2023-0291	Planning & Development	Planning & Development Position Increases	To add one Planner III Economic Development position, one Planner III Development Application position, two Planner II Development Review , one Manager of Planning Administrative Services and one Supervisor Development Applications	\$0					6.0

## Appendix A: 2023 Executive Summary (Public)

Reference #	Detail Pg. #	Issue Ref. #	Department	Issue Description	Summary of Issue Impacts & Risks <i>(Please note, these impacts and risks are highly summarized highlights. The reader is strongly encouraged to refer to the Budget Issue Detail)</i>	Property Tax Levy Funded Operations	Building Permit Operations	Off Street Parking Operations	Sewer Surcharge Operations	One-Time Funding	FTE Impact
B 60	22	2023-0227	Asset Planning	One Time Funding for Temporary Energy Financial Analyst Position	The Energy Initiatives division of Asset Planning is managing or developing \$21 million worth of current and future energy efficiency projects. Administration has identified the need for an additional financial staff resource to assist with the <b>analysis of significant amounts of energy data generated by the Corporation's over 600 utility accounts.</b> The ability to identify opportunities for energy cost savings via vigilant consumption analysis is of particular importance given the eventual establishment of a comprehensive enterprise-wide energy management program targeted for 2025.	\$0				\$84,656	
B 61	25	2023-0123	Financial Planning	One time Funding for Budget Development Public Engagement	The continued use of a public engagement software such as Balancing Act will require on-going funding. The current software solution provides the required functionality to educate the public and gain residents feedback on the annual budget development process. Balancing Act is also a partner company of Questica, <b>the Corporation's budget development software, which makes this the ideal solution.</b>	\$0				\$18,000	
B 62	27	2023-0276	Financial Planning	One-Time Funding of Financial Analyst - Parks & Recreation Support	One-time funding is required for a Financial Analyst-Parks & Recreation to assist with the increasing financial workload and support required for the area. The Parks & Recreation areas have seen a significant amount of growth and change over the past decade, resulting in a greater need for enhanced financial support. Over the last several years, temporary financial analysts have been used due to heavy workload on several occasions. There will be a negative impact to the timeliness and accuracy of recoveries from Capital projects/external parties, along with proper revenue recording if funding for this position is not approved. Providing financial analyst support for the Parks & Recreation areas will afford financial support consistent with the other operational departments.	\$0				\$84,655	



## Appendix A: 2023 Executive Summary (Public)

Reference #	Detail Pg. #	Issue Ref. #	Department	Issue Description	Summary of Issue Impacts & Risks <i>(Please note, these impacts and risks are highly summarized highlights. The reader is strongly encouraged to refer to the Budget Issue Detail)</i>	Property Tax Levy Funded Operations	Building Permit Operations	Off Street Parking Operations	Sewer Surcharge Operations	One-Time Funding	FTE Impact
B 63	33	2023-0020	Human Resources	One-Time Funding for an Accessibility Assistant Position	The Accessibility Assistant would provide specialized technical support to the Diversity and Accessibility Officer to assist with the high volume of ongoing complex and legislatively required work to ensure that we meet all of our legislative responsibilities in a timely and fiscally responsible manner. This is one time funding to cover the cost of these essential duties pending the completion of the Anti-racism and Anti-Discrimination engagement strategy which will be completed by an external consultant. It is prudent to consider the results of this engagement and strategy to better understand the full breadth of long-term resources.	\$0				\$62,001	
B 64	41	2023-0090	Human Resources	One-Time Funding for a Disability Management Specialist Position	Understanding of the interconnection of the 7 overall dimensions of wellness and work life, including the wellbeing of mental, physical, social financial, spiritual, environmental and vocational each being interdependent and influencing each other. The Corporation has seen increases in a few of these dimensions such as the mental, physical and financial conditions that needs to continue to be supported. DMS work closely with managers to ensure appropriate supports are provided to employees struggling with stress, anxiety, depression and post traumatic syndrome (PTSD). Providing one-time funding for an additional DMS will enhance our ability to manage the increasingly challenging needs of our workforce with effective modified work plans individually suited for our employees and their needs.	\$0				\$121,772	
B 65	43	2023-0180	Taxation	One Time Funding for Tax Registrations Fees	A reduction of \$50,000 in the revenue received from the additional charges levied against property owners when there is a tax registration lien filed on title is expected to be realized in 2023. This is largely due to the approached used by the Collections Team and the current economic conditions which have allowed taxpayers to enter into payment plans which will bring their account up to date in a reasonable time- frame and forego the impact of having a tax lien registered against their property.	\$0				\$50,000	

## Appendix A: 2023 Executive Summary (Public)

Reference #	Detail Pg. #	Issue Ref. #	Department	Issue Description	Summary of Issue Impacts & Risks <i>(Please note, these impacts and risks are highly summarized highlights. The reader is strongly encouraged to refer to the Budget Issue Detail)</i>	Property Tax Levy Funded Operations	Building Permit Operations	Off Street Parking Operations	Sewer Surcharge Operations	One-Time Funding	FTE Impact
B 66	49	2023-0085	Fire & Rescue	Fire & Rescue Inflationary/CPI Pressures	Inflationary pressures in 2022 have reached levels that no longer fit within the existing budget. Current projections across the board are 10-15% due to increase in parts, supplies and lack of product availability. Other expenses such as tools and minor equipment are experiencing increases of up to 20%. Windsor Fire and Rescue is recommending budget increases to specific accounts to address the most critical needs.	\$0				\$72,500	
B 67	70	2023-0139	Communications	One Time Funding Two Full Time 311/211 Customer Contact Representative Positions	The addition of 2 full time Customer Contact Representatives is required in order to manage increased volume of inquiries, ensure adequate staffing needed to sustain operations, support business continuity for the 311 & 211 services as well as to ensure the health and well being of the employees providing this front door customer service for our residents.	\$0				\$152,895	
B 68	98	2023-0188	Parks & Facilities	One Time Funding For Improvements to Parks Drainage for Flood Mitigation	To establish additional operating budget to repair and improve parks with drainage issues and to mitigate flooding that occurs during periods of heavy rainfall. The flooding delays the commencement of grass maintenance and sports field usage. As a result of the heavy weight of the parks maintenance equipment, staff are unable to prepare the fields for intended use. Improvements to park drainage reduce the standing water volumes and mitigate the potential damage to parkland and sports fields in periods following heavy precipitation. The current drainage issues in parkland have resulted in the closure of sports field in periods subsequent to heavy rainfalls. The current funding is depleted by April and the recommended funding level represents incremental funding within the Parks budget.	\$0				\$150,000	

## Appendix A: 2023 Executive Summary (Public)

Reference #	Detail Pg. #	Issue Ref. #	Department	Issue Description	Summary of Issue Impacts & Risks <i>(Please note, these impacts and risks are highly summarized highlights. The reader is strongly encouraged to refer to the Budget Issue Detail)</i>	Property Tax Levy Funded Operations	Building Permit Operations	Off Street Parking Operations	Sewer Surcharge Operations	One-Time Funding	FTE Impact
B 69	109	2023-0213	Parks & Facilities	One-Time Funding for Addition of One Supervisor, Facilities	This budget issue is to request one-time funding for one additional Facilities Supervisor position to address the significant growth within Facilities Division. This is in line with the Facilities Staffing Master Plan (Council Resolution B16/2017.) Currently, two supervisors are managing approx. 1.9 million sq ft across the city. The size of portfolio warrants four supervisors, and consequently service levels to some areas have been negatively impacted. Without these positions, there is a risk of delays in addressing failing systems, potential shutdowns, and deferred maintenance repairs. In addition, the existing supervisory staff have an excessive workload and are at risk of experiencing physical & mental health issues and burnout, making them less efficient and less productive.	\$0				\$143,412	
B 70	122	2023-0221	Security & Special Activities	One Time Operating Budget for 185-189 City Hall Square South	To request an one time maintenance budget the property acquired in 2021 at 185 City Hall Square South. The property is located immediately south of 350 City Hall Square. The building is currently partially tenant occupied by Motor City Community Credit Union and Legal Aid Ontario. The City is responsible to maintain the building while it is tenant occupied.	\$0				\$43,900	
B 71	124	2023-0223	Security & Special Activities	One Time Funding for One SAC Coordinator	The new Security, City Hall Campus & Special Activities (SAC) is a new department created during the 2022 re-organization within Community Services. To assist the heavy workload and responsibilities of the new Service Director, SAC, one (1) Coordinator of Security, Special Activity & City Hall Campus (SAC) position was approved on the temporary basis until December 2022. Since the creation of this position, it has proven its importance and value to the department. This budget issue is to extend this Coordinator of Security, Special Activity & City Hall Campus (SAC) position for one more year by requesting one time funding to be added to the annual operating budget.	\$0				\$76,864	

## Appendix A: 2023 Executive Summary (Public)

Reference #	Detail Pg. #	Issue Ref. #	Department	Issue Description	Summary of Issue Impacts & Risks <i>(Please note, these impacts and risks are highly summarized highlights. The reader is strongly encouraged to refer to the Budget Issue Detail)</i>	Property Tax Levy Funded Operations	Building Permit Operations	Off Street Parking Operations	Sewer Surcharge Operations	One-Time Funding	FTE Impact
B 72	140	2023-0163	Engineering	GIS Services - Addition of One Permanent GIS Data Analyst Position	In addition to improved technological efficiencies & realignment of workloads, 1 permanent GIS Data Analyst position is required to deliver the annual capital plan. Over the years, the number of capital projects requiring the need for GIS services has increased. The temporary nature of the position results in a lack of stability in resourcing for the growing need of GIS Services. A couple of examples of this need can be seen currently with the Stormwater Financing & Asset Management Pilot (AMP). Going forward this position will also be involved with the Asset Management Plan & Community Safety & Well Being (CSWB) & Census mapping and analysis. A project specific GIS Data Analyst has been in place as permitted under the L543 collective agreement since 2020 & will be required going forward.	\$0					1.0
B 73	142	2023-0165	Engineering	Design Services – Addition of One Permanent Position – Design Standards Lead	<b>Due to the Ministry of the Environment, Conservation and Parks' new Consolidated Linear Infrastructure process, the Design Division is requesting the addition of one (1) permanent position of Design Standards Lead. This position would assume the lead role with respect to complying with the MECP's latest sewer approval process;</b> provide crucial support regarding the increase in capital projects as well as serve as subject matter expert on road, sewer and other design matters.	\$0					1.0
B 74	145	2023-0052	Pollution Control	Chemicals, Fuels, Oils	The cost of oil and natural gas has increased significantly. The cost of chemicals, which have substantial inputs from oil and natural gas, has subsequently increased. As a result, the budgets for the City's two wastewater treatment plants, the Lou Romano Water Reclamation Plant and the Little River Pollution Control Plant, require an increase.	\$0			\$670,163		

## Appendix A: 2023 Executive Summary (Public)

Reference #	Detail Pg. #	Issue Ref. #	Department	Issue Description	Summary of Issue Impacts & Risks <i>(Please note, these impacts and risks are highly summarized highlights. The reader is strongly encouraged to refer to the Budget Issue Detail)</i>	Property Tax Levy Funded Operations	Building Permit Operations	Off Street Parking Operations	Sewer Surcharge Operations	One-Time Funding	FTE Impact
B 75	148	2023-0053	Pollution Control	Fleet Additions - New Vehicles	Pollution Control currently uses 5 Loaner Vehicles from 2020. No budget exists for these vehicles. To maintain current levels of service, Pollution Control requires 2 pick-ups with All-Wheel Drive (AWD) for the Pumping Station division and 2 electrical service vehicles for the electrical work in the Process Engineering and Maintenance division. Budget for a golf cart and a heavy duty cart ('gator') is also requested to replace aging "like" units purchased for Little River Pollution Control Plant (LRPCP) 13yrs ago. If the budget items below are approved, the loaner vehicles can be returned.	\$0			\$82,276		
B 76	151	2023-0054	Pollution Control	UV Lights	A rebuild of the addition UV Modules of the last four banks of the UV system is required.	\$0				\$500,000	
B 77	152	2023-0277	Pollution Control	Purchase of Crane	Pollution Control requires the purchase of an IC-40 Broderson Carry Deck Crane.	\$0			\$20,115		
B 78	159	2023-0050	Pollution Control	Additional One Permanent Wastewater Collection Operator	The amount of pumping stations, with more coming on board, will require at least one more operator to service.	\$0			\$86,670		1.0
B 79	161	2023-0066	Pollution Control	Budget Increase Contribution to Pollution Control Reserve	Based on 15-year spending projections and in consideration of current spending levels, the Pollution Control Reserve is projected to be in a deficit position at some point in 2023. It is projected that approval of this budget issue will keep the Reserve in a surplus position for the next 2 years. Not approving this increase will impact the division's ability to properly maintain infrastructure and poses a very serious and significant risk, impacting our ability to properly maintain critical infrastructure.	\$0			\$1,250,000		

## Appendix A: 2023 Executive Summary (Public)

Reference #	Detail Pg. #	Issue Ref. #	Department	Issue Description	Summary of Issue Impacts & Risks <i>(Please note, these impacts and risks are highly summarized highlights. The reader is strongly encouraged to refer to the Budget Issue Detail)</i>	Property Tax Levy Funded Operations	Building Permit Operations	Off Street Parking Operations	Sewer Surcharge Operations	One-Time Funding	FTE Impact
B 80	252	2023-0043	Employment & Social Services	Conversion of One Temp. Full-Time Supervisor, ES position to Reg. Full-Time	Since 2016, the Employment Services (ES) division has employed a Temporary Full-time ES Supervisor in addition to the one Regular Full-time (RFT) ES Supervisor. Both positions are funded 100% through Ministry of Labour, Training and Skills Development. Continuous changes to delivery of Employment Ontario programs and reporting requirements has lead to the budget request to convert the temporary Supervisor position to a permanent position. This additional RFT position will address retention strategies, provide back up coverage and ensure staffing consistency. Meeting performance targets is prerequisite to receiving funding. Without an additional permanent ES Supervisor, meeting targets will be impacted with a sizeable risk of losing MLTSD funding.	\$0					1.0
B 81	269	2023-0026	Housing & Children's Services	Add One RFT Coordinator of Housing Admin & Development (Housing Hub)	The Homelessness & Housing Support division is requesting the conversion of one (1) Temporary Full Time Coordinator, Housing Administration and Development position to one (1) Regular Full Time Coordinator, Housing Administration and Development position. The position will be primarily responsible for overseeing the development of the new Housing Hub, approved by Council in July 2021.	\$0					1.0
B 82	271	2023-0065	Housing & Children's Services	Addition One Regular Full-Time Special Projects Coordinator(Children's Services)	<b>One Regular Special Projects Coordinator position in Children's Services is being requested to support the increased initiatives in the Early Years and Child Care programs in the community. Municipal funding is not being requested at this time as the new position can be funded within the existing Child Care budget, which includes one-time Provincial funding to assist municipalities with the implementation of the 5% administrative funding cap. Also included in the budget is new administration funding related to new on-going child care funding streams introduced in 2022. A new Child Care Funding Formula (CCFF) is being developed for 2023 and future years but this formula and the 2023 funding allocations are not known at this time.</b>	\$0					1.0
B 83	6	2023-0122	Building Services	Amendments to User Fees to Increase Bill 108 Deferred and Frozen Interest Rate	This issue is to approve the 2023 increase in the Interest rate used in the calculations for Bill 108 - Deferred Rates Interest Payable with or without a Letter of Credit as well as Bill 108 - "Frozen" Development Charge Interest Payable based on the S27 agreement.	(\$1)					

## Appendix A: 2023 Executive Summary (Public)

Reference #	Detail Pg. #	Issue Ref. #	Department	Issue Description	Summary of Issue Impacts & Risks <i>(Please note, these impacts and risks are highly summarized highlights. The reader is strongly encouraged to refer to the Budget Issue Detail)</i>	Property Tax Levy Funded Operations	Building Permit Operations	Off Street Parking Operations	Sewer Surcharge Operations	One-Time Funding	FTE Impact
B 84	220	2023-0249	Public Works	Addition of a Signal Systems Analyst Position	The Traffic Signals Division requires additional staffing to facilitate all required maintenance, signal system timings, statistical data collection and CCTV monitoring for Public Safety. The total annual capital project budgets for the division are in the range of \$2,000,000 and the department current has one Signals System Analyst. The addition of the Genetec CCTV monitoring system, including 50 new digital cameras in 2021 and 63 new digital cameras in 2022 has increased the City's total number of cameras by 133 which requires daily monitoring and maintenance. Administration is requesting a position to assist the afternoon maintenance shift, provide CCTV monitoring for Public Safety and collect Traffic Data.	(\$18,720)					1.0
Sub-Total: Section B						\$4,124,940	\$0	(\$8,932)	\$2,613,794	\$3,223,680	17.5
\$ Increase / (Decrease) Over Prior Year Levy (Cumulative)						\$18,962,302	\$1,275,992	(\$990)	\$3,115,560	\$4,238,680	41.5
% Increase / (Decrease) Over Prior Year Levy (Cumulative)						4.33%					

Reference #	Detail Pg. #	Issue Ref. #	Department	Issue Description	Summary of Issue Impacts & Risks <i>(Please note, these impacts and risks are highly summarized highlights. The reader is strongly encouraged to refer to the Budget Issue Detail)</i>	Property Tax Levy Funded Operations	Building Permit Operations	Off Street Parking Operations	Sewer Surcharge Operations	One-Time Funding	FTE Impact
-------------	--------------	--------------	------------	-------------------	---	-------------------------------------	----------------------------	-------------------------------	----------------------------	------------------	------------

**Section C: Priority Budget Increases Recommended by Administration to Maintain or Improve Service Levels**

C 85	189	2023-0271	Public Works	Increase Waste Tonnage, Collection and Tipping Fees	Based on a review of average historical waste tonnage data, tonnages have steadily increased over the past 10-years to the point that current budget levels are insufficient to cover the costs of both tipping fees and collection fees. An increase of 5,000 tonnes of waste is expected to be collected and disposed of at the Regional Landfill annually based on MBNC trends related to the number of households and the tonnes disposed of per household per annum. The number of households has increased from 87,840 in 2012 to 99,803 in 2020, a 13.6% increase. In addition, the tonnes disposed of per house per year has increased from 0.59 tonnes in 2020 to 0.65 tonnes in 2021 which equates to an increase of 5,988 tonnes overall.	\$579,900					
C 86	231	2023-0258	Transit Windsor	Creation of Fleet Reserve for Transit Fleet	With a revenue fleet of 117 buses with a replacement value of over \$81 M, as well as continued service expansion, Transit Windsor requires dedicated funds for its ongoing Fleet replacement needs. This request will create a new Fleet Reserve and transfer operating dollars annually to fund future Transit Fleet replacement requirements.	\$480,000					
C 87	244	2023-0131	Transit Windsor	2023 Transit Windsor Service Plan	The Transit Windsor Master Plan identified significant changes in the transit network in order to streamline routes, reduce travel time and increase efficiency. The Transit Windsor Master Plan was brought to council on January 27, 2020. This plan was approved with Council Report CR40/2020 and acts as the guiding document for the improvement of transit services in Windsor and Essex County. The changes outlined below, represent a measured, fiscally responsible approach to targeted improvements where the need is the greatest, and derive the best value from existing resources.	\$465,769				\$465,769	12.0



## Appendix A: 2023 Executive Summary (Public)

Reference #	Detail Pg. #	Issue Ref. #	Department	Issue Description	Summary of Issue Impacts & Risks <i>(Please note, these impacts and risks are highly summarized highlights. The reader is strongly encouraged to refer to the Budget Issue Detail)</i>	Property Tax Levy Funded Operations	Building Permit Operations	Off Street Parking Operations	Sewer Surcharge Operations	One-Time Funding	FTE Impact
C 88	175	2023-0097	Public Works	Increase Annual Equipment Reserve Contributions for Corporate, Parks, Fire Equip	This issue recommends an annual increase to the annual reserve contribution budgets for the Corporate, Parks, and Fire fleet equipment replacements to ensure sustainable reserve balances through to 2032 per the current 10-year replacement plans. Administration has performed a thorough review of the replacement plans for 2023, and have adjusted replacement costs and plans for 2023 through 2032. Based on current increased equipment costs, an annual increase of \$435,000 in 2023, 2024, and 2025 is required to ensure the Corporate, Parks, and Fire fleet reserves are sustainable and equipment can be replaced as required. Without requested increases to the contributions, replacement plans will be jeopardized resulting in increased vehicle maintenance costs and disruptions in service provided.	\$435,000					
C 89	51	2023-0009	Fire & Rescue	Addition of One Deputy Fire Chief of Professional Standards & Quality	The addition of a Deputy Chief position is vital to ensure quality service delivery <b>and enhance the department's ability to address gaps and minimize risk to the Corporation.</b> WFRS employs 4 non-union staff (2 Deputies) that are directly involved in management and leadership of 299 unionized employees. In comparison, Chatham/Kent employs 4 Assistant Chiefs with duties equivalent to that of a Deputy Chief (total 8 non-union). Essex/Windsor EMS, equivalent in size to WFRS, employs 3 Deputy Chiefs with 1 position assigned the role of Professional Standards. Within the fire service, each department determines the number of management staff based on their unique needs. This new position will drive key decisions to develop future strategies and cultural change within the department.	\$219,427					1.0
C 90	179	2023-0248	Public Works	Inflationary Cost Increases for Traffic Operations Materials	This issue reflects an increase related to the actual 2022 inflationary increases for all materials related to signal maintenance, roadway painting, sign maintenance, and sign manufacturing plus an expected inflationary increase of 4% for 2023. Inflationary budget adjustments are required in order to avoid decreases in service levels or the department incurring variances. Revenue budgets will also increase as a portion of the cost increases are recoverable from capital projects and other internal and external customers.	\$150,000				\$100,000	

## Appendix A: 2023 Executive Summary (Public)

Reference #	Detail Pg. #	Issue Ref. #	Department	Issue Description	Summary of Issue Impacts & Risks <i>(Please note, these impacts and risks are highly summarized highlights. The reader is strongly encouraged to refer to the Budget Issue Detail)</i>	Property Tax Levy Funded Operations	Building Permit Operations	Off Street Parking Operations	Sewer Surcharge Operations	One-Time Funding	FTE Impact
C 91	217	2023-0100	Public Works	Addition of a Fleet Technology and Training Administrator	Council directed Administration to bring the creation of a Fleet Technology and Training Administrator position to the 2022 budget for consideration, CR314/2021. The position will be instrumental in researching current industry trends related to technology and sustainability initiatives and to participate in corporate climate change activities such as greening the fleet to reduce fuel use and emissions. This position will provide a shared training service between Fleet and Parks for equipment/vehicle training for mechanics and for operators.	\$124,272					1.0
C 92	104	2023-0199	Parks & Facilities	Addition of Parks Supervisor	To add one (1) Parks Supervisor position to support activities related to special events, ward funded projects and maintaining service levels for parks & facilities maintenance. This position will be involved in supervising staff completing tasks related to Parks & Facilities operations, special events and City owned transitional properties. This position will also oversee the planning and execution of internal staff and the external contractors providing services for special events and Parks & Facilities projects throughout the city. In addition this role will be critical in coordinating repairs and restorations required in parks & facilities related to vandalism, which has increased significantly in 2021 and 2022 year to date.	\$120,442					1.0
C 93	19	2023-0226	Asset Planning	Addition of RFT Community Energy Plan Project Administrator Position	The City of Windsor's Community Energy Plan (CEP), approved by Council CR426/2017, outlines the need for a full-time CEP Project Administrator to support the Environment Sustainability & Climate Change Office for advancing the implementation CEP action items, supporting numerous functions such as public engagement and outreach, identifying and promoting opportunities for economic development & seeking funding for initiatives. This position has been temporarily funded from BSR since June 2018. This request is being made to make the position permanent in order to perform and achieve all of the necessary functions described in the Community Energy Plan. The current temporary status of this position creates challenges to addressing and planning for the long-term strategies in the CEP .	\$107,073					1.0

## Appendix A: 2023 Executive Summary (Public)

Reference #	Detail Pg. #	Issue Ref. #	Department	Issue Description	Summary of Issue Impacts & Risks <i>(Please note, these impacts and risks are highly summarized highlights. The reader is strongly encouraged to refer to the Budget Issue Detail)</i>	Property Tax Levy Funded Operations	Building Permit Operations	Off Street Parking Operations	Sewer Surcharge Operations	One-Time Funding	FTE Impact
C 94	89	2023-0204	Parks & Facilities	Parks Fleet Vehicle Requirements	To request operating funding for new vehicle additions requested by the Parks Department from the Fleet division within the Public Works department. These expenditures represent the annual rental rates that will be charged to Parks for one (1) side loading garbage packer, one (1) flatbed truck, and one (1) cargo van. These vehicle requests were required to support activities related to transportation of garbage from parks, assist with winter control and horticulture activities and delivery of special activity materials to various locations throughout the city.	\$90,148					
C 95	100	2023-0191	Parks & Facilities	Addition of Parks and Facilities Operations Asset Analyst Position	Budget funding for one (1) Parks & Facilities Asset analyst role to provide support in tracking of assets electronically in the CityWide Asset Management system and the oversight of a digital work order system. This system tracks assets for repair, maintenance and highlights deficiencies. This position is critical in the development and maintenance of the asset inventory system and enhancement of preventative maintenance program. This role will utilize the Citywide software system to track assets and work orders to maintain key information used to prioritize areas in greatest need of maintenance and high risk. This role will also assist to record capital components, develop future schedules for projects as per the Parks & Recreation Master Plans and develop the asset management program.	\$87,963					1.0
C 96	240	2023-0063	Transit Windsor	Addition of One Planning Analyst	With the increases in service, on-street amenities, public facing communication tools, further growth in regional service, implementation of Transit Master Plan changes, and major technological changes and projects, this budget issue proposes to retain the current Planning Analyst who is on a two-year contract. This position was identified in the Transit Master Plan and was funded for 2 years through ICIP funding which expires in 2023. This position would allow Transit Windsor to have proper resourcing in the department to maintain day-to-day operations along with moving the various projects and service plans forward. Administration is requesting permanent funding to maintain this position.	\$77,922					1.0

## Appendix A: 2023 Executive Summary (Public)

Reference #	Detail Pg. #	Issue Ref. #	Department	Issue Description	Summary of Issue Impacts & Risks <i>(Please note, these impacts and risks are highly summarized highlights. The reader is strongly encouraged to refer to the Budget Issue Detail)</i>	Property Tax Levy Funded Operations	Building Permit Operations	Off Street Parking Operations	Sewer Surcharge Operations	One-Time Funding	FTE Impact
C 97	108	2023-0203	Parks & Facilities	Parking Lots Maintenance For City Parkland	To establish budget funding for maintenance of parking lots located at parkland throughout the city. The activities include crack sealing of asphalt and basin repairs to ensure adequate drainage. There is currently no operating budget for this activity within the Parks department. Currently there are 100 parking lots that are associated with City parkland that are utilized for those visiting parks. The maintenance funding allow for portion of the parking lot inventory to be repaired which will allow for this asset infrastructure to avoid extensive capital replacement that will be very disruptive to park visitors and more expensive. The funding for this activity is subject to current inflationary trends with rising price in construction materials for repair and external contracted services.	\$75,000					
C 98	178	2023-0113	Public Works	Increase for Parts Cost	The cost of parts has been steadily increasing due to inflationary cost increases, the US exchange rate, and supply chain issues as a result of the ongoing pandemic. This issue reflects a 10% increase related to the cost of vehicle and equipment parts.	\$67,192					
C 99	242	2023-0068	Transit Windsor	Addition of One Service Line Personnel	This budget issue brings forward the need for one additional RFT service line position to meet service needs, ensure the cleanliness and safety of Transit Windsor buses, and address ongoing staffing shortages.	\$65,941					1.0
C 100	115	2023-0167	Recreation & Culture	Establishment of Maintenance Budget for Leased Space Within Recreation	This budget issue is to establish an operating budget to address operating maintenance costs pertaining to external tenants leased space within Recreation and Culture facilities that are currently not budgeted for.	\$53,000					

## Appendix A: 2023 Executive Summary (Public)

Reference #	Detail Pg. #	Issue Ref. #	Department	Issue Description	Summary of Issue Impacts & Risks <i>(Please note, these impacts and risks are highly summarized highlights. The reader is strongly encouraged to refer to the Budget Issue Detail)</i>	Property Tax Levy Funded Operations	Building Permit Operations	Off Street Parking Operations	Sewer Surcharge Operations	One-Time Funding	FTE Impact
C 101	38	2023-0089	Human Resources	Enhancement to the Corporate Training and Development Budget	The Human Resources Department is requesting a budget enhancement of \$50,000 to the Corporate Training Budget to augment learning and development initiatives that focus on building a world class organization with world class talent. In order to continue to build organizational capacity, a critical investment in training and development is necessary to equip employees at all levels of the organization with the necessary and transformative skills, knowledge, and abilities needed today <b>and into the future. Creating a culture of learning is central to the future of work. It's</b> also the key to shaping an organization into a more adept and agile employer. Learning and development plays a critical role in reskilling and upskilling within the future of learning.	\$50,000					
C 102	79	2023-0201	Parks & Facilities	Monument Repairs and Restoration Funding	To request operating budget for the repairs to monuments that are located within various parkland throughout the City. The Parks department currently provides repair maintenance work to various monuments that have fallen into disrepair and require significant improvement to restore to their original condition. These monuments often have significant importance within the community as they may be linked to memorial of historical events involving charitable organizations and community partnerships. There are currently 57 monuments located throughout the City and as they continue to age the needs for repairs are expected to continue. In addition, due to increased inflationary factors and rising construction material costs this funding request is required for future years.	\$50,000					

## Appendix A: 2023 Executive Summary (Public)

Reference #	Detail Pg. #	Issue Ref. #	Department	Issue Description	Summary of Issue Impacts & Risks <i>(Please note, these impacts and risks are highly summarized highlights. The reader is strongly encouraged to refer to the Budget Issue Detail)</i>	Property Tax Levy Funded Operations	Building Permit Operations	Off Street Parking Operations	Sewer Surcharge Operations	One-Time Funding	FTE Impact
C 103	85	2023-0190	Parks & Facilities	Reduction in Parks Development Salary Cost Recoveries From Capital	To reduce the recovery of wages for the Parks Development Staffing from capital projects. The Parks Development Manager oversees the portfolio for the department, which includes non-capital activities including operations support, ward projects, and consultant work with other departments. The management is also involved in grant funding projects where internal salaries are ineligible to be recovered from the capital project and must be allocated to the operating budget. Currently 20% of the Manager salary is budgeted to be recovered by capital projects which yields variances in the operating budget as actual allocation is below the budgeted amount. The budget request reflects the migration to 100% allocation of the Parks Development Manager salary allocation to operating activities.	\$50,000				\$50,000	
C 104	187	2023-0268	Public Works	Establish Budget for Net Costs Related to Accident Repairs	This issue requests a budget to offset the average annual net cost of completing accident related repairs in the right-of-way including signal, sign, streetlight, and roadway repairs. Public Works has been experiencing a net cost related to this program annually. Without a budget increase, Public Works will continue to incur annual deficits related to accident repairs in the right-of-way annually as these repair costs are unavoidable and unpredictable.	\$50,000					
C 105	255	2023-0047	Employment & Social Services	Funding of the Implementation of the Regional Community Safety & Well Being Plan	The legislated Regional Community Safety and Well Being Plan requires ongoing funding to support its implementation activities. A total annual implementation budget of \$100,000 from the City of Windsor (50%) and County of Essex (50%) will help initiate and sustain ongoing activities. Administration will take every opportunity to apply to any CSWB relevant grant and funding streams to further its implementation and offset any applicable costs. This budget request is for the City's share of funding for implementation activities.	\$50,000					

## Appendix A: 2023 Executive Summary (Public)

Reference #	Detail Pg. #	Issue Ref. #	Department	Issue Description	Summary of Issue Impacts & Risks <i>(Please note, these impacts and risks are highly summarized highlights. The reader is strongly encouraged to refer to the Budget Issue Detail)</i>	Property Tax Levy Funded Operations	Building Permit Operations	Off Street Parking Operations	Sewer Surcharge Operations	One-Time Funding	FTE Impact
C 106	135	2023-0150	Engineering	Development Services - Addition of One Permanent Technologist III Position	In addition to improved customer service & realignment of workloads, 1 Perm Tech III is required to meet the level of service needed to support economic development & growth throughout the City. The number of development applications has increased, including the attraction of large developments (ie. mega hospital & EV battery plant) which are expected to accelerate development of the Sandwich Southlands. The temporary nature of the current position results in a lack of stability in resourcing. With the imminent completion of various master plans & secondary plans in the area & as shown within the 10-yr Capital Plan, the workload is not expected to decrease. A heavy workload Technologist has been in place since 2021 in addition to function support from the right-of-way division prior to that.	\$44,279			\$44,279		1.0
C 107	117	2023-0168	Recreation & Culture	Establish Annual Allocation to Recreation Equipment Reserve	Per the Recreation Master Plan that was approved at Council on December 16, 2019 through CR630/2019, Recreation is bringing forward the budget issue to request the establishment of the annual operating budget to allocate 2% Recreation revenue to the Recreation Equipment Reserve.	\$40,000					
C 108	138	2023-0160	Engineering	Project Management Services- Addition of Permanent Project Administrator Position	Due to the increase in capital projects, one permanent position is required. This position provides administration & management of new corporate development projects (both buildings & non-building related initiatives) of significance. The # of Corporate projects of significant importance continues to grow, as does the need for senior project managers to lead these important initiatives. Of particular note is the recent announcement of the successful DMAF4 grant to build a West end Retention Treatment Basin (total estimated cost of \$88.5M). 1 to 2 heavy workload Project Administrators have traditionally been in place to manage this growing demand. With the steady increase in capital projects, providing a permanent position will stabilize the resources required to deliver these projects.	\$30,855					1.0

## Appendix A: 2023 Executive Summary (Public)

Reference #	Detail Pg. #	Issue Ref. #	Department	Issue Description	Summary of Issue Impacts & Risks <i>(Please note, these impacts and risks are highly summarized highlights. The reader is strongly encouraged to refer to the Budget Issue Detail)</i>	Property Tax Levy Funded Operations	Building Permit Operations	Off Street Parking Operations	Sewer Surcharge Operations	One-Time Funding	FTE Impact
C 109	87	2023-0202	Parks & Facilities	Parks Vandalism Budget Funding	To increase the operating budget for Parks Vandalism to address the increasing trend of significant expenditures for repairs that have resulted from amenities within parkland. During the past number of years there have been increased volumes in repairs to playgrounds, graffiti removal and power washing activities. In the past year there has been extensive damages to washrooms in various parks that has required numerous repairs to infrastructure. In 2021 the costs related to vandalism increased by 171% over the prior year and is trending in this year to again increase by 18%. Given the inflationary increases in construction materials and the trending increases in vandalism incidents there is budget variance that is being estimated for the 2022 fiscal year.	\$25,000					
C 110	91	2023-0210	Parks & Facilities	Facilities Maintenance Budget for Parks Amenities & Vandalism	This budget issue is to increase the annual maintenance budget in order to address repair and maintenance costs in the expanding Facilities portfolio as more parklands and park amenities are added over the years. In addition, increased level of vandalism results in higher operating costs to repair or replace the damaged City properties. The acceptance of this budget issue will prevent budgetary gaps within Facilities while continuing to provide adequate maintenance to park amenities.	\$25,000					
C 111	106	2023-0200	Parks & Facilities	Solar Lighting Maintenance	To establish an operating budget for the maintenance of solar lighting infrastructure. There is no current operating budget within the Parks department to make any repairs to solar lighting fixtures that have been installed across the city in various parkland and green spaces. Lighting within parks has been determined to be a need in a number of parkland that are deficient in lighting requirements to maintain safety levels and provide illumination when required. Solar lighting installed in parks provide an affordable solution to improve lighting and illuminating pathways. In addition this technology is an energy efficient product that is equipped with motion sensor technology that turn on the lighting only when users are in need of areas illuminated, providing maximum energy conservation.	\$25,000					



## Appendix A: 2023 Executive Summary (Public)

Reference #	Detail Pg. #	Issue Ref. #	Department	Issue Description	Summary of Issue Impacts & Risks <i>(Please note, these impacts and risks are highly summarized highlights. The reader is strongly encouraged to refer to the Budget Issue Detail)</i>	Property Tax Levy Funded Operations	Building Permit Operations	Off Street Parking Operations	Sewer Surcharge Operations	One-Time Funding	FTE Impact
C 112	111	2023-0214	Parks & Facilities	Asset Safeguarding and Maintenance of Gates and Fences	This budget issue is to establish an operating budget for Facilities to install new gates and fences to safeguard the inventory and equipment located at City properties. Currently there is a lack of security measures in place to protect and guard the City assets stored in the yards against any potential acts of vandalism or theft. The budget funding will be used to properly maintain these gates and fences going forward to ensure that they remain in good condition and provide the level of security as intended. Facilities is requesting \$25,000 of annual operating budget to maintain fences and gates across the City properties.	\$25,000					
C 113	31	2023-0016	Human Resources	One-Time Funding for External Investigations	Each year the Corporation conducts investigations into incidents of workplace harassment and violence arising in our workplaces in order to comply with legislative obligations and to provide an effective process for addressing these matters. These investigations are typically conducted by in-house staff who receive <b>specialized training to perform this essential task, however Transit's collective agreement mandates that all sexual harassment allegations be investigated by a third party.</b> At this time, there are no dedicated funds to cover the cost of these external investigations. Given the frequency with which circumstances arise that mandate the use of an external investigator, our recommendation is to provide one-time funding for 2023 to cover the cost of these investigations.	\$0				\$30,000	
C 114	36	2023-0087	Human Resources	One-Time Funding for Cognitive Demands Analysis	A Cognitive Demands Analysis (CDA) is an objective evaluation of the specific cognitive, emotional and psychological skills required to perform the essential job duties of a given position. A proactive approach to capturing the cognitive and behavioral demands can assist with providing suitable accommodations and implementing strategies that aim to reduce claims and costs associated with mental <b>health conditions.</b> <b>The Corporation has used CDA's in a number of return-to-work plans for employees throughout the year with success,</b> however, there is no dedicated funding for these analysis and departments need to allocate funding from alternate accounts. This one-time funding is being requested in order to perform an analysis on the positions where it is deemed critical.	\$0				\$30,000	

## Appendix A: 2023 Executive Summary (Public)

Reference #	Detail Pg. #	Issue Ref. #	Department	Issue Description	Summary of Issue Impacts & Risks <i>(Please note, these impacts and risks are highly summarized highlights. The reader is strongly encouraged to refer to the Budget Issue Detail)</i>	Property Tax Levy Funded Operations	Building Permit Operations	Off Street Parking Operations	Sewer Surcharge Operations	One-Time Funding	FTE Impact
C 115	93	2023-0265	Parks & Facilities	Park Structures - Roof Maintenance & Repairs	This budget issue is to establish an annual operating budget for Facilities to provide maintenance and repairs to the roofs of the park shelters and gazebos. Facilities is responsible for inspection and maintenance repairs for all roofs at City facilities. There is only capital budget for major roof replacements for building structures, but no operating budget for annual repairs towards park shelters and gazebos. Facilities is requesting \$90,000 of one time funding from Budget Stabilization Reserve to provide necessary roofing maintenance and repairs for all the park shelters and gazebos in the City.	\$0				\$90,000	
C 116	113	2023-0299	Parks & Facilities	One Time Funding for Menstrual Hygiene Product Pilot Program	In November 2021, Council approved a 1-year pilot program to provide free <b>menstrual products in public women's, men's, universal and family washrooms at</b> selected 6 public facilities (CR496/2021.) The program rolled out upon the completion of the initial dispenser installation in July 2022. In order to report the program results back to Council with adequate data, this budget issue is to request for additional one time funding for product replenishment to run the program for one full year.	\$0				\$9,000	
C 117	154	2023-0296	Pollution Control	Increase in Tax Rates for Pollution Control Plants	Pollution Control requires a budget increase of \$78,266 for the increase in tax rates in 2022.	\$0			\$78,266		
C 118	215	2023-0278	Public Works	Conversion of Long Term Vehicle Rentals - Field Services	As a result of a reorganization of Public Works and Engineering (CAO 5147) in 2019, Public Works has assessed vehicle requirements and determined the current vehicles that have been rented since 2019 related to three positions moved to Public Works are required ongoing and should be converted to dedicated units. The department is requesting electric cars (or SUV's), there are charging stations available for these additional units at Crawford Yard. Vehicle costs in Field Services are 100% recoverable from various capital projects across the corporation including projects in Public Works, Engineering, Transportation Planning, Parks, and others miscellaneous projects and departments.	\$0					

## Appendix A: 2023 Executive Summary (Public)

Reference #	Detail Pg. #	Issue Ref. #	Department	Issue Description	Summary of Issue Impacts & Risks <i>(Please note, these impacts and risks are highly summarized highlights. The reader is strongly encouraged to refer to the Budget Issue Detail)</i>	Property Tax Levy Funded Operations	Building Permit Operations	Off Street Parking Operations	Sewer Surcharge Operations	One-Time Funding	FTE Impact
C 119	222	2023-0275	Public Works	Addition of Facility Operator for Public Drop Off - Fully Funded by EWSWA	This issue requests a new Facility Operator position to support the operations and maintenance of facilities at the Transfer Station and Public Drop Off due to increased public use and aging facilities requiring more maintenance. The existing staff in the facilities cannot complete the required maintenance. This position would be fully recoverable from EWSWA and subsequently billed to the City & County based on a cost sharing formula of approximately 50/50.	\$0					1.0

Sub-Total: Section C      \$3,664,183      \$0      \$0      \$122,545      \$774,769      22.0

\$ Increase / (Decrease) Over Prior Year Levy (Cumulative)      \$22,626,485      \$1,275,992      (\$990)      \$3,238,105      \$5,013,449      63.5

% Increase / (Decrease) Over Prior Year Levy (Cumulative)      5.16%

Reference #	Detail Pg. #	Issue Ref. #	Department	Issue Description	Summary of Issue Impacts & Risks <i>(Please note, these impacts and risks are highly summarized highlights. The reader is strongly encouraged to refer to the Budget Issue Detail)</i>	Property Tax Levy Funded Operations	Building Permit Operations	Off Street Parking Operations	Sewer Surcharge Operations	One-Time Funding	FTE Impact
-------------	--------------	--------------	------------	-------------------	---	-------------------------------------	----------------------------	-------------------------------	----------------------------	------------------	------------

## Section D: Reductions Recommended by Administration

D 120	304	2023-0267	Corporate Accounts	Increase to Interest Income Revenue	Increase in anticipated revenue due to implementation of enhanced investment strategy	(\$4,250,000)					
D 121	307	2023-0300	Corporate Accounts	Property Taxes Resulting From New Assessment Growth	Annually the City received property taxes which is a result of increased development and redevelopment (assessment growth). This additional revenue can be used to offset budgetary pressures without impacting the property tax levy needed from existing taxpayer. Administration does not receive the final information to determine what this annual amount of property tax will be for 2022 until late November. As such, this estimate is based upon information known to date and could change.	(\$2,416,716)					
D 122	301	2023-0310	Corporate Accounts	Reduction in Transfer to Property Tax Reserve	A reduction of \$1 million in the budgeted transfer to the Property Tax Reserve is being recommended in order to fund other annual operating expenditures.	(\$1,000,000)					
D 123	302	2023-0132	Corporate Accounts	Corporate Savings From Permanent Salary & Wage Gapping	Savings from permanent salary & wage gapping is determined by the difference between the funding required for full salaries and wages for the entire staff establishment compared to the actual funding that is budgeted. In an effort to find savings in the 2023 operating budget, the City will continue to implement salary & wage gapping at a rate of approximately 1.34% or \$1,250,000 (an increase of \$500,000 over the 2022 level) in salary & wage gapping savings across the Corporation.	(\$500,000)					
D 124	305	2023-0298	Corporate Accounts	Ontario Municipal Partnership Fund (OMPF) Increase	The Province has notified the City of Windsor that in 2023, the Ontario Municipal Partnership Fund (OMPF) amount will be \$22,699,800, which is the equivalent of \$226 per household. This is \$423,600 higher than the 2022 funding level.	(\$423,600)					
D 125	232	2023-0057	Transit Windsor	St. Clair College SaintsPass Revenue	This budget issue brings forward the annualized increase which the new agreement with the St. Clair College Student Representative Council brings to Transit Windsor for the period January to August 2023. This issue also includes an additional increase in revenue to bring the budget amount to actual for fees collected for the 2022-2023 academic year. The Commission Expense account will also be increased to actual for commission paid to SRC. The tuition-based transit pass (SaintsPass) began in September 2022.	(\$416,221)					

## Appendix A: 2023 Executive Summary (Public)

Reference #	Detail Pg. #	Issue Ref. #	Department	Issue Description	Summary of Issue Impacts & Risks <i>(Please note, these impacts and risks are highly summarized highlights. The reader is strongly encouraged to refer to the Budget Issue Detail)</i>	Property Tax Levy Funded Operations	Building Permit Operations	Off Street Parking Operations	Sewer Surcharge Operations	One-Time Funding	FTE Impact
D 126	213	2023-0269	Public Works <b>IN-CAMERA</b>			(\$342,984)				\$342,984	(3.0)
D 127	205	2023-0252	Public Works	Recovery Adjustments Related to Public Works Recoverable Staff	This issue addresses the adjustments required to accurately budget recoveries from other sources for all applicable Public Works Staff in all Divisions. Recovery adjustments are required annually to address fluctuations in salary, equipment, and vehicle budgets over the prior year as a result of equipment rental rate adjustments and staff vacancies, recruitments, step progressions, and funding methodology revisions. Revenue funding sources include the Sewer Surcharge fund, On-Off Street Parking fund, capital programs, and dedicated reserves.	(\$287,595)		\$37,820	\$108,805		
D 128	201	2023-0242	Public Works	Increase in Administrative Penalty Late Fee - Parking Tickets	Administration is recommending an increase to the administrative penalty late fee charged on late paid parking tickets. The current fee is \$25 per ticket, and this fee has been in place and not increased since inception of the Administrative Penalty program implementation in 2013. Administration is recommending the fee be increases to \$40, which will result in additional estimated revenue of \$285,270 annually based on the number of 2021 late fees charged.	(\$285,270)				\$142,635	
D 129	299	2023-0159	Corporate Accounts	Decrease in Utilities Related to District Energy	The 2023 District Energy budget reflects a decrease in projected District Energy costs based on anticipated consumption patterns and the MWh unit cost decrease for chilled water. The 2023 budget is \$2,471,467 representing a decrease of \$283,328 compared to 2022 budget.	(\$283,328)					
D 130	237	2023-0154	Transit Windsor	Annual Fare Increase	Transit Windsor conducted a Fare Structure Review in 2018 with the results brought to City Council on October 7, 2019. The 2021 operating budget, issue 2021-0065, approved the fare increase of 2% annually with a July 1 implementation. The department is proposing implementing the 2% annual rate increase (with some variances as noted in the 2023 User Fee Schedule) with a July 1, 2023 implementation. This will result in a projected overall revenue increase of approximately \$259,680.	(\$259,680)					
D 131	62	2023-0208	Purchasing, Risk & POA	Reduction in Legal Claims Budget	<b>A reduction to the legal claims budget is being brought forward to meet Council's five percent target reduction per department.</b>	(\$200,000)					

## Appendix A: 2023 Executive Summary (Public)

Reference #	Detail Pg. #	Issue Ref. #	Department	Issue Description	Summary of Issue Impacts & Risks <i>(Please note, these impacts and risks are highly summarized highlights. The reader is strongly encouraged to refer to the Budget Issue Detail)</i>	Property Tax Levy Funded Operations	Building Permit Operations	Off Street Parking Operations	Sewer Surcharge Operations	One-Time Funding	FTE Impact
D 132	268	2023-0021	Housing & Children's Services	Increase in County Revenue for Housing and Children's Services	The City of Windsor is the Consolidated Municipal Service Manager for Windsor and Essex County for Childcare and Social Housing programs. The County of Essex shares in the municipal cost of the programs based on the arbitrated weighted assessment formula. This budget issue is to increase the level of budgeted County revenue based on current weighted assessment rates.	(\$180,236)					
D 133	132	2023-0196	Engineering	Development Services- Establish Recoveries from Sewer Surcharge	To establish new budgets for recovery of staff time from Sewer Surcharge in Development as a result of the new corporate structure in Engineering.	(\$162,191)			\$162,191		
D 134	197	2023-0279	Public Works <b>IN-CAMERA</b>			(\$150,139)					
D 135	74	2023-0309	Library Services	Reduction of Debt to City of Windsor	The City of Windsor loaned the Windsor Public Library money in 2013 to assist with a JJE payment. The Windsor Public Library has been repaying the City of Windsor every year until the balance was paid off in 2022 (after 10years of payments). This issue removes the payments and interest from WPL's budget, since the loan has been paid off.	(\$118,190)					
D 136	235	2023-0142	Transit Windsor	Route 605, Transit Windsor Service to Amherstburg	Transit service to the Town of Amherstburg was approved by Windsor City Council on July 11, 2022. Route 605 will commence September 6, 2022, and run seven days per week, three round-trips per day. The service is designed as a two-year pilot, operating on a full-cost recovery basis.	(\$106,944)					

## Appendix A: 2023 Executive Summary (Public)

Reference #	Detail Pg. #	Issue Ref. #	Department	Issue Description	Summary of Issue Impacts & Risks <i>(Please note, these impacts and risks are highly summarized highlights. The reader is strongly encouraged to refer to the Budget Issue Detail)</i>	Property Tax Levy Funded Operations	Building Permit Operations	Off Street Parking Operations	Sewer Surcharge Operations	One-Time Funding	FTE Impact
D 137	7	2023-0198	Building Services	Building Services User Fee Schedule Changes	<b>City Council has approved an increase of 7% in the Building Department's 2023</b> user fees as per the following report: Private and Confidential Report from the Chief Building Official Responding to CQ33-2020 Regarding Building Permit Process Timelines and Methods to Improve the Speed of the Permitting Process (approved by CR361/2022). This budget issue includes the balance of revenue approved within this report (in addition to the revenue included in budget issue 2023-0069) along with additional revenue achieved through the various changes in existing user fees and newly created user fees discussed within this issue.	(\$101,457)					
D 138	193	2023-0112	Public Works	Adjust Clean the City Program Budget for Contracted Services	This issue reflects reduction of the Clean the City program. New contractor rates received from RFT #45-22 are well below budgeted funds. This reduction of the Clean the City budget would not negatively impact the service.	(\$100,000)					
D 139	73	2023-0306	Library Services	Library Line Item Reduction	<b>After a line by line review of the Windsor Public Library's budget and actuals, it was</b> determined that this line can be reduced to offset some of the other library budget issues.	(\$77,972)					
D 140	251	2023-0034	Employment & Social Services	County Revenue Increase - Ontario Works Program Delivery Budget	Ontario Works Program Delivery is cost shared with the Province and the County of Essex. For 2023, Provincial funding is projected to remain at 2022 funding levels. The amount of budgeted County revenue is being realigned in relation to the increase in salary and fringe benefit costs for the delivery of the Ontario Works program.	(\$71,161)					
D 141	173	2023-0241	Public Works	Elimination of One Contracted Parking Bylaw Enforcement Officer	Administration recommends decreasing the current number of contracted parking enforcement officers from nine (9) to eight (8) effective 2023. A realignment of the remaining eight (8) officers will be completed by Administration to better align the shifts and workload to accommodate slower and busier times as required. No disruption in service provided is expected as a result of this elimination.	(\$69,867)					

## Appendix A: 2023 Executive Summary (Public)

Reference #	Detail Pg. #	Issue Ref. #	Department	Issue Description	Summary of Issue Impacts & Risks <i>(Please note, these impacts and risks are highly summarized highlights. The reader is strongly encouraged to refer to the Budget Issue Detail)</i>	Property Tax Levy Funded Operations	Building Permit Operations	Off Street Parking Operations	Sewer Surcharge Operations	One-Time Funding	FTE Impact
D 142	203	2023-0243	Public Works	Increase Parking Fines for Safety Related Infractions	Administration is proposing an increase to the ticket values for safety related infractions at schools, fire hydrants and fire routes. Safety related infractions should properly reflect the severity of the infraction in the value of the ticket. Administration has determined the rates for comparable tickets in comparator municipalities, and propose Windsor's rates be raised to the average median value of our comparators. The ticket increases proposed would result in a revenue increase of approximately \$66,696 annually. Concern about public safety in school zones has been increasing with safety becoming a public priority. This increase in safety related parking fines may help deter unsafe actions which will result in a higher level of safety in these zones.	(\$66,696)				\$33,348	
D 143	131	2023-0186	Engineering	Adjust Recoveries from Sewer Surcharge - Engineering Department	As a result of the 2023 salary and wage adjustments, this reflects an increase in Staff Recoveries from Sewer Surcharge Budget.	(\$57,111)			\$57,111		
D 144	156	2023-0075	Pollution Control	Increase Recovery to Pollution Control from Sewer Surcharge for Salaries & Wages	As a result of 2023 salary and wage increases, an adjustment to sewer surcharge recoveries from the sewer surcharge is required.	(\$54,062)			\$54,062		
D 145	145	2023-0098	Public Works	Fuel Adjustments for Increased Pricing and Reduced Consumption, All Fuel Types	This issue presents an option for a 2023 budget adjustment related to fuel pricing and consumption for Corporate Fleet, Parks, and Fire based on pricing experience in 2022 and consumption trends for 2019 to 2022. Administration recommends adjusting the per litre fuel pricing budget to \$1.224 for premium unleaded, \$1.075 for unleaded (E10), \$1.099 for diesel and \$0.957 for coloured diesel. Significant risks are present given the volatility in fuel prices with operating variances possible.	(\$52,887)				\$200,000	



## Appendix A: 2023 Executive Summary (Public)

Reference #	Detail Pg. #	Issue Ref. #	Department	Issue Description	Summary of Issue Impacts & Risks <i>(Please note, these impacts and risks are highly summarized highlights. The reader is strongly encouraged to refer to the Budget Issue Detail)</i>	Property Tax Levy Funded Operations	Building Permit Operations	Off Street Parking Operations	Sewer Surcharge Operations	One-Time Funding	FTE Impact
D 146	211	2023-0247	Public Works	Signal Maintenance Program Changes	This budget issue includes the conversion of two (2) full time positions in the Traffic Operations Signals Division from Signal Maintenance Electrician II positions to Signal Maintenance Electrician positions which will result in cost savings overall. In addition to the maintenance work, Traffic capital projects are in the range of \$1.75 to \$2.00 million annually, and the department currently has 8 available electrician II positions of which 6 are filled. The Signal Maintenance - Electrician II position has proven to be difficult to fill as the number of qualified candidates is very small. This request will approve the conversion of the 2 vacant electrician II positions to Signal Maintenance Electricians which have less qualifications resulting in a larger pool of qualified candidates.	(\$33,995)					0.0
D 147	18	2023-0228	Asset Planning	Increase in Salary Recoveries and Operating Expenses	Increase in Fringe Recovery relating to Regular Full Time staff within the Capital & Reserves division of Asset Planning offset by various required operating expenses.	(\$24,664)					
D 148	199	2023-0239	Public Works	Rodent Control Program - Elimination or New User Fee	The current Rodent Extermination contract expires March 2023 and consists of a free baiting service to residential properties experiencing rat infestation on the exterior of their home. The Rodent Control Program is intended to minimize spikes in the population. However, even at peak population, the program services less than 2% of the residential properties in Windsor. This issue proposed the introduction of a nominal user fee of \$20 per service call.	(\$24,000)				\$24,000	
D 149	239	2023-0162	Transit Windsor	LaSalle Transit - Increase Expense Recoveries	The agreement between The Corporation of the City of Windsor and the Town of LaSalle has been renewed, and Transit Windsor will continue to provide Transit services for the period September 1, 2022 to August 31, 2027. Based on 2021 and 2022 actuals, it has been determined that the budget for cost recoveries needs to be increased to align them with actuals.	(\$21,916)					
D 150	234	2023-0061	Transit Windsor	Increase Transit Windsor's Advertising Revenue to Contract Amount	Transit Windsor receives advertising revenue from Streetseen Media monthly, for advertising space on Transit Windsor's buses and shelters. The annual revenue budgeted for these items should be increased for 2023 by \$20,000, based on the 2023 contract.	(\$20,000)					

## Appendix A: 2023 Executive Summary (Public)

Reference #	Detail Pg. #	Issue Ref. #	Department	Issue Description	Summary of Issue Impacts & Risks <i>(Please note, these impacts and risks are highly summarized highlights. The reader is strongly encouraged to refer to the Budget Issue Detail)</i>	Property Tax Levy Funded Operations	Building Permit Operations	Off Street Parking Operations	Sewer Surcharge Operations	One-Time Funding	FTE Impact
D 151	130	2023-0155	Engineering	Adjust Recoveries from Capital Projects - Engineering Department	As a result of 2023 salary and wage adjustments, an adjustment to staff recoveries from capital projects is required.	(\$17,521)					
D 152	95	2023-0212	Parks & Facilities	Facilities User Fee Updates	To recommend the 2023 user fees charged by the Facilities department for services provided. The Facilities department is requesting an increase to the Caretaking and Maintenance Fees following the annual increase in salary and fringe. Facilities is also including the hourly rate for Skilled Trades in the User Fee Schedule.	(\$10,000)					
D 153	56	2023-0082	Legal Services	Increase in Legal User Fees	Legal User Fees require a further increase in rates following several years without an increase from 2011 to 2017. A 7.6% increase is being brought forward based on the annual CPI for 2022 from Statistics Canada.	(\$7,782)					
D 154	208	2023-0274	Public Works	User Fee Adjustments and Additions for Public Works	This budget issue makes adjustments to existing user fees in Public Works for residential permits, barricade rental, hard surface restoration, inspection and admin fees relate to the ROW, eeling, and hoarding inspections. In addition, Administration is proposing a new fee related to barricade replacement. All fee adjustments are a result of increased costs, and increase the fees to the required cost recovery level.	(\$4,550)			(\$250)		
D 155	128	2023-0164	Engineering <b>IN-CAMERA</b>			(\$4,317)					0.0

## Appendix A: 2023 Executive Summary (Public)

Reference #	Detail Pg. #	Issue Ref. #	Department	Issue Description	Summary of Issue Impacts & Risks <i>(Please note, these impacts and risks are highly summarized highlights. The reader is strongly encouraged to refer to the Budget Issue Detail)</i>	Property Tax Levy Funded Operations	Building Permit Operations	Off Street Parking Operations	Sewer Surcharge Operations	One-Time Funding	FTE Impact
D 156	96	2023-0259	Parks & Facilities	Parks User Fee Updates	To recommend the 2023 user fees charged by the Parks department for services provided. The Parks department is requesting an increase to the commemorative bench and tree rates to reflect increase in the commodity expenses of providing the service. The user fees for horticulture logos and displays are being recommended for an increase for the year. The grass and property maintenance fees related to transitional properties and vacant lots are being raised to ensure rising costs in resources to provide this services is recovered to ensure no operating budget deficit results from this activity.	(\$277)					
D 157	118	2023-0170	Recreation & Culture	User Fee Increase - Recreation and Culture	The Recreation and Culture department is proposing an approximate 3% fee increase to the 2022 User Fee Schedule to assist in covering inflationary increases. While this fee increase is projected to increase revenues, it should be noted that offsetting this increase is a budget adjustment which factors in lower actual revenues that are realized across the various recreation facilities.	\$0					
D 158	126	2023-0153	Engineering	One-Time Funding for Waived Sidewalk Café Fees	Council waived fees associated with Sidewalk Cafes as per report C 6/2022 (CR20/2022). This equated to a loss of revenue of \$7,632 in permit fees and \$57,620 in annual fees for 2022. Additionally, there is an estimated revenue loss of \$48,615 related to on street parking meter revenue. Based on the amount of Sidewalk Cafes in 2022, this issue requests one-time funding to offset the Sidewalk Café Fees for up to \$113,867 if Council waives fees for 2023.	\$0				\$113,867	
D 159	133	2023-0244	Engineering	User Fee Adjustments	This issue makes adjustments to the existing user fees for sanitary and storm sewer private drain connections under the local improvement flat rates. In addition, a new fee is being introduced for a private drain connections built flat rate fee as part of construction projects based on cost recovery.	\$0					
D 160	158	2023-0255	Pollution Control	Adjust Recoveries from Capital Projects	Reflects an adjustment to staff recoveries from capital projects as a result of 2023 salary and wage adjustments, as well as adjustments to recovery percentages.	\$0			(\$3,813)		

## Appendix A: 2023 Executive Summary (Public)

Reference #	Detail Pg. #	Issue Ref. #	Department	Issue Description	Summary of Issue Impacts & Risks <i>(Please note, these impacts and risks are highly summarized highlights. The reader is strongly encouraged to refer to the Budget Issue Detail)</i>	Property Tax Levy Funded Operations	Building Permit Operations	Off Street Parking Operations	Sewer Surcharge Operations	One-Time Funding	FTE Impact
D 161	196	2023-0273	Public Works	Eliminate Property Tax Budget - Closed Landfill	The property at 0 Matchette Road (inert landfill site) is no longer taxable, and the current budget for municipal taxes will no longer be required as a result. The MPAC assessment was change to exempt class in 2021. The property will remain in exempt class until there is a sale or change of use of the property.	\$0			(\$33,000)		

Sub-Total: Section D (\$12,203,329)      \$0      \$37,820      \$345,106      \$856,834      (3.0)

\$ Increase / (Decrease) Over Prior Year Levy (Cumulative)      \$10,423,156      \$1,275,992      \$36,830      \$3,583,211      \$5,870,283      60.5

% Increase / (Decrease) Over Prior Year Levy (Cumulative)      2.38%

## Appendix A: 2023 Executive Summary (Public)

Reference #	Detail Pg. #	Issue Ref. #	Department	Issue Description	Summary of Issue Impacts & Risks <i>(Please note, these impacts and risks are highly summarized highlights. The reader is strongly encouraged to refer to the Budget Issue Detail)</i>	Property Tax Levy Funded Operations	Building Permit Operations	Off Street Parking Operations	Sewer Surcharge Operations	One-Time Funding	FTE Impact
-------------	--------------	--------------	------------	-------------------	---	-------------------------------------	----------------------------	-------------------------------	----------------------------	------------------	------------

### Agencies, Boards & Committees (ABC's) Requested Increases

162	n/a	n/a	n/a	n/a	WPS 2023 Salary and Wage Provision	\$2,186,452					
163	n/a	n/a	n/a	n/a	Windsor Essex County Housing Corporation	\$1,470,000					
164	n/a	n/a	n/a	n/a	Land Ambulance (ESTIMATE)	\$500,000					
165	n/a	n/a	n/a	n/a	Handi Transit	\$164,707					
166	n/a	n/a	n/a	n/a	Essex Region Conservation Authority (ERCA)	\$111,193					
167	n/a	n/a	n/a	n/a	Invest Windsor Essex	\$75,000					
168	n/a	n/a	n/a	n/a	Windsor Essex County Health Unit	\$66,917					
169	n/a	n/a	n/a	n/a	Arts Council of Windsor & Region	\$10,000					

Sub-Total: Agencies, Boards & Committees Requested Increases \$4,584,269

\$ Increase / (Decrease) Over Prior Year Levy (Cumulative) \$15,007,425

% Increase / (Decrease) Over Prior Year Levy (Cumulative) 3.43%

### Previously Approved Asset Management Plan (AMP)

170	n/a	n/a	n/a	n/a	Asset Management Plan (AMP)	\$5,081,916					
-----	-----	-----	-----	-----	-----------------------------	-------------	--	--	--	--	--

Sub-Total: Previously Approved Asset Management Plan (AMP) \$5,081,916

\$ Increase / (Decrease) Over Prior Year Levy (Cumulative) \$20,089,341

% Increase / (Decrease) Over Prior Year Levy (Cumulative) 4.59%

## Appendix A: 2023 Executive Summary (Public)

Reference #	Detail Pg. #	Issue Ref. #	Department	Issue Description	Summary of Issue Impacts & Risks <i>(Please note, these impacts and risks are highly summarized highlights. The reader is strongly encouraged to refer to the Budget Issue Detail)</i>	Property Tax Levy Funded Operations	Building Permit Operations	Off Street Parking Operations	Sewer Surcharge Operations	One-Time Funding	FTE Impact
-------------	--------------	--------------	------------	-------------------	---	-------------------------------------	----------------------------	-------------------------------	----------------------------	------------------	------------

### Section F: Other Reduction Options Identified That Could be Used to Achieve 0% Overall Tax Levy Increase

F 171	417	2023-0256	Transit Windsor	Reduce Transit Service to Achieve 5% Budget Reduction	To provide council with the required 5% budget reduction, Transit has put forward a service reduction of approximately 29,000 hours. Although not recommended by administration, if approved by council, Transit would review routes and determine which reductions would have minimal impact in providing necessary service to the public. This reduction is scalable to the required amount of expense reduction. This issue outlines a financial reduction value however, the accounts impacted could vary. A report would be brought forward with refined budget impacts once reductions were determined. It should be noted that a 5% budget reduction would translate to a 10% service reduction.	(\$2,820,274)				\$1,900,000	
F 172	358	2023-0080	Fire & Rescue <b>IN-CAMERA</b>			(\$2,711,643)				\$1,550,000	
F 173	356	2023-0079	Fire & Rescue <b>IN-CAMERA</b>			(\$2,285,190)				\$1,300,000	

## Appendix A: 2023 Executive Summary (Public)

Reference #	Detail Pg. #	Issue Ref. #	Department	Issue Description	Summary of Issue Impacts & Risks <i>(Please note, these impacts and risks are highly summarized highlights. The reader is strongly encouraged to refer to the Budget Issue Detail)</i>	Property Tax Levy Funded Operations	Building Permit Operations	Off Street Parking Operations	Sewer Surcharge Operations	One-Time Funding	FTE Impact
F 174	372	2023-0194	Parks & Facilities	Eliminate or Reduction of Students and Community Living Staff in Parks	Reduction of students and Community Living staff that provide core functions within periods of high activities in parks and on sports fields. This issue will have an extremely significant impact to the level of service provided during the peak summer months. The horticulture staff are an integral part of the beautification of parkland in the city. The operations staff services include trimming of grass and weeds around various infrastructure, litter pick-up and washroom cleaning among numerous other tasks that the full time staff cannot maintain during the busy summer months. Any reduction in the staffing levels will impact the appearance of parkland to the public and may yield additional 311 calls. This reduction is scalable from 0% to 100% with corresponding service level reductions.	(\$1,338,037)					
F 175	406	2023-0108	Public Works <b>IN-CAMERA</b>			(\$1,261,062)				\$306,123	(6.0)
F 176	393	2023-0106	Public Works	Reduce Residential Snow Clearing and Salting	Acceptance of this reduction would result in a 20.3% decrease to the 2022 winter control budget and would move the standard for snow clearing on residential streets from 4 inches to 6 inches in one event and eliminate snow removal and salting of City sidewalks. The consequence of this reduction would be icy road conditions in residential areas following a significant snowfall of more than 4 inches but less than 6 inches. This will expose the City to additional liability claims due to unsafe sidewalks and roadways. We would also experience an increase in 311 calls and complaints requiring additional staff time to address.	(\$1,125,000)					

## Appendix A: 2023 Executive Summary (Public)

Reference #	Detail Pg. #	Issue Ref. #	Department	Issue Description	Summary of Issue Impacts & Risks <i>(Please note, these impacts and risks are highly summarized highlights. The reader is strongly encouraged to refer to the Budget Issue Detail)</i>	Property Tax Levy Funded Operations	Building Permit Operations	Off Street Parking Operations	Sewer Surcharge Operations	One-Time Funding	FTE Impact
F 177	378	2023-0219	Parks & Facilities <b>IN-CAMERA</b>			(\$730,842)				\$366,000	(9.2)
F 178	408	2023-0109	Public Works <b>IN-CAMERA</b>			(\$601,005)					(2.0)
F 179	404	2023-0107	Public Works <b>IN-CAMERA</b>			(\$476,346)				\$285,808	
F 180	395	2023-0245	Public Works <b>IN-CAMERA</b>			(\$465,888)				\$117,000	(2.0)



## Appendix A: 2023 Executive Summary (Public)

Reference #	Detail Pg. #	Issue Ref. #	Department	Issue Description	Summary of Issue Impacts & Risks <i>(Please note, these impacts and risks are highly summarized highlights. The reader is strongly encouraged to refer to the Budget Issue Detail)</i>	Property Tax Levy Funded Operations	Building Permit Operations	Off Street Parking Operations	Sewer Surcharge Operations	One-Time Funding	FTE Impact
F 181	399	2023-0103	Public Works	Elimination of Student Labour	The elimination of students would reduce and eliminate services in the Environmental, Fleet, Maintenance, Traffic, Parking, and Technical Support Divisions. Impacted service would include clean up services, road/alley/sewer maintenance services, line/marketing painting services, sidewalk inspection and asset management services, and equipment audit requirements. Current full time staff do not have capacity within their normal duties and workloads to complete the work done by students each year. Much of the work completed is required legislatively and would increase risk related to the Infrastructure and Portrayal enterprise risk priorities identified for 2019. Should Council wish to proceed with a reduction of students, Administration would prioritize services and reduce accordingly.	(\$464,207)		(\$19,154)	(\$80,364)		
F 182	374	2023-0195	Parks & Facilities	Reduction of Forestry Contract Work	This issue will remove all funding required to hire external contractors to perform tree trimming, high risk tree removals, planting, stump removal, and tree watering services. This issue will have an extreme impact on the current levels of service as well as increase areas of risk related to maintenance of the urban forest canopy that plays a vital function in climate change adaptation. The work is scalable to reduce the entire contract work. However, any reduction may result in a decline in tree health and increased risk to the public. This reduction would represent a regression in the level of tree maintenance service levels experienced over the recent years and there will not be sufficient funding in place to replace trees in an effort to protect the tree canopy cover of the City.	(\$387,625)					
F 183	376	2023-0218	Parks & Facilities	Elimination of Preventative Maintenance Budgets at Facilities Buildings	This budget issue eliminates the preventative maintenance and all building repair budgets for all of Facilities building portfolio except for buildings that have a formal maintenance agreement with the external partners. Eliminating this service would have serious negative implications such as increasing risk and liability to the Corporation due to building/equipment breakdowns and increasing costs as a result of emergency repairs.	(\$323,000)					

## Appendix A: 2023 Executive Summary (Public)

Reference #	Detail Pg. #	Issue Ref. #	Department	Issue Description	Summary of Issue Impacts & Risks <i>(Please note, these impacts and risks are highly summarized highlights. The reader is strongly encouraged to refer to the Budget Issue Detail)</i>	Property Tax Levy Funded Operations	Building Permit Operations	Off Street Parking Operations	Sewer Surcharge Operations	One-Time Funding	FTE Impact
F 184	354	2023-0072	Council Services <b>IN-CAMERA</b>			(\$306,356)				\$153,176	(3.0)
F 185	318	2023-0127	Information Technology <b>IN-CAMERA</b>			(\$291,770)				\$50,000	(3.0)
F 186	315	2023-0126	Information Technology <b>IN-CAMERA</b>			(\$197,014)				\$49,000	(2.0)
F 187	350	2023-0048	Human Resources	Elimination of the Employee Family Assistance Program (EFAP)	EFAP provides support services to City employees such as job and family counselling, legal and debt management advice, addiction and work related stress counselling. In addition, the program provides trauma debriefing services including having a counselor onsite in the event an employee passes away. This reduction is not recommended by the department as this benefit provides supports used by our employees and their family members when coping with the stressors of life. Further, a reduction in service will hamper a critical tool used by the Disability Management Team currently utilized by Managers and Employees to address longer term or more specialized levels of care for our employees in our efforts to bring employees back to work.	(\$165,000)				\$46,875	

## Appendix A: 2023 Executive Summary (Public)

Reference #	Detail Pg. #	Issue Ref. #	Department	Issue Description	Summary of Issue Impacts & Risks <i>(Please note, these impacts and risks are highly summarized highlights. The reader is strongly encouraged to refer to the Budget Issue Detail)</i>	Property Tax Levy Funded Operations	Building Permit Operations	Off Street Parking Operations	Sewer Surcharge Operations	One-Time Funding	FTE Impact
F 188	391	2023-0105	Public Works <b>IN-CAMERA</b>			(\$155,264)			(\$155,262)	\$77,631	(2.0)
F 189	364	2023-0140	Communications <b>IN-CAMERA</b>			(\$140,505)				\$70,795	(1.0)
F 190	329	2023-0115	Planning & Development <b>IN-CAMERA</b>			(\$133,765)	\$7,040			\$73,923	(1.0)

## Appendix A: 2023 Executive Summary (Public)

Reference #	Detail Pg. #	Issue Ref. #	Department	Issue Description	Summary of Issue Impacts & Risks <i>(Please note, these impacts and risks are highly summarized highlights. The reader is strongly encouraged to refer to the Budget Issue Detail)</i>	Property Tax Levy Funded Operations	Building Permit Operations	Off Street Parking Operations	Sewer Surcharge Operations	One-Time Funding	FTE Impact
F 191	341	2023-0012	Human Resources	Reduction of the Corporate Training and Development Budget	Reducing the Corporate Training Budget will assist in meeting the target reduction, however this budget cut is not recommended. The health of the organization is dependent on a competent, skilled and well trained workforce. Investing poorly will undermine that effort and reflect high staff turnover, unskilled workers, low employee engagement, and the inability to attract and retain staff. A cost cutting measure of this size can derail potential future growth opportunities by not being able to develop the critical skills, knowledge and abilities needed today and into the future. Not having a bench of ready-now leaders, due to resignation, termination or retirement will ultimately affect the organizations ability to build world class talent and place the organization at risk.	(\$117,000)					
F 192	331	2023-0071	Accounting  <b>IN-CAMERA</b>			(\$107,073)				\$53,000	(1.0)
F 193	309	2023-0030	Economic Development	Reduction to the Economic Development Base Budget	In order for the department to meet the 5% budget reduction target, although not recommended, this budget issue is presenting a \$105,000 reduction to the \$950,000 budget approved through CR473/2021 to create the base budget for the newly established Economic Development Office.	(\$105,000)					

## Appendix A: 2023 Executive Summary (Public)

Reference #	Detail Pg. #	Issue Ref. #	Department	Issue Description	Summary of Issue Impacts & Risks <i>(Please note, these impacts and risks are highly summarized highlights. The reader is strongly encouraged to refer to the Budget Issue Detail)</i>	Property Tax Levy Funded Operations	Building Permit Operations	Off Street Parking Operations	Sewer Surcharge Operations	One-Time Funding	FTE Impact
F 194	343	2023-0014	Human Resources	Elimination of Succession Planning Initiative Reserve Budget	This Program was developed to provide a procedure for managing talent internally. <b>It's a comprehensive process that develops internal candidates to be considered for</b> key positions at risk of being vacated due to retirements, internal transfers, promotions, unexpected departures, corporate restructuring, etc. Acceptance of this issue would eliminate this initiative, a proactive program used to identify and address upcoming vacancies for positions that may be difficult to recruit. Failing to execute a succession management strategy will signal the lack of readiness needed to handle the 27% projected vacancy rate by the end of 2025 which in turn will impact our services to our community. Given the ongoing issues as it relates to recruitment & retention this budget issue is not recommended.	(\$105,000)					
F 195	333	2023-0179	Accounting  <b>IN-CAMERA</b>			(\$101,326)				\$51,105	(1.0)

## Appendix A: 2023 Executive Summary (Public)

Reference #	Detail Pg. #	Issue Ref. #	Department	Issue Description	Summary of Issue Impacts & Risks <i>(Please note, these impacts and risks are highly summarized highlights. The reader is strongly encouraged to refer to the Budget Issue Detail)</i>	Property Tax Levy Funded Operations	Building Permit Operations	Off Street Parking Operations	Sewer Surcharge Operations	One-Time Funding	FTE Impact
F 196	339	2023-0157	Financial Planning <b>IN-CAMERA</b>			(\$97,861)					(1.0)
F 197	311	2023-0121	Information Technology <b>IN-CAMERA</b>			(\$94,866)				\$24,000	(1.0)
F 198	322	2023-0220	Information Technology <b>IN-CAMERA</b>			(\$88,027)				\$22,000	(1.0)

## Appendix A: 2023 Executive Summary (Public)

Reference #	Detail Pg. #	Issue Ref. #	Department	Issue Description	Summary of Issue Impacts & Risks <i>(Please note, these impacts and risks are highly summarized highlights. The reader is strongly encouraged to refer to the Budget Issue Detail)</i>	Property Tax Levy Funded Operations	Building Permit Operations	Off Street Parking Operations	Sewer Surcharge Operations	One-Time Funding	FTE Impact
F 199	366	2023-0141	Communications <b>IN-CAMERA</b>			(\$84,577)				\$42,930	(1.0)
F 200	352	2023-0192	Taxation <b>IN-CAMERA</b>			(\$81,972)				\$42,424	(1.0)
F 201	381	2023-0151	Engineering <b>IN-CAMERA</b>			(\$69,809)				\$9,356	(1.0)
F 202	327	2023-0114	Planning & Development <b>IN-CAMERA</b>			(\$66,397)				\$33,200	(1.0)

## Appendix A: 2023 Executive Summary (Public)

Reference #	Detail Pg. #	Issue Ref. #	Department	Issue Description	Summary of Issue Impacts & Risks <i>(Please note, these impacts and risks are highly summarized highlights. The reader is strongly encouraged to refer to the Budget Issue Detail)</i>	Property Tax Levy Funded Operations	Building Permit Operations	Off Street Parking Operations	Sewer Surcharge Operations	One-Time Funding	FTE Impact
F 203	370	2023-0284	Library Services <b>IN-CAMERA</b>			(\$57,500)					
F 204	380	2023-0217	Parks & Facilities	Elimination of Budget for Facilities Pest Control	This budget issue eliminates the Pest Control budget at City facilities within the maintenance portfolio. Eliminating this service would have serious negative implications such as increasing risk of pest and insect infestation and posing major health and safety issues for the employees and the general public.	(\$40,000)					
F 205	383	2023-0152	Engineering <b>IN-CAMERA</b>			(\$33,029)				\$18,039	(2.0)
F 206	346	2023-0017	Human Resources	Elimination of the Snow Angels Program	The City regularly receives inquiries from seniors and citizens with physical disabilities who are unable to comply with the City By-Law to remove snow or ice in front or along side their homes. In response, the Corporation coordinates a volunteer snow removal program as an innovative community partnership to promote a safe, caring and diverse community. During the 2021/22 winter season, the City of Windsor assisted 70 residents. It is our expectation and experience that this need from the Community continues to rise.	(\$25,925)				\$12,500	



## Appendix A: 2023 Executive Summary (Public)

Reference #	Detail Pg. #	Issue Ref. #	Department	Issue Description	Summary of Issue Impacts & Risks <i>(Please note, these impacts and risks are highly summarized highlights. The reader is strongly encouraged to refer to the Budget Issue Detail)</i>	Property Tax Levy Funded Operations	Building Permit Operations	Off Street Parking Operations	Sewer Surcharge Operations	One-Time Funding	FTE Impact
F 207	389	2023-0104	Public Works	Eliminate Annual Hansen Software Maintenance & Support Fee	This budget issue proposes elimination of the annual software maintenance & support fees paid for the Infor Hansen infrastructure management system used by Public Works & corporately for asset management of municipal infrastructure (roads, sewers, etc). Fees cover new software releases/updates, software fixes/patches, support services, online resources, & documentation. Cancelling the agreement would result in negative impacts to system growth and development, staff and system downtime, costs, productivity, and could result in system failure.	(\$22,711)			(\$22,711)		
F 208	410	2023-0110	Public Works	Elimination of BIA Maintenance	This issue reflects the elimination of BIA Maintenance critical to infrastructure located in BIAs. This elimination would result in increased liability costs to the City, damage to public trust, and increased personal property damage and public safety issues.	(\$22,195)					
F 209	337	2023-0156	Financial Planning	Elimination of the MBNC Benchmarking Initiative	<b>Elimination of MBNC Canada Benchmarking will significantly reduce the City's ability to benchmark our performance with our peers in key municipal services and will impede our ability to track our own performance year-over-year.</b> Accepting this reduction will also eliminate access to the data and networks of our MBNC Canada municipal partners from across Canada. MBNC Canada is considered the leading Canadian Municipal Benchmarking program for municipalities across the country and the City has benefitted from participation in this program for almost 20 years.	(\$18,900)					
F 210	348	2023-0018	Human Resources	Elimination of Closed-Captioning for Council Meetings	Reflects the elimination of close-captioning for persons with hearing disabilities during TV Cogeco's televised City Council and Standing Committee meetings. The elimination of this service would severely impact the ability of many citizens the <b>ability to access council's televised meetings.</b>	(\$17,481)				\$9,000	
F 211	412	2023-0143	Public Works	Eliminate Washing of City Fleet	This issue reflects the elimination of the washing of the City fleet. This would increase the wear and tear on vehicles and decrease the resale values.	(\$16,479)					

## Appendix A: 2023 Executive Summary (Public)

Reference #	Detail Pg. #	Issue Ref. #	Department	Issue Description	Summary of Issue Impacts & Risks <i>(Please note, these impacts and risks are highly summarized highlights. The reader is strongly encouraged to refer to the Budget Issue Detail)</i>	Property Tax Levy Funded Operations	Building Permit Operations	Off Street Parking Operations	Sewer Surcharge Operations	One-Time Funding	FTE Impact
F 212	335	2023-0266	Asset Planning	Reduction in Environmental Master Plan Services	This budget issue represents a 5% reduction of the net budget for the Environmental Master Plan but would represent a 23% reduction of funds allotted to the implementation of programs/services currently offered by the Environmental Sustainability & Climate Change area. Accepting this budget reduction would put the City's involvement in numerous environmental programs and initiatives at risk.	(\$14,760)					
F 213	385	2023-0056	Pollution Control	Budget Reduction Contribution to Pollution Control Reserve	Reflects a reduction in Reserve funding which ensures the ongoing replacement of the aging equipment at the City's two Pollution Control Plants and numerous pumping stations. Decreased contributions to Pollution Control Reserves would be considered a critical risk as sufficient funding would not be readily available to address replacement of the equipment when deemed necessary.	\$0			(\$5,488,309)		
F 214	387	2023-0261	Public Works	Enforcement Time Adjustment for Parking Meters	This issue is being introduced to adjust the enforcement time for parking meters with enforcement ending at 9pm instead of 6pm. There are currently 1,476 parking meters in the City of Windsor with approximately 900 of the meters in core high use areas such as the downtown, university, and entertainment areas. Increasing the enforcement time for all parking meters will aid in ensuring traffic is rotating as intended at meters with the 2-hour maximum park time. Increasing enforcement time at all meters will result in additional revenue of approximately \$400,000.	\$0		(\$400,000)			
F 215	397	2023-0264	Public Works	Sewer Repair Service Reduction	Acceptance of this reduction would significantly reduce the sewer repair program. This would lead to delays in repairing collapsed sewers and significantly increase the risk for flooding of properties.	\$0			(\$210,000)		

Sub-Total: Section F (\$17,767,681) \$7,040 (\$419,154) (\$5,956,646) \$6,663,885 (42.2)

Reference #	Detail Pg. #	Issue Ref. #	Department	Issue Description	Summary of Issue Impacts & Risks <i>(Please note, these impacts and risks are highly summarized highlights. The reader is strongly encouraged to refer to the Budget Issue Detail)</i>	Property Tax Levy Funded Operations	Building Permit Operations	Off Street Parking Operations	Sewer Surcharge Operations	One-Time Funding	FTE Impact
-------------	--------------	--------------	------------	-------------------	---	-------------------------------------	----------------------------	-------------------------------	----------------------------	------------------	------------

## Section G: Worthwhile Enhancements Brought Forward by Departments

G 216	324	2023-0260	Information Technology	Data & Insights (Analytics) Staffing	This budget issue creates a Data & Insights Division within the Information Technology department. The Information Technology Department recently hired a <b>Program Manager – Corporate Projects to lead the development of a Data Strategy</b> and begin implementing analytics architecture and business intelligence infrastructure. This initiative will progressively demonstrate the value of leveraging <b>the City of Windsor's (City) data-rich environment to improve decision-making and identify cost savings, efficiencies and service enhancements.</b> The role of the Data & Insights Division will evolve as maturity in managing our data assets develops, <b>becoming a "decision support" division for departments to provide reports, dashboards and insights into investigation, proposal and information requests.</b>	\$544,865					1.0
G 217	360	2023-0084	Fire & Rescue	Addition of One Fire & Rescue Administrative Assistant Position	Fire & Rescue Management team is requesting the addition of one Administrative Assistant Position. The position would support two Deputy Chiefs currently performing their own administrative duties as well as other departmental tasks and confidential matters. The existing Administrative Assistant attempts to support the Deputies with scheduling and with confidential correspondence and reports but the workload is excessive and an additional Administrative Assistant would free up time the Deputies are spending on administrative tasks that do not require their skill level.	\$93,213					1.0
G 218	362	2023-0124	Fire & Rescue	Addition of One Fire & Rescue Clerk	A new clerical position would enable Windsor Fire & Rescue Services to better distribute clerical tasks amongst employees and would enable the Emergency Planning Officer to allocate their time to better plan for and guide the City through the multitude of emergencies that the City continues to face. Due to gradually increasing administrative tasks, including the implementation of better accountability and data tracking in a new Records Management System, and the enhanced role of Windsor Fire in leading the community and City Administration through natural disasters and climate events, it is no longer tenable to keep this set <b>of tasks as a portion of a Clerk's duties.</b>	\$91,900					1.0

## Appendix A: 2023 Executive Summary (Public)

Reference #	Detail Pg. #	Issue Ref. #	Department	Issue Description	Summary of Issue Impacts & Risks <i>(Please note, these impacts and risks are highly summarized highlights. The reader is strongly encouraged to refer to the Budget Issue Detail)</i>	Property Tax Levy Funded Operations	Building Permit Operations	Off Street Parking Operations	Sewer Surcharge Operations	One-Time Funding	FTE Impact
G 219	368	2023-0286	Library Services	Collections Inflationary Increase	Book purchases and material prep (cataloguing and processing the books) are going up 8% starting in fall 2022 and continuing for all of 2023. This request is to cover the increasing costs anticipated for 2023 and beyond.	\$43,500					
G 220	369	2023-0289	Library Services	Data for iPads for Seniors	In March 2021, WPL launched its iPads for Seniors service with funding from the Government of Canada Emergency Community Support Fund through United Way Windsor-Essex County. This service loans out 15 iPads with a data plan each month to seniors and vulnerable individuals that otherwise don't have access to the Internet. This issue is to request funding for the Data to continue to provide these services to seniors.	\$7,320					
G 221	371	2023-0285	Library Services	Poet in Residence	<b>Windsor's Poet Laureate and Storytellers Program over the last 10 years has</b> celebrates the contributions of literary and spoken word artists to the cultural life of Windsor plus gathers, preserves and shares the wonderful stories that shape our community.	\$5,200					
G 222	413	2023-0254	Public Works	Enhanced Street Sweeping Services	This issue proposes required budget increases to allow the Environmental department to achieve target service levels for street sweeping on an annual basis. Target levels were not met for the two years prior to the COVID-19 pandemic as our City continues to develop, and trees in established neighborhoods continue to mature. Targets of three sweeps for residential streets and seven sweeps for arterial or collector streets annually will not be met on a consistent basis without the addition of two full time staff and an additional street sweeper truck at an annual cost of \$264,515 funded from the sewer surcharge reserve.	\$0					2.0

Sub-Total: Section G      \$785,998      \$0      \$0      \$0      \$0      5.0

Total: Not Recommended    (\$16,981,683)      \$7,040      (\$419,154)      (\$5,956,646)      \$6,663,885      (37.2)

## Table of Contents

### Administration & Representation

CAO's Office.....	1
-------------------	---

### Economic Development & Innovation

Building Services.....	1
Information Technology.....	1
Planning & Development.....	1

### Corporate Services

Accounting.....	1
Asset Planning.....	1
Financial Planning.....	2
Human Resources.....	2
Taxation.....	2

### Legal & Legislative Services

Fire & Rescue.....	2
Legal Services.....	3
Purchasing, Risk & POA.....	3

### Community Services

Communications.....	3
Library Services.....	3
Parks & Facilities.....	3
Recreation & Culture.....	4
Security & Special Activities.....	4

### Infrastructure Services

Engineering.....	5
Pollution Control.....	5
Public Works.....	5
Transit Windsor.....	7

### Human & Health Services

Employment & Social Services.....	7
Housing & Children Services.....	7
Huron Lodge.....	8

### Corporate

Corporate Accounts.....	8
-------------------------	---

### Agencies, Boards & Committees (ABC's)

Agencies, Boards & Committees.....	9
------------------------------------	---

### Asset Management Plan (AMP)

Asset Management Plan (AMP).....	9
----------------------------------	---

## Appendix B: 2023 Operating Budget Summary (Recommended Issues)

P / IC	Page #	Issue Ref. #	Category	Issue Title	Municipal Operations	Building Permit Operations	Off Street Parking Operations	Sewer Surcharge Operations	One-Time Funding	FTE
<b>CAO's Office</b>										
P	1	2023-0088	[M] Service Enhancement	Increase to STAR Committee Budget	\$87,800					
					\$87,800	\$0	\$0	\$0	\$0	0.0
<b>Building Services</b>										
IC	3	2023-0069	[A] Annualization	In-Camera Item	\$88,406	\$1,275,992				15.0
P	6	2023-0122	[I] Revenue Increase	Amendments to User Fees to Increase Bill 108 Deferred and Frozen Interes	(\$1)					
P	7	2023-0198	[I] Revenue Increase	Building Services User Fee Schedule Changes	(\$101,457)					
					(\$13,052)	\$1,275,992	\$0	\$0	\$0	15.0
<b>Information Technology</b>										
IC	9	2023-0222	[A] Annualization	In-Camera Item	\$165,000					
P	10	2023-0293	[A] Annualization	Conversion of Enterprise Support Analyst Position to Program Manager Pos	\$33,117					
P	11	2023-0116	[C] Contractual	Contractual Increase for Corporate Software Maintenance	\$7,007					
					\$205,124	\$0	\$0	\$0	\$0	0.0
<b>Planning &amp; Development</b>										
P	12	2023-0291	[M] Service Enhancement	Planning & Development Position Increases	\$0					6.0
					\$0	\$0	\$0	\$0	\$0	6.0
<b>Accounting</b>										
P	15	2023-0148	[G] Line Item Increase	Contractual Increase for KPMG External Audit Fees	\$19,100					
P	16	2023-0149	[M] Service Enhancement	Addition of One Permanent Payroll Control & Reporting Specialist	\$77,972					1.0
					\$97,072	\$0	\$0	\$0	\$0	1.0
<b>Asset Planning</b>										
P	18	2023-0228	[I] Revenue Increase	Increase in Salary Recoveries and Operating Expenses	(\$24,664)					
P	19	2023-0226	[M] Service Enhancement	Addition of RFT Community Energy Plan Project Administrator Position	\$107,073					1.0
P	22	2023-0227	[M] Service Enhancement	One Time Funding for Temporary Energy Financial Analyst Position	\$0				\$84,656	
					\$82,409	\$0	\$0	\$0	\$84,656	1.0

## Appendix B: 2023 Operating Budget Summary (Recommended Issues)

P / IC	Page #	Issue Ref. #	Category	Issue Title	Municipal Operations	Building Permit Operations	Off Street Parking Operations	Sewer Surcharge Operations	One-Time Funding	FTE
<b>Financial Planning</b>										
P	25	2023-0123	[M] Service Enhancement	One time Funding for Budget Development Public Engagement	\$0				\$18,000	
P	27	2023-0276	[M] Service Enhancement	One-Time Funding of Financial Analyst - Parks & Recreation Support	\$0				\$84,655	
					\$0	\$0	\$0	\$0	\$102,655	0.0
<b>Human Resources</b>										
P	29	2023-0015	[A] Annualization	Addition of a Human Resources Business Partner	\$51,302					1.0
P	31	2023-0016	[M] Service Enhancement	One-Time Funding for External Investigations	\$0				\$30,000	
P	33	2023-0020	[M] Service Enhancement	One-Time Funding for an Accessibility Assistant Position	\$0				\$62,001	
P	36	2023-0087	[M] Service Enhancement	One-Time Funding for Cognitive Demands Analysis	\$0				\$30,000	
P	38	2023-0089	[M] Service Enhancement	Enhancement to the Corporate Training and Development Budget	\$50,000					
P	41	2023-0090	[M] Service Enhancement	One-Time Funding for a Disability Management Specialist Position	\$0				\$121,772	
					\$101,302	\$0	\$0	\$0	\$243,773	1.0
<b>Taxation</b>										
P	43	2023-0180	[F] Revenue Reduction	One Time Funding for Tax Registrations Fees	\$0				\$50,000	
					\$0	\$0	\$0	\$0	\$50,000	0.0
<b>Council Services</b>										
P	45	2023-0033	[A] Annualization	Animal Control Contract - Windsor Essex County Humane Society	\$83,802					
					\$83,802	\$0	\$0	\$0	\$0	0.0
<b>Fire &amp; Rescue</b>										
P	47	2023-0074	[B] Legislated	Fire & Rescue NFPA Certification and Internal Computer Fees	\$20,000				\$15,000	
P	48	2023-0073	[E] Inflationary	Self Contained Breathing Apparatus (SCBA) Increase Contribution to Reser	\$25,000					
P	49	2023-0085	[E] Inflationary	Fire & Rescue Inflationary/CPI Pressures	\$0				\$72,500	
P	51	2023-0009	[M] Service Enhancement	Addition of One Deputy Fire Chief of Professional Standards & Quality	\$219,427					1.0
IC	53	2023-0308	[M] Service Enhancement	In-Camera Item	\$206,050				\$103,025	3.0
					\$470,477	\$0	\$0	\$0	\$190,525	4.0

## Appendix B: 2023 Operating Budget Summary (Recommended Issues)

P / IC	Page #	Issue Ref. #	Category	Issue Title	Municipal Operations	Building Permit Operations	Off Street Parking Operations	Sewer Surcharge Operations	One-Time Funding	FTE
<b>Legal Services</b>										
P	56	2023-0082	[I] Revenue Increase	Increase in Legal User Fees	(\$7,782)					
					(\$7,782)	\$0	\$0	\$0	\$0	0.0
<b>Purchasing, Risk &amp; POA</b>										
P	58	2023-0207	[C] Contractual	Increase Insurance Premiums	\$203,608		\$7,942	\$251,766		
P	60	2023-0187	[G] Line Item Increase	Adjustment of the Revenue Share to Provincial Offences Act (POA) Municip	\$19,249					
P	62	2023-0208	[H] Line Item Reduction	Reduction in Legal Claims Budget	(\$200,000)					
					\$22,857	\$0	\$7,942	\$251,766	\$0	0.0
<b>Communications</b>										
P	64	2023-0135	[C] Contractual	Motorola Premier One CSR Software and Hosting Agreement Contractual Ir	\$7,631					
P	66	2023-0136	[G] Line Item Increase	Replacement and Addition of Desktops, Laptops & Printers for Communicati	\$8,960					
IC	68	2023-0137	[M] Service Enhancement	In-Camera Item	\$45,796					0.5
P	70	2023-0139	[M] Service Enhancement	One Time Funding Two Full Time 311/211 Customer Contact Representativ	\$0				\$152,895	
					\$62,387	\$0	\$0	\$0	\$152,895	0.5
<b>Library Services</b>										
P	72	2023-0283	[G] Line Item Increase	Increase in Fringe Benefits	\$25,189					
P	73	2023-0306	[H] Line Item Reduction	Library Line Item Reduction	(\$77,972)					
P	74	2023-0309	[H] Line Item Reduction	Reduction of Debt to City of Windsor	(\$118,190)					
					(\$170,973)	\$0	\$0	\$0	\$0	0.0
<b>Parks &amp; Facilities</b>										
IC	75	2023-0197	[A] Annualization	In-Camera Item	\$374,272					8.0
P	77	2023-0209	[C] Contractual	Budget Increase for Pool Chemicals	\$60,000				\$60,000	
P	79	2023-0201	[E] Inflationary	Monument Repairs and Restoration Funding	\$50,000					
P	83	2023-0216	[E] Inflationary	Facilities Inflationary Pressure on Maintenance Budget	\$150,000				\$150,000	
P	85	2023-0190	[F] Revenue Reduction	Reduction in Parks Development Salary Cost Recovers From Capital	\$50,000				\$50,000	



## Appendix B: 2023 Operating Budget Summary (Recommended Issues)

P / IC	Page #	Issue Ref. #	Category	Issue Title	Municipal Operations	Building Permit Operations	Off Street Parking Operations	Sewer Surcharge Operations	One-Time Funding	FTE
P	87	2023-0202	[G] Line Item Increase	Parks Vandalism Budget Funding	\$25,000					
P	89	2023-0204	[G] Line Item Increase	Parks Fleet Vehicle Requirements	\$90,148					
P	91	2023-0210	[G] Line Item Increase	Facilities Maintenance Budget for Parks Amenities & Vandalism	\$25,000					
P	93	2023-0265	[G] Line Item Increase	Park Structures - Roof Maintenance & Repairs	\$0				\$90,000	
P	95	2023-0212	[I] Revenue Increase	Facilities User Fee Updates	(\$10,000)					
P	96	2023-0259	[I] Revenue Increase	Parks User Fee Updates	(\$277)					
P	98	2023-0188	[M] Service Enhancement	One Time Funding For Improvements to Parks Drainage for Flood Mitigation	\$0				\$150,000	
P	100	2023-0191	[M] Service Enhancement	Addition of Parks and Facilities Operations Asset Analyst Position	\$87,963					1.0
P	102	2023-0193	[M] Service Enhancement	Trail Maintenance Budget	\$50,000					
P	104	2023-0199	[M] Service Enhancement	Addition of Parks Supervisor	\$120,442					1.0
P	106	2023-0200	[M] Service Enhancement	Solar Lighting Maintenance	\$25,000					
P	108	2023-0203	[M] Service Enhancement	Parking Lots Maintenance For City Parkland	\$75,000					
P	109	2023-0213	[M] Service Enhancement	One-Time Funding for Addition of One Supervisor, Facilities	\$0				\$143,412	
P	111	2023-0214	[M] Service Enhancement	Asset Safeguarding and Maintenance of Gates and Fences	\$25,000					
P	113	2023-0299	[M] Service Enhancement	One Time Funding for Menstrual Hygiene Product Pilot Program	\$0				\$9,000	
					\$1,197,548	\$0	\$0	\$0	\$652,412	10.0

### Recreation & Culture

P	115	2023-0167	[C] Contractual	Establishment of Maintenance Budget for Leased Space Within Recreation	\$53,000					
P	117	2023-0168	[G] Line Item Increase	Establish Annual Allocation to Recreation Equipment Reserve	\$40,000					
P	118	2023-0170	[I] Revenue Increase	User Fee Increase - Recreation and Culture	\$0					
					\$93,000	\$0	\$0	\$0	\$0	0.0

### Security & Special Activities

P	120	2023-0224	[C] Contractual	Genetec Advantage Security Software License Fee Renewal	\$18,469					
P	122	2023-0221	[G] Line Item Increase	One Time Operating Budget for 185-189 City Hall Square South	\$0				\$43,900	
P	124	2023-0223	[M] Service Enhancement	One Time Funding for One SAC Coordinator	\$0				\$76,864	
					\$18,469	\$0	\$0	\$0	\$120,764	0.0

# Appendix B: 2023 Operating Budget Summary (Recommended Issues)

P / IC	Page #	Issue Ref. #	Category	Issue Title	Municipal Operations	Building Permit Operations	Off Street Parking Operations	Sewer Surcharge Operations	One-Time Funding	FTE
<b>Engineering</b>										
P	126	2023-0153	[F] Revenue Reduction	One-Time Funding for Waived Sidewalk Café Fees	\$0				\$113,867	
IC	128	2023-0164	[H] Line Item Reduction	In-Camera Item	(\$4,317)					0.0
P	130	2023-0155	[I] Revenue Increase	Adjust Recoveries from Capital Projects - Engineering Department	(\$17,521)					
P	131	2023-0186	[I] Revenue Increase	Adjust Recoveries from Sewer Surcharge - Engineering Department	(\$57,111)			\$57,111		
P	132	2023-0196	[I] Revenue Increase	Development Services- Establish Recoveries from Sewer Surcharge	(\$162,191)			\$162,191		
P	133	2023-0244	[I] Revenue Increase	User Fee Adjustments	\$0					
P	135	2023-0150	[M] Service Enhancement	Development Services - Addition of One Permanent Technologist III Position	\$44,279			\$44,279		1.0
P	138	2023-0160	[M] Service Enhancement	Project Management Services-Addition of Permanent Project Administrator I	\$30,855					1.0
P	140	2023-0163	[M] Service Enhancement	GIS Services - Addition of One Permanent GIS Data Analyst Position	\$0					1.0
P	142	2023-0165	[M] Service Enhancement	<b>Design Services – Addition of One Permanent Position – Design Standards</b>	\$0					1.0
					(\$166,006)	\$0	\$0	\$263,581	\$113,867	4.0
<b>Pollution Control</b>										
P	144	2023-0051	[C] Contractual	Additional Sludge Processing Cost for Synagro Contract	\$0			\$250,000		
P	145	2023-0052	[E] Inflationary	Chemicals, Fuels, Oils	\$0			\$670,163		
P	148	2023-0053	[G] Line Item Increase	Fleet Additions - New Vehicles	\$0			\$82,276		
P	151	2023-0054	[G] Line Item Increase	UV Lights	\$0				\$500,000	
P	152	2023-0277	[G] Line Item Increase	Purchase of Crane	\$0			\$20,115		
P	154	2023-0296	[G] Line Item Increase	Increase in Tax Rates for Pollution Control Plants	\$0			\$78,266		
P	156	2023-0075	[I] Revenue Increase	Increase Recovery to Pollution Control from Sewer Surcharge for Salaries &	(\$54,062)			\$54,062		
P	158	2023-0255	[I] Revenue Increase	Adjust Recoveries from Capital Projects	\$0			(\$3,813)		
P	159	2023-0050	[M] Service Enhancement	Additional One Permanent Wastewater Collection Operator	\$0			\$86,670		1.0
P	161	2023-0066	[M] Service Enhancement	Budget Increase Contribution to Pollution Control Reserve	\$0			\$1,250,000		
					(\$54,062)	\$0	\$0	\$2,487,739	\$500,000	1.0
<b>Public Works</b>										
P	164	2023-0091	[C] Contractual	Increase in Waste and Recycling Collection Contract Costs	\$447,234					
P	166	2023-0092	[C] Contractual	Increase Streetlight Maintenance Budget for Contracted Services	\$550,000					
P	168	2023-0093	[C] Contractual	Budget Increase for Landfill Tipping Fees and EWSWA Fixed Costs	\$300,480					

## Appendix B: 2023 Operating Budget Summary (Recommended Issues)

P / IC	Page #	Issue Ref. #	Category	Issue Title	Municipal Operations	Building Permit Operations	Off Street Parking Operations	Sewer Surcharge Operations	One-Time Funding	FTE
P	169	2023-0094	[C] Contractual	Increased Contract Costs for the Winter Maintenance of Municipal Roads	\$302,824					
P	171	2023-0095	[C] Contractual	Increase for Residential Snow Clearing Costs for the 2022-2023 Winter Sea	\$150,000					
P	173	2023-0096	[C] Contractual	Increased Parking Enforcement Contract Costs (Tender 68-18)	\$50,083					
P	175	2023-0097	[E] Inflationary	Increase Annual Equipment Reserve Contributions for Corporate, Parks, Fir	\$435,000					
P	178	2023-0113	[E] Inflationary	Increase for Parts Cost	\$67,192					
P	179	2023-0248	[E] Inflationary	Inflationary Cost Increases for Traffic Operations Materials	\$150,000				\$100,000	
P	181	2023-0099	[F] Revenue Reduction	Increased Asset Maintenance Costs for Public Works Operations	\$86,110			\$23,516		
P	184	2023-0250	[G] Line Item Increase	Increase GPS Budgets - Corporate Wide	\$39,848		\$42	\$7,166		
P	187	2023-0268	[G] Line Item Increase	Establish Budget for Net Costs Related to Accident Repairs	\$50,000					
P	189	2023-0271	[G] Line Item Increase	Increase Waste Tonnage, Collection and Tipping Fees	\$579,900					
P	191	2023-0098	[H] Line Item Reduction	Fuel Adjustments for Increased Pricing and Reduced Consumption, All Fuel	(\$52,887)				\$200,000	
P	193	2023-0112	[H] Line Item Reduction	Adjust Clean the City Program Budget for Contracted Services	(\$100,000)					
P	194	2023-0241	[H] Line Item Reduction	Elimination of One Contracted Parking Bylaw Enforcement Officer	(\$69,867)					
P	196	2023-0273	[H] Line Item Reduction	Eliminate Property Tax Budget - Closed Landfill	\$0			(\$33,000)		
IC	197	2023-0279	[H] Line Item Reduction	In-Camera Item	(\$150,139)					
P	199	2023-0239	[I] Revenue Increase	Rodent Control Program - Elimination or New User Fee	(\$24,000)				\$24,000	
P	201	2023-0242	[I] Revenue Increase	Increase in Administrative Penalty Late Fee - Parking Tickets	(\$285,270)				\$142,635	
P	203	2023-0243	[I] Revenue Increase	Increase Parking Fines for Safety Related Infractions	(\$66,696)				\$33,348	
P	205	2023-0252	[I] Revenue Increase	Recovery Adjustments Related to Public Works Recoverable Staff	(\$287,595)		\$37,820	\$108,805		
P	208	2023-0274	[I] Revenue Increase	User Fee Adjustments and Additions for Public Works	(\$4,550)			(\$250)		
P	211	2023-0247	[J] Alternative Service Delivery	Signal Maintenance Program Changes	(\$33,995)					0.0
IC	213	2023-0269	[J] Alternative Service Delivery	In-Camera Item	(\$342,984)				\$342,984	(3.0)
P	215	2023-0278	[J] Alternative Service Delivery	Conversion of Long Term Vehicle Rentals - Field Services	\$0					
P	217	2023-0100	[M] Service Enhancement	Addition of a Fleet Technology and Training Administrator	\$124,272					1.0
P	220	2023-0249	[M] Service Enhancement	Addition of a Signal Systems Analyst Position	(\$18,720)					1.0
P	222	2023-0275	[M] Service Enhancement	Addition of Facility Operator for Public Drop Off - Fully Funded by EWSWA	\$0					1.0
					\$1,896,240	\$0	\$37,862	\$106,237	\$842,967	0.0

## Appendix B: 2023 Operating Budget Summary (Recommended Issues)

P / IC	Page #	Issue Ref. #	Category	Issue Title	Municipal Operations	Building Permit Operations	Off Street Parking Operations	Sewer Surcharge Operations	One-Time Funding	FTE
<b>Transit Windsor</b>										
P	224	2023-0161	[A] Annualization	Annualization of 2021 Service Changes	\$392,070					
P	226	2023-0003	[E] Inflationary	Transit Windsor Fuel Market Rate Increase	\$250,000				\$1,350,000	
P	228	2023-0060	[F] Revenue Reduction	<b>Greyhound Closure – Revenue Reduction</b>	\$48,000					
P	229	2023-0253	[F] Revenue Reduction	Decreased Funding Through Provincial Gas Tax Program	\$9,124					
P	231	2023-0258	[G] Line Item Increase	Creation of Fleet Reserve for Transit Fleet	\$480,000					
P	232	2023-0057	[I] Revenue Increase	St. Clair College SaintsPass Revenue	(\$416,221)					
P	234	2023-0061	[I] Revenue Increase	Increase Transit Windsor's Advertising Revenue to Contract Amount	(\$20,000)					
P	235	2023-0142	[I] Revenue Increase	Route 605, Transit Windsor Service to Amherstburg	(\$106,944)					
P	237	2023-0154	[I] Revenue Increase	Annual Fare Increase	(\$259,680)					
P	239	2023-0162	[I] Revenue Increase	LaSalle Transit - Increase Expense Recoveries	(\$21,916)					
P	240	2023-0063	[M] Service Enhancement	Addition of One Planning Analyst	\$77,922					1.0
P	242	2023-0068	[M] Service Enhancement	Addition of One Service Line Personnel	\$65,941					1.0
P	244	2023-0131	[M] Service Enhancement	2023 Transit Windsor Service Plan	\$465,769				\$465,769	12.0
					\$964,065	\$0	\$0	\$0	\$1,815,769	14.0

<b>Employment &amp; Social Services</b>										
IC	247	2023-0046	[A] Annualization	In-Camera Item	\$52,000					
P	251	2023-0034	[I] Revenue Increase	County Revenue Increase - Ontario Works Program Delivery Budget	(\$71,161)					
P	252	2023-0043	[M] Service Enhancement	Conversion of One Temp. Full-Time Supervisor, ES position to Reg. Full-Tin	\$0					1.0
P	255	2023-0047	[M] Service Enhancement	Funding of the Implementation of the Regional Community Safety & Well Be	\$50,000					
					\$30,839	\$0	\$0	\$0	\$0	1.0

<b>Housing &amp; Children Services</b>										
P	258	2023-0023	[A] Annualization	Homelessness Annualized Budget Pressures - Housing First Workers	\$90,000					
P	260	2023-0027	[A] Annualization	<b>Federal Block Funding – Transfer Potential Future Savings to Housing Rese</b>	\$0					
P	264	2023-0028	[A] Annualization	Canada Mortgage & Housing Corporation - Rapid Housing Initiative (RHI)	\$125,000					
P	266	2023-0022	[D] Council Initiative	Homelessness Annualized Budget Pressures - Homelessness Street Outrea	\$150,000					
P	268	2023-0021	[I] Revenue Increase	<b>Increase in County Revenue for Housing and Children's Services</b>	(\$180,236)					

## Appendix B: 2023 Operating Budget Summary (Recommended Issues)

P / IC	Page #	Issue Ref. #	Category	Issue Title	Municipal Operations	Building Permit Operations	Off Street Parking Operations	Sewer Surcharge Operations	One-Time Funding	FTE
P	269	2023-0026	[M] Service Enhancement	Add One RFT Coordinator of Housing Admin & Development (Housing Hub)	\$0					1.0
P	271	2023-0065	[M] Service Enhancement	Addition One Regular Full-Time Special Projects Coordinator(Children's Ser	\$0					1.0
					\$184,764	\$0	\$0	\$0	\$0	2.0

### Huron Lodge

P	274	2023-0004	[A] Annualization	Contractual Increase for Caretaking Services- Huron Lodge approved by CF	\$152,473					
					\$152,473	\$0	\$0	\$0	\$0	0.0

### Corporate Accounts

P	n/a	n/a	Salary & Wage	Departmental Salary & Wage Adjustment	\$147,142					
P	275	2023-0119	[A] Annualization	Life Cycle Costing for Major Information Technology Costs	\$756,000					
P	278	2023-0038	[B] Legislated	Canada Pension Plan (CPP)	\$500,000					
P	279	2023-0040	[B] Legislated	Employer Health Tax (EHT)	\$440,000					
P	280	2023-0042	[B] Legislated	Employment Insurance (EI)	\$300,000					
P	281	2023-0035	[C] Contractual	Green Shield Health & Dental Benefits Rate	\$2,000,000					
P	283	2023-0036	[C] Contractual	Short Term Disability Program (STD)	\$400,000					
P	285	2023-0037	[C] Contractual	Ontario Municipal Employees Retirement System (OMERS) Pension Fund	\$430,000					
P	287	2023-0045	[C] Contractual	Expansion of OMERS Enrollment for Non-Full-Time Employees	\$750,000				\$1,000,000	
P	289	2023-0067	[C] Contractual	WFM - AMS Software Contractual Increase	\$13,940					
IC	290	2023-0117	[C] Contractual	In-Camera Item	\$4,800,000					
P	291	2023-0134	[D] Council Initiative	Battery Plant Land Acquisition Debt (Interest & Principle Payments C77-202	\$1,383,789					
P	292	2023-0144	[E] Inflationary	Increase in Utilities Related to Hydro	\$524,120		(\$6,377)	\$263,997		
P	294	2023-0145	[E] Inflationary	Increase in Utilities Related to Gas	\$651,008		(\$938)	\$88,225		
P	296	2023-0146	[E] Inflationary	Increase in Utilities Related to Water	\$562,048		(\$1,659)	\$121,666		
P	298	2023-0133	[G] Line Item Increase	Increase in the Corporate Contingency Budget	\$300,000					
P	299	2023-0159	[H] Line Item Reduction	Decrease in Utilities Related to District Energy	(\$283,328)					
P	301	2023-0310	[H] Line Item Reduction	Reduction to Transfer to Property Tax Reserve	(\$1,000,000)					
P	302	2023-0132	[I] Revenue Increase	Corporate Savings From Permanent Salary & Wage Gapping	(\$500,000)					
P	304	2023-0267	[I] Revenue Increase	Increase to Interest Income Revenue	(\$4,250,000)					
P	305	2023-0298	[I] Revenue Increase	Ontario Municipal Partnership Fund (OMPF) Increase	(\$423,600)					

## Appendix B: 2023 Operating Budget Summary (Recommended Issues)

P / IC	Page #	Issue Ref. #	Category	Issue Title	Municipal Operations	Building Permit Operations	Off Street Parking Operations	Sewer Surcharge Operations	One-Time Funding	FTE
P	307	2023-0300	[I] Revenue Increase	Property Taxes Resulting From New Assessment Growth	(\$2,416,716)					
					\$5,084,403	\$0	(\$8,974)	\$473,888	\$1,000,000	0.0
				<b>Sub-Total City Departments Operating Needs / Levy Impact</b>	<b>\$10,423,156</b>	<b>\$1,275,992</b>	<b>\$36,830</b>	<b>\$3,583,211</b>	<b>\$5,870,283</b>	<b>60.5</b>

### Agencies, Boards & Committees

n/a	n/a	n/a	n/a	Windsor Police Services	\$2,186,452					
n/a	n/a	n/a	n/a	Windsor Essex Community Housing Corporation	\$1,470,000					
n/a	n/a	n/a	n/a	Essex-Windsor Emergency Medical Services (EMS)	\$500,000					
n/a	n/a	n/a	n/a	Handi Transit	\$164,707					
n/a	n/a	n/a	n/a	Essex Region Conservation Authority (ERCA)	\$111,193					
n/a	n/a	n/a	n/a	Invest Windsor Essex	\$75,000					
n/a	n/a	n/a	n/a	Windsor-Essex Health Unit	\$66,917					
n/a	n/a	n/a	n/a	Arts Council Windsor & Region	\$10,000					
				<b>Sub-Total: Agencies, Boards &amp; Committees Levy Impact</b>	<b>\$4,584,269</b>					

### Previously Approved Asset Management Plan

n/a	n/a	n/a	n/a	Asset Management Plan (AMP)	\$5,081,916					
				<b>Sub-Total: Asset Management Plan Levy Impact</b>	<b>\$5,081,916</b>					

### Total: 2023 Property Tax Levy

n/a	n/a	n/a	n/a	City Departments	\$10,423,156	\$1,275,992	\$36,830	\$3,583,211	\$5,870,283	60.5
n/a	n/a	n/a	n/a	Agencies, Boards & Committees (ABC's)	\$4,584,269					
n/a	n/a	n/a	n/a	Asset Management Plan (AMP)	\$5,081,916					
				<b>Total: 2023 Municipal Tax Levy Impact</b>	<b>\$20,089,341</b>	<b>\$1,275,992</b>	<b>\$36,830</b>	<b>\$3,583,211</b>	<b>\$5,870,283</b>	<b>60.5</b>

## Table of Contents

### Economic Development & Innovation

Economic Development.....	1
Information Technology.....	1
Planning & Development.....	1

### Corporate Services

Accounting.....	1
Asset Planning.....	1
Financial Planning.....	1
Human Resources.....	2
Taxation.....	2

### Legal & Legislative Services

Council Services.....	2
Fire & Rescue.....	2

### Community Services

Communications.....	2
Library Services.....	3
Parks & Facilities.....	3

### Infrastructure Services

Engineering.....	3
Pollution Control.....	3
Public Works.....	3
Transit Windsor.....	4

# Appendix C: 2023 Operating Budget Summary (Not Recommended Issues)

P / IC	Page #	Issue Ref. #	Category	Issue Title	Municipal Operations	Building Permit Operations	Off Street Parking Operations	Sewer Surcharge Operations	One-Time Funding	FTE
<b>Economic Development</b>										
P	309	2023-0030	[K] Service Reduction	Reduction to the Economic Development Base Budget	(\$105,000)					
					(\$105,000)	\$0	\$0	\$0	\$0	0.0
<b>Information Technology</b>										
IC	311	2023-0121	[K] Service Reduction	In-Camera Item	(\$94,866)				\$24,000	(1.0)
IC	315	2023-0126	[K] Service Reduction	In-Camera Item	(\$197,014)				\$49,000	(2.0)
IC	318	2023-0127	[K] Service Reduction	In-Camera Item	(\$291,770)				\$50,000	(3.0)
IC	322	2023-0220	[K] Service Reduction	In-Camera Item	(\$88,027)				\$22,000	(1.0)
P	324	2023-0260	[M] Service Enhancement	Data & Insights (Analytics) Staffing	\$544,865					1.0
					(\$126,812)	\$0	\$0	\$0	\$145,000	(6.0)
<b>Planning &amp; Development</b>										
IC	327	2023-0114	[K] Service Reduction	In-Camera Item	(\$66,397)				\$33,200	(1.0)
IC	329	2023-0115	[K] Service Reduction	In-Camera Item	(\$133,765)	\$7,040			\$73,923	(1.0)
					(\$200,162)	\$7,040	\$0	\$0	\$107,123	(2.0)
<b>Accounting</b>										
IC	331	2023-0071	[K] Service Reduction	In-Camera Item	(\$107,073)				\$53,000	(1.0)
IC	333	2023-0179	[L] Service Elimination	In-Camera Item	(\$101,326)				\$51,105	(1.0)
					(\$208,399)	\$0	\$0	\$0	\$104,105	(2.0)
<b>Asset Planning</b>										
P	335	2023-0266	[K] Service Reduction	Reduction in Environmental Master Plan Services	(\$14,760)					
					(\$14,760)	\$0	\$0	\$0	\$0	0.0
<b>Financial Planning</b>										
P	337	2023-0156	[L] Service Elimination	Elimination of the MBNC Benchmarking Initiative	(\$18,900)					
IC	339	2023-0157	[L] Service Elimination	In-Camera Item	(\$97,861)					(1.0)
					(\$116,761)	\$0	\$0	\$0	\$0	(1.0)



# Appendix C: 2023 Operating Budget Summary (Not Recommended Issues)

P / IC	Page #	Issue Ref. #	Category	Issue Title	Municipal Operations	Building Permit Operations	Off Street Parking Operations	Sewer Surcharge Operations	One-Time Funding	FTE
<b>Human Resources</b>										
P	341	2023-0012	[K] Service Reduction	Reduction of the Corporate Training and Development Budget	(\$117,000)					
P	343	2023-0014	[L] Service Elimination	Elimination of Succession Planning Initiative Reserve Budget	(\$105,000)					
P	346	2023-0017	[L] Service Elimination	Elimination of the Snow Angels Program	(\$25,925)				\$12,500	
P	348	2023-0018	[L] Service Elimination	Elimination of Closed-Captioning for Council Meetings	(\$17,481)				\$9,000	
P	350	2023-0048	[L] Service Elimination	Elimination of the Employee Family Assistance Program (EFAP)	(\$165,000)				\$46,875	
					(\$430,406)	\$0	\$0	\$0	\$68,375	0.0
<b>Taxation</b>										
IC	352	2023-0192	[K] Service Reduction	In-Camera Item	(\$81,972)				\$42,424	(1.0)
					(\$81,972)	\$0	\$0	\$0	\$42,424	(1.0)
<b>Council Services</b>										
IC	354	2023-0072	[K] Service Reduction	In-Camera Item	(\$306,356)				\$153,176	(3.0)
					(\$306,356)	\$0	\$0	\$0	\$153,176	(3.0)
<b>Fire &amp; Rescue</b>										
IC	356	2023-0079	[K] Service Reduction	In-Camera Item	(\$2,285,190)				\$1,300,000	
IC	358	2023-0080	[K] Service Reduction	In-Camera Item	(\$2,711,643)				\$1,550,000	
P	360	2023-0084	[M] Service Enhancement	Addition of One Fire & Rescue Administrative Assistant Position	\$93,213					1.0
P	362	2023-0124	[M] Service Enhancement	Addition of One Fire & Rescue Clerk	\$91,900					1.0
					(\$4,811,720)	\$0	\$0	\$0	\$2,850,000	2.0
<b>Communications</b>										
IC	364	2023-0140	[K] Service Reduction	In-Camera Item	(\$140,505)				\$70,795	(1.0)
IC	366	2023-0141	[K] Service Reduction	In-Camera Item	(\$84,577)				\$42,930	(1.0)
					(\$225,082)	\$0	\$0	\$0	\$113,725	(2.0)

# Appendix C: 2023 Operating Budget Summary (Not Recommended Issues)

P / IC	Page #	Issue Ref. #	Category	Issue Title	Municipal Operations	Building Permit Operations	Off Street Parking Operations	Sewer Surcharge Operations	One-Time Funding	FTE
<b>Library Services</b>										
P	368	2023-0286	[E] Inflationary	Collections Inflationary Increase	\$43,500					
P	369	2023-0289	[G] Line Item Increase	Data for iPads for Seniors	\$7,320					
IC	370	2023-0284	[L] Service Elimination	In-Camera Item	(\$57,500)					
P	371	2023-0285	[M] Service Enhancement	Poet in Residence	\$5,200					
					(\$1,480)	\$0	\$0	\$0	\$0	0.0
<b>Parks &amp; Facilities</b>										
P	372	2023-0194	[K] Service Reduction	Eliminate or Reduction of Students and Community Living Staff in Parks	(\$1,338,037)					
P	374	2023-0195	[K] Service Reduction	Reduction of Forestry Contract Work	(\$387,625)					
P	376	2023-0218	[K] Service Reduction	Elimination of Preventative Maintenance Budgets at Facilities Buildings	(\$323,000)					
IC	378	2023-0219	[K] Service Reduction	In-Camera Item	(\$730,842)				\$366,000	(9.2)
P	380	2023-0217	[L] Service Elimination	Elimination of Budget for Facilities Pest Control	(\$40,000)					
					(\$2,819,504)	\$0	\$0	\$0	\$366,000	(9.2)
<b>Engineering</b>										
IC	381	2023-0151	[K] Service Reduction	In-Camera Item	(\$69,809)				\$9,356	(1.0)
IC	383	2023-0152	[K] Service Reduction	In-Camera Item	(\$33,029)				\$18,039	(2.0)
					(\$102,838)	\$0	\$0	\$0	\$27,395	(3.0)
<b>Pollution Control</b>										
P	385	2023-0056	[K] Service Reduction	Budget Reduction Contribution to Pollution Control Reserve	\$0			(\$5,488,309)		
					\$0	\$0	\$0	(\$5,488,309)	\$0	0.0
<b>Public Works</b>										
P	387	2023-0261	[I] Revenue Increase	Enforcement Time Adjustment for Parking Meters	\$0		(\$400,000)			
P	389	2023-0104	[K] Service Reduction	Eliminate Annual Hansen Software Maintenance & Support Fee	(\$22,711)			(\$22,711)		
IC	391	2023-0105	[K] Service Reduction	In-Camera Item	(\$155,264)			(\$155,262)	\$77,631	(2.0)
P	393	2023-0106	[K] Service Reduction	Reduce Residential Snow Clearing and Salting	(\$1,125,000)					

## Appendix C: 2023 Operating Budget Summary (Not Recommended Issues)

P / IC	Page #	Issue Ref. #	Category	Issue Title	Municipal Operations	Building Permit Operations	Off Street Parking Operations	Sewer Surcharge Operations	One-Time Funding	FTE
IC	395	2023-0245	[K] Service Reduction	In-Camera Item	(\$465,888)				\$117,000	(2.0)
P	397	2023-0264	[K] Service Reduction	Sewer Repair Service Reduction	\$0			(\$210,000)		
P	399	2023-0103	[L] Service Elimination	Elimination of Student Labour	(\$464,207)		(\$19,154)	(\$80,364)		
IC	404	2023-0107	[L] Service Elimination	In-Camera Item	(\$476,346)				\$285,808	
IC	406	2023-0108	[L] Service Elimination	In-Camera Item	(\$1,261,062)				\$306,123	(6.0)
IC	408	2023-0109	[L] Service Elimination	In-Camera Item	(\$601,005)					(2.0)
P	410	2023-0110	[L] Service Elimination	Elimination of BIA Maintenance	(\$22,195)					
P	412	2023-0143	[L] Service Elimination	Eliminate Washing of City Fleet	(\$16,479)					
P	413	2023-0254	[M] Service Enhancement	Enhanced Street Sweeping Services	\$0					2.0
					(\$4,610,157)	\$0	(\$419,154)	(\$468,337)	\$786,562	(10.0)
<b>Transit Windsor</b>										
P	417	2023-0256	[K] Service Reduction	Reduce Transit Service to Achieve 5% Budget Reduction	(\$2,820,274)				\$1,900,000	
					(\$2,820,274)	\$0	\$0	\$0	\$1,900,000	0.0
					(\$16,981,683)	\$7,040	(\$419,154)	(\$5,956,646)	\$6,663,885	(37.2)



## Appendix D - 1: City of Windsor User Fee Schedule

### Economic Development & Innovation

Building Services.....	1
Information Technology .....	6
Planning & Development .....	7

### Corporate Services

Accounting.....	9
Human Resources .....	10
Taxation.....	11

### Legal & Legislative Services

Council Services .....	13
Fire & Rescue .....	19
Legal Services.....	21
Purchasing, Risk & POA.....	22

### Community Services

Communications .....	23
Parks & Facilities .....	24
Recreation & Culture .....	28
Security & Special Activities .....	46

### Infrastructure Services

Engineering.....	47
Pollution Control.....	54
Public Works .....	55
Transit Windsor.....	58

### Human & Health Services

Huron Lodge.....	60
------------------	----

City of Windsor  
User Fee Schedule

Economic Development & Innovation - Building Services														
Ref #	Notes	Category / Division	Sub-Category / Sub-Division	Fee / Service	HST Appl.	HST Notes	2022 Fee Excluding HST (Approved)		2023 Fee Excluding HST (Recommended)		Change Over Prior Year		Budget Issue Detail Report Reference	
							Cost	Unit of Measure	Cost	Unit of Measure	\$	%	Page #	Issue #
1		Building	Building Enforcement	Building Inspection Fee for license	Y		\$90.00	per license	\$100.00	per license	\$10.00	11%	7	2023-0198
2		Building	Building Enforcement	Inspection Associated with Private Subsidized Housing (if < 32 units)	N		\$87.00	per premise	\$87.00	per premise	\$0.00	0%		
3		Building	Building Enforcement	Inspection Associated with Private Subsidized Housing (if > 32 < 62 units)	N		\$145.00	per premise	\$145.00	per premise	\$0.00	0%		
4		Building	Building Enforcement	Inspection Associated with Private Subsidized Housing (if 62 + units)	N		\$203.50	per premise	\$203.50	per premise	\$0.00	0%		
		Building	Building Enforcement	Proposed Cumulative Staged Inspection Fees for Building Conditions & Property Standards (by-law 9-2019), Zoning (by-law 8600) and Pools (160-2010)/Fence (170-2012) Enforcement files:	N									
5		Building	Building Enforcement	Stage 1 - Investigation with resulting Order	N		\$200.00	per file	\$325.00	per file	\$125.00	63%	7	2023-0198
6		Building	Building Enforcement	Stage 2 - Not in compliance - Final Warning Letter (FWL)	N		\$73.00	per file	\$150.00	per file	\$77.00	105%	7	2023-0198
7		Building	Building Enforcement	Stage 3 - Not in compliance - Court Charge	N		\$300.00	per file	\$300.00	per file	\$0.00	0%		
8		Building	Building Enforcement	Stage 4 - Court follow-up inspections until complete resolution	N		\$180.00	per file	\$180.00	per file	\$0.00	0%		
		Building	Building Enforcement	Proposed Cumulative Staged Inspection Fees for Site Plan Control, Vital Services, By Law orders and Sign orders	N									
9		Building	Building Enforcement	Stage 1 - Investigation with resulting Order	N		\$0.00	per file	\$325.00	per file	\$325.00	New	7	2023-0198
10		Building	Building Enforcement	Stage 2 - Not in compliance - Final Warning Letter (FWL)	N		\$0.00	per file	\$150.00	per file	\$150.00	New	7	2023-0198
11		Building	Building Enforcement	Stage 3 - Not in compliance - Court Charge	N		\$0.00	per file	\$300.00	per file	\$300.00	New	7	2023-0198
12		Building	Building Enforcement	Stage 4 - Court follow-up inspections until complete resolution	N		\$0.00	per file	\$180.00	per file	\$180.00	New	7	2023-0198
		Building	Building Enforcement	Proposed Cumulative Staged Inspection Fees for Vacant Buildings, Building Conditions & Property Standards (by-law 9-2019)	N									
13		Building	Building Enforcement	Stage 1 - Investigation with resulting Order	N		\$200.00	per file	\$700.00	per file	\$500.00	250%	7	2023-0198
14		Building	Building Enforcement	Stage 2 - Not in compliance - Final Warning Letter (FWL)	N		\$73.00	per file	\$150.00	per file	\$77.00	105%	7	2023-0198
15		Building	Building Enforcement	Stage 3 - Not in compliance - Court Charge	N		\$300.00	per file	\$300.00	per file	\$0.00	0%		
16		Building	Building Enforcement	Stage 4 - Court follow-up inspections until complete resolution	N		\$180.00	per file	\$180.00	per file	\$0.00	0%		

City of Windsor  
User Fee Schedule

Economic Development & Innovation - Building Services														
Ref #	Notes	Category / Division	Sub-Category / Sub-Division	Fee / Service	HST Appl.	HST Notes	2022 Fee Excluding HST (Approved)		2023 Fee Excluding HST (Recommended)		Change Over Prior Year		Budget Issue Detail Report Reference	
							Cost	Unit of Measure	Cost	Unit of Measure	\$	%	Page #	Issue #
17		Building	Interest Charges	By-Law 1/2021 - Deferred Rates Interest Payable without a Letter of Credit	N		12.70%	Annual Interest Rate Applied to Development Charges	0.00%	Annual Interest Rate Applied to Development Charges	-12.70%	-100%	6	2023-0122
18		Building	Interest Charges	By-Law 1/2021 - "Deferred" Development Charge Interest. Due to Bill 23 the interest rate is determined on a quarterly basis using Prime +1% as of January 15th, April 15th, July 15th and October 15th	N		8.70%	Annual Interest Rate Applied to Development Charges	Prime + 1%	Interest Rate Applied to Development Charges Determined on a Quarterly Basis	n/a	n/a	6	2023-0122
19		Building	Interest Charges	By-Law 1/2021 - "Frozen" Development Charge Interest Payable. Due to Bill 23 the interest rate is determined on a quarterly basis using Prime +1% as of January 15th, April 15th, July 15th and October 15th	N		8.70%	Annual Interest Rate Applied to Development Charges	Prime + 1%	Interest Rate Applied to Development Charges Determined on a Quarterly Basis	n/a	n/a	6	2023-0122
20		Building	Permit/Policy & Regulatory Services	Building Permit Indemnity Fee (Refundable)	N		\$50.00	per metre of property frontage	\$50.00	per metre of property frontage	\$0.00	0%		
21		Building	Permit/Policy & Regulatory Services	Fill Permit Fee	N		\$55.00	minimum fee	\$55.00	minimum fee	\$0.00	0%		
22		Building	Permit/Policy & Regulatory Services	Fill Permit Fee	N		\$55.00	plus \$0.05/sq. meter from 500 sq. metres to 1000 sq. metres	\$55.00	plus \$0.05/sq. meter from 500 sq. metres to 1000 sq. metres	\$0.00	0%		
23		Building	Permit/Policy & Regulatory Services	Fill Permit Fee	N		\$55.00	plus \$0.03/sq. meter greater than 1000 sq. metres	\$55.00	plus \$0.03/sq. meter greater than 1000 sq. metres	\$0.00	0%		
24		Building	Permit/Policy & Regulatory Services	Liquor Clearance Letter Fee (existing fee but omitted from Building fee schedule previously)	N		\$25.00	per application	\$55.00	per application	\$30.00	120%	7	2023-0198
25		Building	Permit/Policy & Regulatory Services	Liquor Clearance Letter Inspection Fee - no open permit (existing fee but omitted from Building fee schedule previously)	Y		\$100.00	per application	\$100.00	per application	\$0.00	0%		Change in HST applicable

City of Windsor  
User Fee Schedule

Economic Development & Innovation - Building Services														
Ref #	Notes	Category / Division	Sub-Category / Sub-Division	Fee / Service	HST Appl.	HST Notes	2022 Fee Excluding HST (Approved)		2023 Fee Excluding HST (Recommended)		Change Over Prior Year		Budget Issue Detail Report Reference	
							Cost	Unit of Measure	Cost	Unit of Measure	\$	%	Page #	Issue #
26		Building	Permit/Policy & Regulatory Services	Plumbing fixture (new or replacement) - Non-Residential	N		\$29.00	per fixture unit (application to all non residential permit types)	\$35.00	per fixture unit (application to all non residential permit types)	\$6.00	21%	7	2023-0198
27		Building	Permit/Policy & Regulatory Services	Plumbing fixture (new or replacement) - Residential	N		\$29.00	per fixture unit (applicable on residential alteration permits)	\$35.00	per fixture unit (applicable on residential alteration permits)	\$6.00	21%	7	2023-0198
28		Building	Permit/Policy & Regulatory Services	Portable Sign Fee (A-Frame Sign)	N		\$40.00	per sign	\$40.00	per sign	\$0.00	0%		
29		Building	Permit/Policy & Regulatory Services	Portable Sign Fee (Banner Flag Sign)	N		\$20.00	per sign	\$20.00	per sign	\$0.00	0%		
30		Building	Permit/Policy & Regulatory Services	Portable Sign Fee (Banner Sign)	N		\$20.00	per sign	\$20.00	per sign	\$0.00	0%		
31		Building	Permit/Policy & Regulatory Services	Portable Sign Fee (Community Event Sign - A-Frame, Banner, Ground)	N		\$10.00	per sign	\$10.00	per sign	\$0.00	0%		
32		Building	Permit/Policy & Regulatory Services	Portable Sign Fee (Community Event Sign - Inflatable, Mobile)	N		\$20.00	per sign	\$20.00	per sign	\$0.00	0%		
33		Building	Permit/Policy & Regulatory Services	Portable Sign Fee (Congratulatory Sign)	N			per sign		per sign	n/a	n/a		
34		Building	Permit/Policy & Regulatory Services	Portable Sign Fee (Construction Site Sign)	N		\$4.00	per sq. metre of the total sign area (minimum \$75.00)	\$4.00	per sq. metre of the total sign area (minimum \$75.00)	\$0.00	0%		
35		Building	Permit/Policy & Regulatory Services	Portable Sign Fee (Development Project Sign - renewal)	N		\$50.00	per sign for an additional 2 years	\$50.00	per sign for an additional 2 years	\$0.00	0%		
36		Building	Permit/Policy & Regulatory Services	Portable Sign Fee (Development Project Sign)	N		\$4.00	per sq. metre of the total sign area (minimum \$75.00)	\$4.00	per sq. metre of the total sign area (minimum \$75.00)	\$0.00	0%		
37		Building	Permit/Policy & Regulatory Services	Portable Sign Fee (Election Sign)	N			per sign		per sign	n/a	n/a		

City of Windsor  
User Fee Schedule

Economic Development & Innovation - Building Services														
Ref #	Notes	Category / Division	Sub-Category / Sub-Division	Fee / Service	HST Appl.	HST Notes	2022 Fee Excluding HST (Approved)		2023 Fee Excluding HST (Recommended)		Change Over Prior Year		Budget Issue Detail Report Reference	
							Cost	Unit of Measure	Cost	Unit of Measure	\$	%	Page #	Issue #
38		Building	Permit/Policy & Regulatory Services	Portable Sign Fee (Inflatable sign - Group 1 & 2 Residential Uses)	N		not required when displayed for less than 72 hours	per sign	not required when displayed for less than 72 hours	per sign	n/a	n/a		
39		Building	Permit/Policy & Regulatory Services	Portable Sign Fee (Inflatable sign - Group 3 & 4 Residential Uses)	N		\$50.00	per sign	\$50.00	per sign	\$0.00	0%		
40		Building	Permit/Policy & Regulatory Services	Portable Sign Fee (Mobile Sign)	N		\$55.00	\$2 per calendar day for the first 10 days minimum \$20. \$1 per calendar day for subsequent day up to a maximum of 45 days	\$55.00	\$2 per calendar day for the first 10 days minimum \$20. \$1 per calendar day for subsequent day up to a maximum of 45 days	\$0.00	0%		
41		Building	Permit/Policy & Regulatory Services	Portable Sign Fee (Real Estate Sign)	N		\$20.00	for each sign with face area of 1 sq. metre or greater	\$20.00	for each sign with face area of 1 sq. metre or greater	\$0.00	0%		
42		Building	Permit/Policy & Regulatory Services	Sign Permit - (permits for signs encroaching on public property)	N		Double the standard fee	per sign	Double the standard fee	per sign	n/a	n/a		
43		Building	Permit/Policy & Regulatory Services	Sign Permit - (permits for signs erected or displayed prior to obtaining a sign permit)	N		Triple the standard fee	per permit	Triple the standard fee	per permit	n/a	n/a		
44		Building	Permit/Policy & Regulatory Services	Sign Permit - Maintenance Fee	N		\$75.00	per reconstruction of an existing permanent sign	\$75.00	per reconstruction of an existing permanent sign	\$0.00	0%		
45		Building	Permit/Policy & Regulatory Services	Sign Permit Fee (awning, billboard, canopy, fascia wall, ground, projecting wall)	N		\$4.00	per sq. metre of the total sign area (minimum \$75.00)	\$4.00	per sq. metre of the total sign area (minimum \$75.00)	\$0.00	0%		
46		Building	Permit/Policy & Regulatory Services	Sign Permit Fee (light standard sign)	N		\$20.00	per light standard sign	\$20.00	per light standard sign	\$0.00	0%		
47		Building	Permit/Policy & Regulatory Services	Sign Permit Fee (renewal for additional 6 months)	N		\$50.00	per renewal	\$50.00	per renewal	\$0.00	0%		



City of Windsor  
User Fee Schedule

Economic Development & Innovation - Building Services														
Ref #	Notes	Category / Division	Sub-Category / Sub-Division	Fee / Service	HST Appl.	HST Notes	2022 Fee Excluding HST (Approved)		2023 Fee Excluding HST (Recommended)		Change Over Prior Year		Budget Issue Detail Report Reference	
							Cost	Unit of Measure	Cost	Unit of Measure	\$	%	Page #	Issue #
48		Building	Permit/Policy & Regulatory Services	Sign Permit Fee (window sign - illuminated)	N		\$20.00	per illuminated sign	\$20.00	per illuminated sign	\$0.00	0%		
49		Building	Permit/Policy & Regulatory Services	Signs - Disposal Charge for Unlawful Permanent Sign	N		Actual disposal cost	per disposal	Actual disposal cost	per disposal	n/a	n/a		
50		Building	Permit/Policy & Regulatory Services	Signs - Disposal Charge for Unlawful Temporary Sign	N		Actual disposal cost	per disposal	Actual disposal cost	per disposal	n/a	n/a		
51		Building	Permit/Policy & Regulatory Services	Signs - Removal of Unlawful Permanent Sign	N		\$200.00	per sign or actual cost of removal (whichever is greater)	\$200.00	per sign or actual cost of removal (whichever is greater)	\$0.00	0%		
52		Building	Permit/Policy & Regulatory Services	Signs - Removal of Unlawful Temporary Sign	N		\$50.00	per sign or actual cost of removal (whichever is greater)	\$50.00	per sign or actual cost of removal (whichever is greater)	\$0.00	0%		
53		Building	Permit/Policy & Regulatory Services	Signs - Storage Charge for Unlawful Permanent Sign	N		\$20.00	per day or \$2.00/sq. metre of face area per day, whichever is greater	\$20.00	per day or \$2.00/sq. metre of face area per day, whichever is greater	\$0.00	0%		
54		Building	Permit/Policy & Regulatory Services	Signs - Storage Charge for Unlawful Temporary Sign	N		\$5.00	per day or \$0.50/sq. metre of face area per day, whichever is greater	\$5.00	per day or \$0.50/sq. metre of face area per day, whichever is greater	\$0.00	0%		
55		Transportation Planning	Traffic Studies	Motor Vehicle Collision Summary Report	Y		\$30.00	each	\$30.00	each	\$0.00	0%		
56		Transportation Planning	Traffic Studies	Volumetric Flow Charts	Y		\$20.00	each	\$20.00	each	\$0.00	0%		
Notes:														
1	GIS surcharge Applicable per application													
There is a \$3.00 service fee for on-line transactions.														

City of Windsor  
User Fee Schedule

Economic Development & Innovation - Information Technology														
Ref #	Notes	Category / Division	Sub-Category / Sub-Division	Fee / Service	HST Appl.	HST Notes	2022 Fee Excluding HST (Approved)		2023 Fee Excluding HST (Recommended)		Change Over Prior Year		Budget Issue Detail Report Reference	
							Cost	Unit of Measure	Cost	Unit of Measure	\$	%	Page #	Issue #
1		Project Management & Applications		Business Licenses (Animal) On-Line Transaction Fee	N		\$0.00	On-Line Transaction	\$0.00	On-Line Transaction	\$0.00	n/a		
2		Project Management & Applications		Construction Heating Permit On-Line Transaction Fee	N		\$0.00	On-Line Transaction	\$0.00	On-Line Transaction	\$0.00	n/a		
3		Project Management & Applications		Construction Plumbing Permit On-Line Transaction Fee	N		\$0.00	On-Line Transaction	\$0.00	On-Line Transaction	\$0.00	n/a		
4		Project Management & Applications		Construction Sewer Permit On-Line Transaction Fee	N		\$0.00	On-Line Transaction	\$0.00	On-Line Transaction	\$0.00	n/a		
5		Project Management & Applications		External Tax Inquiry (ETI) On-Line Transaction Fee	Y		\$10.00	On-Line Transaction	\$10.00	On-Line Transaction	\$0.00	0%		
	There is a \$2.00 service fee for any of the above on-line transactions and a \$3.00 service fee for any over-the-counter transactions including fax and mail-in options exclusive of Business, Lottery and Dog Licenses. (2016 - Moved to Planning & Building Department)													
	There is a \$3.00 (per Public Works Permit) service fee for any over-the-counter transactions including fax and mail-in options. (2016 - Moved to Public Works Department)													

City of Windsor  
User Fee Schedule

Economic Development & Innovation - Planning & Development														
Ref #	Notes	Category / Division	Sub-Category / Sub-Division	Fee / Service	HST Appl.	HST Notes	2022 Fee Excluding HST (Approved)		2023 Fee Excluding HST (Recommended)		Change Over Prior Year		Budget Issue Detail Report Reference	
							Cost	Unit of Measure	Cost	Unit of Measure	\$	%	Page #	Issue #
1		Admin. - Planning	Copies	11" x 17"	Y		\$1.05	each additional page	\$1.05	each additional page	\$0.00	0%		
2		Admin. - Planning	Copies	high toner coverage	Y		\$0.50	each additional page	\$0.50	each additional page	\$0.00	0%		
3		Admin. - Planning	Copies	Light toner coverage	Y		\$0.30	each additional page	\$0.30	each additional page	\$0.00	0%		
4		Admin. - Planning	Copies	medium toner coverage	Y		\$0.40	each additional page	\$0.40	each additional page	\$0.00	0%		
5		Admin. - Planning	Copies	Xeroxing - per page black & white copies	Y		\$2.35	1st page	\$2.35	1st page	\$0.00	0%		
6		Admin. - Planning	Copies	Xeroxing - per page colour copies	Y		\$2.35	1st page	\$2.35	1st page	\$0.00	0%		
7		Admin. - Planning	Maps	Residential Activity Map - full set (16)	Y		\$245.00	per set	\$245.00	per set	\$0.00	0%		
8		Admin. - Planning	Maps	Residential Activity Map - single	Y		\$11.50	per map	\$11.50	per map	\$0.00	0%		
9		Admin. - Planning	Publications	City Centre West CIP (colour)	Y		\$50.00	per plan	\$50.00	per plan	\$0.00	0%		
10		Admin. - Planning	Publications	Windsor SEEN	Y		NO CHARGE	per publication	NO CHARGE	per publication	n/a	n/a		
11		Development	Committee of Adjustment	Committee of Adjustment Decision Letter	N		\$9.30	each	\$9.30	each	\$0.00	0%		
12		Development	Committee of Adjustment	ERCA Consents & Minor Variance Processed Together	N		\$250.00	each	\$250.00	each	\$0.00	0%		
13		Development	Committee of Adjustment	ERCA Development Review Fees for Consents	N		\$200.00	each	\$200.00	each	\$0.00	0%		
14		Development	Committee of Adjustment	ERCA Development Review Fees for Minor Variances	N		\$115.00	each	\$115.00	each	\$0.00	0%		
15		Development	Development Review Services	Any New Street Address to Existing Street	Y		\$360.00	per address	\$360.00	per address	\$0.00	0%		
16		Development	Development Review Services	Any New Street Name & Address (Subdivision)	Y		\$778.00	per name & address	\$778.00	per name & address	\$0.00	0%		
17		Development	Development Review Services	Deed preparation (Deeds - Registry or Land Titles)	N		\$217.50	per deed	\$217.50	per deed	\$0.00	0%		
18		Development	Development Review Services	ERCA Subdivisions/Condos/Major Official Plan Amendments	N		\$310.00	each	\$310.00	each	\$0.00	0%		
19		Development	Development Review Services	Legal Department Approval on Preparation of Deeds	N		\$58.00	per deed	\$58.00	per deed	\$0.00	0%		
20		Development	Development Review Services	Sign By-law Amendment	N		\$914.00	per amendment	\$914.00	per amendment	\$0.00	0%		
21		Development	Development Review Services	Street Name Change	Y		\$11,965.00	per name change	\$11,965.00	per name change	\$0.00	0%		
22		Development	Development Review Services	Zoning Compliance Letter (legal non-conforming)	N		\$152.00	per letter plus \$47.00/hr.	\$152.00	per letter plus \$47.00/hr.	\$0.00	0%		
23		Development	Development Review Services	Zoning Compliance Letter (standard)	N		\$107.50	per letter	\$107.50	per letter	\$0.00	0%		

City of Windsor  
User Fee Schedule

Economic Development & Innovation - Planning & Development														
Ref #	Notes	Category / Division	Sub-Category / Sub-Division	Fee / Service	HST Appl.	HST Notes	2022 Fee Excluding HST (Approved)		2023 Fee Excluding HST (Recommended)		Change Over Prior Year		Budget Issue Detail Report Reference	
							Cost	Unit of Measure	Cost	Unit of Measure	\$	%	Page #	Issue #
24		Development	Development Review Services	Zoning Compliance Letter (with drawings)	N		\$152.00	per letter	\$152.00	per letter	\$0.00	0%		
25		Development	Development Review Services	Zoning verification fee for business license/Zoning inquiry	N		\$56.00	per license/request	\$56.00	per license/request	\$0.00	0%		
26		Development	Street & Alley Closings, Deeds, Encroachments & Misc. Fees	Alley Search	Y		\$59.00	per hour	\$59.00	per hour	\$0.00	0%		
27		Development	Street & Alley Closings, Deeds, Encroachments & Misc. Fees	Owners share of 12R plan	N		% share of actual cost		% share of actual cost		n/a	n/a		
28		Development	Street & Alley Closings, Deeds, Encroachments & Misc. Fees	Property Standards Appeal	Y		\$425.00	per appeal	\$425.00	per appeal	\$0.00	0%		
29		Development	Street & Alley Closings, Deeds, Encroachments & Misc. Fees	Records Search	N		\$50.00	per hour	\$50.00	per hour	\$0.00	0%		
30		Development	Street & Alley Closings, Deeds, Encroachments & Misc. Fees	Registration of Deed	N		\$76.00	per deed	\$76.00	per deed	\$0.00	0%		
31		Development	Street & Alley Closings, Deeds, Encroachments & Misc. Fees	Street & Alley Closing Application	N		\$1,505.00	per application	\$1,505.00	per application	\$0.00	0%		
32		Development	Street & Alley Closings, Deeds, Encroachments & Misc. Fees	Teranet Fees	N		\$43.00	per deed	\$43.00	per deed	\$0.00	0%		
33		Transportation Planning	Traffic Studies	Motor Vehicle Collision Summary Report	Y		\$30.00	each	\$30.00	each	\$0.00	0%		
34		Transportation Planning	Traffic Studies	Volumetric Flow Charts	Y		\$20.00	each	\$20.00	each	\$0.00	0%		
Notes:														
1	GIS surcharge Applicable per application													
There is a \$2.00 service fee for any of the above on-line transactions and a \$3.00 service fee for any over-the-counter transactions including fax and mail-in options.														
When the online EVOLTA digital application program becomes fully released for application processing, a flat one time \$40 fee (remitted to														
The EVOLTA fee was included in the entered agreement approved by City Council CR366/2018.														

City of Windsor  
User Fee Schedule

Corporate Services - Accounting														
Ref #	Notes	Category / Division	Sub-Category / Sub-Division	Fee / Service	HST Appl.	HST Notes	2022 Fee Excluding HST (Approved)		2023 Fee Excluding HST (Recommended)		Change Over Prior Year		Budget Issue Detail Report Reference	
							Cost	Unit of Measure	Cost	Unit of Measure	\$	%	Page #	Issue #
1		Accounting	Accounts Receivable	Administrative Fee (NSF Cheques - A/R)	Y		\$50.00	per nsf cheque/returned item	\$50.00	per nsf cheque/returned item	\$0.00	0%		
2		Accounting	Payroll	Processing of Wage Assignments	Y		\$10.00	per remittance where allowed by court on certain files	\$10.00	per remittance where allowed by court on certain files	\$0.00	0%		

City of Windsor  
User Fee Schedule

Corporate Services - Human Resources														
Ref #	Notes	Category / Division	Sub-Category / Sub-Division	Fee / Service	HST Appl.	HST Notes	2022 Fee Excluding HST (Approved)		2023 Fee Excluding HST (Recommended)		Change Over Prior Year		Budget Issue Detail Report Reference	
							Cost	Unit of Measure	Cost	Unit of Measure	\$	%	Page #	Issue #
1		Human Resources	Human Resources Administration	Corporate ID Badges	Y		\$10.00	per badge	\$10.00	per badge	\$0.00	0%		
2		Human Resources	Human Resources Administration	Photocopy Fee	Y		\$2.00	1st page	\$2.00	1st page	\$0.00	0%		
3		Human Resources	Human Resources Administration	Photocopy Fee	Y		\$0.30	per additional page	\$0.30	per additional page	\$0.00	0%		
4	2	Human Resources	Recruitment	Firefighter Recruitment - Administrative Fee	Y		\$41.33	per applicant	\$41.33	per applicant	\$0.00	0%		
5	1	Human Resources	Recruitment	Firefighter Recruitment - Miscellaneous Fees may be applicable (police clearance, educational documents and fitness certificate).	Y		\$0.00	per applicant	\$0.00	per applicant	\$0.00	n/a		
6		Human Resources	Employee Relations	Photocopy Fee	N		\$2.00	1st page	\$2.00	1st page	\$0.00	0%		
7		Human Resources	Employee Relations	Photocopy Fee	N		\$0.30	per additional page	\$0.30	per additional page	\$0.00	0%		
Notes:														
1	The Miscellaneous fees are not collected by the Corporation of the City of Windsor.													
2	Per Council Resolution CR107/2011 Human Resources can alter the Firefighter recruitment process and change the Fee Structure.													

City of Windsor  
User Fee Schedule

Corporate Services - Taxation														
Ref #	Notes	Category / Division	Sub-Category / Sub-Division	Fee / Service	HST Appl.	HST Notes	2022 Fee Excluding HST (Approved)		2023 Fee Excluding HST (Recommended)		Change Over Prior Year		Budget Issue Detail Report Reference	
							Cost	Unit of Measure	Cost	Unit of Measure	\$	%	Page #	Issue #
1		Taxation	Collections, Invest Banking	Interest on trade receivables more than 30 days past due	Y		2.00%	per month, compounded	2.00%	per month, compounded	0.00%	0%		
2		Taxation	Property Valuations	Expedited Tax Certificates	Y		\$120.00	per certificate	\$120.00	per certificate	\$0.00	0%		
3		Taxation	Property Valuations	External Tax Inquiry (ETI) On Line Transaction Fee	Y		\$75.00	per roll number	\$75.00	per roll number	\$0.00	0%		
4		Taxation	Property Valuations	New Property Account Fee	Y		\$75.00	per roll	\$75.00	per roll	\$0.00	0%		
5		Taxation	Property Valuations	Ownership Changes	Y		\$75.00	per roll	\$75.00	per roll	\$0.00	0%		
6		Taxation	Property Valuations	Statement of Account Fee	Y		\$30.00	per statement	\$30.00	per statement	\$0.00	0%		
7		Taxation	Property Valuations	Tax Certificates	Y		\$75.00	per certificate	\$75.00	per certificate	\$0.00	0%		
8		Taxation	Property Valuations	Tax Receipts	Y		\$30.00	per roll number	\$30.00	per roll number	\$0.00	0%		
9		Taxation	Revenue & Collections	Additional Interested Party Notification	Y		\$50.00	per letter	\$50.00	per letter	\$0.00	0%		
10		Taxation	Revenue & Collections	Corporate Search	Y		\$15.00	per property plus disbursements	\$15.00	per property plus disbursements	\$0.00	0%		
11		Taxation	Revenue & Collections	Current & Prior Year's Tax Information (Printed or Written)	Y		\$10.00	per roll year	\$10.00	per roll year	\$0.00	0%		
12		Taxation	Revenue & Collections	Electronic lien cancellation fee	Y		\$15.00	per certificate plus disbursements	\$15.00	per certificate plus disbursements	\$0.00	0%		
13		Taxation	Revenue & Collections	Electronic lien certificate fee	Y		\$30.00	per certificate plus disbursements	\$30.00	per certificate plus disbursements	\$0.00	0%		
14		Taxation	Revenue & Collections	Letters of Default	Y		\$50.00	2nd Notice	\$50.00	2nd Notice	\$0.00	0%		
15		Taxation	Revenue & Collections	Letters of Default	Y		\$250.00	Final Letter	\$250.00	Final Letter	\$0.00	0%		
16		Taxation	Revenue & Collections	Local Improvements, Sewer Replacements	Y		\$100.00	per roll	\$100.00	per roll	\$0.00	0%		
17		Taxation	Revenue & Collections	Mortgage Account Administration Fee	Y		\$30.00	per account	\$30.00	per account	\$0.00	0%		
18		Taxation	Revenue & Collections	Other Charges Levied Against The Tax Roll	Y		\$50.00	per account	\$50.00	per account	\$0.00	0%		
19		Taxation	Revenue & Collections	Registered Interested Party (up to 2 parties)	Y		\$225.00	per letter	\$225.00	per letter	\$0.00	0%		
20		Taxation	Revenue & Collections	Registration Cost Recovery	Y		various		various		n/a	n/a		
21		Taxation	Revenue & Collections	Research - Current & Prior Year's Tax Information (Printed or Written)	Y		\$52.00	per hour	\$52.00	per hour	\$0.00	0%		

City of Windsor  
User Fee Schedule

Corporate Services - Taxation														
Ref #	Notes	Category / Division	Sub-Category / Sub-Division	Fee / Service	HST Appl.	HST Notes	2022 Fee Excluding HST (Approved)		2023 Fee Excluding HST (Recommended)		Change Over Prior Year		Budget Issue Detail Report Reference	
							Cost	Unit of Measure	Cost	Unit of Measure	\$	%	Page #	Issue #
22		Taxation	Revenue & Collections	Returned Service Item (Includes NSF cheques)	Y		\$50.00	per nsf cheque/returned item	\$50.00	per nsf cheque/returned item	\$0.00	0%		
23		Taxation	Revenue & Collections	Tax Registrations	Y		\$1,450.00	per property	\$1,450.00	per property	\$0.00	0%		
24		Taxation	Revenue & Collections	Tax Sale Tender Pick-up/Drop-off	Y		\$25.00	per tender package	\$25.00	per tender package	\$0.00	0%		
25		Taxation	Revenue & Collections	Title Search	Y		\$35.00	per property plus disbursements	\$35.00	per property plus disbursements	\$0.00	0%		



City of Windsor  
User Fee Schedule

Legal & Legislative Services - Council Services														
Ref #	Notes	Category / Division	Sub-Category / Sub-Division	Fee / Service	HST Appl.	HST Note	2022 Fee Excluding HST (Approved)		2023 Fee Excluding HST (Recommended)		Change Over Prior Year		Budget Issue Detail Report Reference	
							Cost	Unit of Measure	Cost	Unit of Measure	\$	%	Page #	Issue #
1		Records and Elections	Elections	Nomination Fee - Councillors/School Board Trustee	Y		\$100.00	per nomination	\$100.00	per nomination	\$0.00	0%		
2		Records and Elections	Elections	Nomination Fee - Mayor	Y		\$200.00	per nomination	\$200.00	per nomination	\$0.00	0%		
3		Records and Elections	Freedom of Information	Freedom of Information Request Application (mandatory and non-refundable)	N		\$5.00	per request	\$5.00	per request	\$0.00	0%		
4	1	Records and Elections	Freedom of Information	Information Disk	N		\$10.00	per disk	\$10.00	per disk	\$0.00	0%		
5	1	Records and Elections	Freedom of Information	Photocopying	Y		\$0.20	per page	\$0.20	per page	\$0.00	0%		
6	1	Records and Elections	Freedom of Information	Preparing a Record	N		\$30.00	per hour	\$30.00	per hour	\$0.00	0%		
7	1	Records and Elections	Freedom of Information	Search a Record	N		\$30.00	per hour	\$30.00	per hour	\$0.00	0%		
8		Records and Elections	Printing	Photocopying (Additional Pages After the First Page)	Y		\$0.30	per page	\$0.30	per page	\$0.00	0%		
9		Records and Elections	Printing	Photocopying (First Page)	Y		\$2.00	per first page	\$2.00	per first page	\$0.00	0%		
10		Records and Elections	Records	Certified Copy of Assessment Roll Pages	N		\$25.00	per assessment	\$25.00	per assessment	\$0.00	0%		
11		Records and Elections	Records	Certified Copy of By-law or Council Resolution	Y		\$25.00	per by-law or	\$25.00	per by-law or	\$0.00	0%		
12		Records and Elections	Records	Declaration of Residency Letter	N		\$25.00	per letter	\$25.00	per letter	\$0.00	0%		
13		Records and Elections	Records	Ownership List from Assessment Roll	N		\$26.00	per hour + cost of	\$26.00	per hour + cost of	\$0.00	0%		
14		Records and Elections	Records	Permanent Resident Card verification	N		\$10.00	per card	\$10.00	per card	\$0.00	0%		
15		Records and Elections	Records	Records Search	N		\$26.00	per hour + cost of photocopying	\$26.00	per hour + cost of photocopying	\$0.00	0%		
16		Records and Elections	Vital Statistics	Civil Ceremony (During the Day)	N		\$250.00	per ceremony	\$250.00	per ceremony	\$0.00	0%		
17		Records and Elections	Vital Statistics	Death Registrations	N		\$50.00	per certificate	\$50.00	per certificate	\$0.00	0%		
18		Records and Elections	Vital Statistics	Marriage Licence	N		\$135.00	per licence	\$135.00	per licence	\$0.00	0%		
19		Records and Elections	Vital Statistics	Signing Affidavits for name change and other applications	N		\$10.00	per affidavit	\$10.00	per affidavit	\$0.00	0%		
20		Records and Elections	Vital Statistics	Witness Fee (for civil ceremony)	Y		\$25.00	per request	\$25.00	per request	\$0.00	0%		
21	3	Policy, Gaming, Licensing	Business Licence Fees	Adult Entertainment Parlours - Owner	N		\$590.00	initial	\$590.00	initial	\$0.00	0%		
22	3	Policy, Gaming, Licensing	Business Licence Fees	Adult Entertainment Parlours - Owner	N		\$491.00	per year	\$491.00	per year	\$0.00	0%		
23	3	Policy, Gaming, Licensing	Business Licence Fees	Adult Entertainment Parlours - Operator	N		\$191.00	per year	\$191.00	per year	\$0.00	0%		
24	3	Policy, Gaming, Licensing	Business Licence Fees	Auctioneer	N		\$232.00	per occurrence	\$232.00	per occurrence	\$0.00	0%		
25	3	Policy, Gaming, Licensing	Business Licence Fees	Auctioneer	N		\$191.00	per year	\$191.00	per year	\$0.00	0%		
26	3	Policy, Gaming, Licensing	Business Licence Fees	Auto Service Stations - Car Wash	N		\$290.00	initial	\$290.00	initial	\$0.00	0%		
27	3	Policy, Gaming, Licensing	Business Licence Fees	Auto Service Stations - Car Wash	N		\$249.00	per year	\$249.00	per year	\$0.00	0%		
28	3	Policy, Gaming, Licensing	Business Licence Fees	Auto Service Stations - For each building or place where gasoline and oils are kept for sale	N		\$232.00	initial	\$232.00	initial	\$0.00	0%		
29	3	Policy, Gaming, Licensing	Business Licence Fees	Auto Service Stations - For each building or place where gasoline and oils are kept for sale	N		\$191.00	per year	\$191.00	per year	\$0.00	0%		
30	3	Policy, Gaming, Licensing	Business Licence Fees	Auto Service Stations - Motor Vehicles kept for hire or used for hire	N		\$232.00	initial	\$232.00	initial	\$0.00	0%		
31	3	Policy, Gaming, Licensing	Business Licence Fees	Auto Service Stations - Motor Vehicles kept for hire or used for hire	N		\$191.00	per year	\$191.00	per year	\$0.00	0%		

City of Windsor  
User Fee Schedule

Legal & Legislative Services - Council Services														
Ref #	Notes	Category / Division	Sub-Category / Sub-Division	Fee / Service	HST Appl.	HST Note	2022 Fee Excluding HST (Approved)		2023 Fee Excluding HST (Recommended)		Change Over Prior Year		Budget Issue Detail Report Reference	
							Cost	Unit of Measure	Cost	Unit of Measure	\$	%	Page #	Issue #
32	3	Policy, Gaming, Licensing	Business Licence Fees	Auto Service Stations - Motor Vehicles Storage/Sales	N		\$232.00	initial	\$232.00	initial	\$0.00	0%		
33	3	Policy, Gaming, Licensing	Business Licence Fees	Auto Service Stations - Motor Vehicles Storage/Sales	N		\$191.00	per year	\$191.00	per year	\$0.00	0%		
34	3	Policy, Gaming, Licensing	Business Licence Fees	Auto Service Stations - Repair, Paint or Upholstery	N		\$290.00	initial	\$290.00	initial	\$0.00	0%		
35	3	Policy, Gaming, Licensing	Business Licence Fees	Auto Service Stations - Repair, Paint or Upholstery	N		\$249.00	per year	\$249.00	per year	\$0.00	0%		
36	3	Policy, Gaming, Licensing	Business Licence Fees	Bed & Breakfast	N		\$616.00	initial	\$616.00	initial	\$0.00	0%		
37	3	Policy, Gaming, Licensing	Business Licence Fees	Bed & Breakfast	N		\$191.00	per year	\$191.00	per year	\$0.00	0%		
38	3	Policy, Gaming, Licensing	Business Licence Fees	Bill Distributor	N		\$191.00	per year	\$191.00	per year	\$0.00	0%		
39	3	Policy, Gaming, Licensing	Business Licence Fees	Body Modification	N		\$382.00	initial	\$382.00	initial	\$0.00	0%		
40	3	Policy, Gaming, Licensing	Business Licence Fees	Body Modification	N		\$191.00	per year	\$191.00	per year	\$0.00	0%		
41	3	Policy, Gaming, Licensing	Business Licence Fees	Body Rub Parlour Owner/Operator	N		\$503.00	initial	\$503.00	initial	\$0.00	0%		
42	3	Policy, Gaming, Licensing	Business Licence Fees	Body Rub Parlour Owner/Operator	N		\$191.00	per year	\$191.00	per year	\$0.00	0%		
43		Policy, Gaming, Licensing	Business Licence Fees	Body Rub Parlour Attendant	N		\$191.00	per year	\$191.00	per year	\$0.00	0%		
44	3	Policy, Gaming, Licensing	Business Licence Fees	Business Licence Plate Replacement	N		\$60.00	per plate	\$60.00	per plate	\$0.00	0%		
45	3	Policy, Gaming, Licensing	Business Licence Fees	Business Licence Replacement	N		\$25.00	per licence	\$25.00	per licence	\$0.00	0%		
46	3	Policy, Gaming, Licensing	Business Licence Fees	Carnival or Circus	N		\$191.00	per occurrence	\$191.00	per occurrence	\$0.00	0%		
47		Policy, Gaming, Licensing	Business Licence Fees	Donation Bin- For Profit Business	N		\$232.00	initial	\$232.00	initial	\$0.00	0%		
48		Policy, Gaming, Licensing	Business Licence Fees	Donation Bin- For Profit Business	N		\$191.00	per year	\$191.00	per year	\$0.00	0%		
49		Policy, Gaming, Licensing	Business Licence Fees	Donation Bin- Not-for-Profit Business	N		\$116.00	initial	\$116.00	initial	\$0.00	0%		
50		Policy, Gaming, Licensing	Business Licence Fees	Donation Bin- Not-for-Profit Business	N		\$96.00	per year	\$96.00	per year	\$0.00	0%		
51	3	Policy, Gaming, Licensing	Business Licence Fees	Entertainment Lounge	N		\$590.00	initial	\$590.00	initial	\$0.00	0%		
52	3	Policy, Gaming, Licensing	Business Licence Fees	Entertainment Lounge	N		\$491.00	per year	\$491.00	per year	\$0.00	0%		
53	3	Policy, Gaming, Licensing	Business Licence Fees	Escorts	N		\$191.00	per year	\$191.00	per year	\$0.00	0%		
54	3	Policy, Gaming, Licensing	Business Licence Fees	Food Store	N		\$290.00	initial	\$290.00	initial	\$0.00	0%		
55	3	Policy, Gaming, Licensing	Business Licence Fees	Food Store	N		\$191.00	per year	\$191.00	per year	\$0.00	0%		
56	3	Policy, Gaming, Licensing	Business Licence Fees	Hawkers and Peddlers (Classes 1 and 2)	N		\$232.00	initial	\$232.00	initial	\$0.00	0%		
57	3	Policy, Gaming, Licensing	Business Licence Fees	Hawkers and Peddlers (Classes 1 and 2)	N		\$191.00	per year	\$191.00	per year	\$0.00	0%		
58	3	Policy, Gaming, Licensing	Business Licence Fees	Hawkers and Peddlers (Classes 3, 4 and 5)	N		\$191.00	per year	\$191.00	per year	\$0.00	0%		
59	3	Policy, Gaming, Licensing	Business Licence Fees	Heating Work - Contractor	N		\$232.00	initial	\$232.00	initial	\$0.00	0%		
60	3	Policy, Gaming, Licensing	Business Licence Fees	Heating Work - Contractor	N		\$191.00	per year	\$191.00	per year	\$0.00	0%		
61	3	Policy, Gaming, Licensing	Business Licence Fees	Heating Work - Master	N		\$191.00	per year	\$191.00	per year	\$0.00	0%		
62	3	Policy, Gaming, Licensing	Business Licence Fees	Holistic Centres	N		\$232.00	initial	\$232.00	initial	\$0.00	0%		
63	3	Policy, Gaming, Licensing	Business Licence Fees	Holistic Centres	N		\$191.00	per year	\$191.00	per year	\$0.00	0%		
64	3	Policy, Gaming, Licensing	Business Licence Fees	Holistic Practitioner	N		\$191.00	per year	\$191.00	per year	\$0.00	0%		
65	3	Policy, Gaming, Licensing	Business Licence Fees	Hospitality - Food	N		\$440.00	initial	\$440.00	initial	\$0.00	0%		
66	3	Policy, Gaming, Licensing	Business Licence Fees	Hospitality - Food	N		\$341.00	per year	\$341.00	per year	\$0.00	0%		
67	3	Policy, Gaming, Licensing	Business Licence Fees	Hospitality - Food / Liquor	N		\$590.00	initial	\$590.00	initial	\$0.00	0%		
68	3	Policy, Gaming, Licensing	Business Licence Fees	Hospitality - Food / Liquor	N		\$491.00	per year	\$491.00	per year	\$0.00	0%		
69	3	Policy, Gaming, Licensing	Business Licence Fees	Hospitality - Liquor / Food	N		\$590.00	initial	\$590.00	initial	\$0.00	0%		

City of Windsor  
User Fee Schedule

Legal & Legislative Services - Council Services														
Ref #	Notes	Category / Division	Sub-Category / Sub-Division	Fee / Service	HST Appl.	HST Note	2022 Fee Excluding HST (Approved)		2023 Fee Excluding HST (Recommended)		Change Over Prior Year		Budget Issue Detail Report Reference	
							Cost	Unit of Measure	Cost	Unit of Measure	\$	%	Page #	Issue #
70	3	Policy, Gaming, Licensing	Business Licence Fees	Hospitality - Liquor / Food	N		\$491.00	per year	\$491.00	per year	\$0.00	0%		
71	3	Policy, Gaming, Licensing	Business Licence Fees	Hospitality - Lunch Counter	N		\$440.00	initial	\$440.00	initial	\$0.00	0%		
72	3	Policy, Gaming, Licensing	Business Licence Fees	Hospitality - Lunch Counter	N		\$341.00	per year	\$341.00	per year	\$0.00	0%		
73	3	Policy, Gaming, Licensing	Business Licence Fees	Licence Administrative Charge	N		\$25.00	per licence	\$25.00	per licence	\$0.00	0%		
74	3	Policy, Gaming, Licensing	Business Licence Fees	Lodging House	N		\$616.00	initial	\$616.00	initial	\$0.00	0%		
75	3	Policy, Gaming, Licensing	Business Licence Fees	Lodging House	N		\$575.00	per year	\$575.00	per year	\$0.00	0%		
76	3	Policy, Gaming, Licensing	Business Licence Fees	Mobile Food Vendor Class 1	N		\$191.00	per year	\$191.00	per year	\$0.00	0%		
77	3	Policy, Gaming, Licensing	Business Licence Fees	Mobile Food Vendor Class 2	N		\$191.00	per year	\$191.00	per year	\$0.00	0%		
78	3	Policy, Gaming, Licensing	Business Licence Fees	Mobile Food Vendor Class 3	N		\$191.00	per year	\$191.00	per year	\$0.00	0%		
79		Policy, Gaming, Licensing	Business Licence Fees	Mobile Food Vendor Class 3 (Kitchen)	N		\$341.00	per year	\$341.00	per year	\$0.00	0%		
80	3	Policy, Gaming, Licensing	Business Licence Fees	Mobile Sign Lessor	N		\$232.00	initial	\$232.00	initial	\$0.00	0%		
81	3	Policy, Gaming, Licensing	Business Licence Fees	Mobile Sign Lessor	N		\$191.00	per year	\$191.00	per year	\$0.00	0%		
82	3	Policy, Gaming, Licensing	Business Licence Fees	Mobile Vendor Agreements (all other areas)	N		\$675.00	per location	\$675.00	per location	\$0.00	0%		
83	3	Policy, Gaming, Licensing	Business Licence Fees	Mobile Vendor Agreements (Downtown Windsor Business Improvement Area)	N		\$1,000.00	per location	\$1,000.00	per location	\$0.00	0%		
84	3	Policy, Gaming, Licensing	Business Licence Fees	Old Gold Dealer	N		\$232.00	initial	\$232.00	initial	\$0.00	0%		
85	3	Policy, Gaming, Licensing	Business Licence Fees	Old Gold Dealer	N		\$191.00	per year	\$191.00	per year	\$0.00	0%		
86	3	Policy, Gaming, Licensing	Business Licence Fees	Personal Service	N		\$191.00	per year	\$191.00	per year	\$0.00	0%		
87	3	Policy, Gaming, Licensing	Business Licence Fees	Pet Shops	N		\$232.00	initial	\$232.00	initial	\$0.00	0%		
88	3	Policy, Gaming, Licensing	Business Licence Fees	Pet Shops	N		\$191.00	per year	\$191.00	per year	\$0.00	0%		
89	3	Policy, Gaming, Licensing	Business Licence Fees	Plumbing work - Contractor	N		\$232.00	initial	\$232.00	initial	\$0.00	0%		
90	3	Policy, Gaming, Licensing	Business Licence Fees	Plumbing work - Contractor	N		\$191.00	per year	\$191.00	per year	\$0.00	0%		
91	3	Policy, Gaming, Licensing	Business Licence Fees	Plumbing work - Master	N		\$191.00	per year	\$191.00	per year	\$0.00	0%		
92	3	Policy, Gaming, Licensing	Business Licence Fees	Public Hall	N		\$616.00	initial	\$616.00	initial	\$0.00	0%		
93	3	Policy, Gaming, Licensing	Business Licence Fees	Public Hall	N		\$575.00	per year	\$575.00	per year	\$0.00	0%		
94	3	Policy, Gaming, Licensing	Business Licence Fees	Public Parking Lot	N		\$191.00	per year	\$191.00	per year	\$0.00	0%		
95	3	Policy, Gaming, Licensing	Business Licence Fees	Public Parking Lot	N		\$232.00	initial	\$232.00	initial	\$0.00	0%		
96	3	Policy, Gaming, Licensing	Business Licence Fees	Retail / Resale	N		\$232.00	initial	\$232.00	initial	\$0.00	0%		
97	3	Policy, Gaming, Licensing	Business Licence Fees	Retail / Resale	N		\$191.00	per year	\$191.00	per year	\$0.00	0%		
98		Policy, Gaming, Licensing	Business Licence Fees	Residential Rental	N		\$616.00	initial	\$466.00	initial	(\$150.00)	-24%	n/a	CR 171/2022
99		Policy, Gaming, Licensing	Business Licence Fees	Residential Rental	N		\$575.00	per year	\$275.00	per year	(\$300.00)	-52%	n/a	CR 171/2022
100	3	Policy, Gaming, Licensing	Business Licence Fees	Salvage Yards	N		\$290.00	initial	\$290.00	initial	\$0.00	0%		
101	3	Policy, Gaming, Licensing	Business Licence Fees	Salvage Yards	N		\$249.00	per year	\$249.00	per year	\$0.00	0%		
102	3	Policy, Gaming, Licensing	Business Licence Fees	Special Sales	N		\$191.00	per year	\$191.00	per year	\$0.00	0%		
103	3	Policy, Gaming, Licensing	Business Licence Fees	Standard Letter	N		\$25.00	per letter	\$25.00	per letter	\$0.00	0%		
104	3	Policy, Gaming, Licensing	Business Licence Fees	Tobacconist	N		\$232.00	initial	\$232.00	initial	\$0.00	0%		
105	3	Policy, Gaming, Licensing	Business Licence Fees	Tobacconist	N		\$191.00	per year	\$191.00	per year	\$0.00	0%		
106		Policy, Gaming, Licensing	Bylaw Enforcement	Dirty Yard Administrative Fee	N		\$215.00	per hour	\$215.00	per hour	\$0.00	0%		

City of Windsor  
User Fee Schedule

Legal & Legislative Services - Council Services														
Ref #	Notes	Category / Division	Sub-Category / Sub-Division	Fee / Service	HST Appl.	HST Note	2022 Fee Excluding HST (Approved)		2023 Fee Excluding HST (Recommended)		Change Over Prior Year		Budget Issue Detail Report Reference	
							Cost	Unit of Measure	Cost	Unit of Measure	\$	%	Page #	Issue #
107		Policy, Gaming, Licensing	Bylaw Enforcement	Dirty Yard Work Order	N		\$215.00	per request	\$215.00	per request	\$0.00	0%		
108		Policy, Gaming, Licensing	Bylaw Enforcement	Reinspection Related to Regulatory Bylaws and City Issued Licenses	N		\$215.00	per site visit	\$215.00	per site visit	\$0.00	0%		
109		Policy, Gaming, Licensing	Council Services	Zoning By-Law 3072 Text	N		\$50.00	per copy	\$50.00	per copy	\$0.00	0%		
110		Policy, Gaming, Licensing	Council Services	Zoning By-Law 85-15	N		\$50.00	per copy	\$50.00	per copy	\$0.00	0%		
111		Policy, Gaming, Licensing	Council Services	Zoning By-Law 8600 Text	N		\$50.00	per copy	\$50.00	per copy	\$0.00	0%		
112		Policy, Gaming, Licensing	Council Services	Zoning By-Law Subscription Plan	N		\$100.00	per year	\$100.00	per year	\$0.00	0%		
113		Policy, Gaming, Licensing	Dog Licence	1st ,2nd and 3rd Dog - Spayed/Neutered (Purchase prior to Feb 1)	N		\$17.00	per tag	\$17.00	per tag	\$0.00	0%		
114		Policy, Gaming, Licensing	Dog Licence	1st Restricted Dog (Purchase Feb - June)	N		\$112.00	per tag	\$112.00	per tag	\$0.00	0%		
115		Policy, Gaming, Licensing	Dog Licence	1st Restricted Dog (Purchase July to Dec)	N		\$139.00	per tag	\$139.00	per tag	\$0.00	0%		
116		Policy, Gaming, Licensing	Dog Licence	1st Restricted Dog (Purchase prior to Feb 1)	N		\$102.00	per tag	\$102.00	per tag	\$0.00	0%		
117		Policy, Gaming, Licensing	Dog Licence	1st, 2nd and 3rd Dog - Spayed/Neutered (Purchase Feb - June)	N		\$32.00	per tag	\$32.00	per tag	\$0.00	0%		
118		Policy, Gaming, Licensing	Dog Licence	1st, 2nd and 3rd Dog - Spayed/Neutered (Purchase July to Dec)	N		\$47.00	per tag	\$47.00	per tag	\$0.00	0%		
119		Policy, Gaming, Licensing	Dog Licence	1st, 2nd and 3rd Dog - Unaltered (Purchase Feb - June)	N		\$66.00	per tag	\$66.00	per tag	\$0.00	0%		
120		Policy, Gaming, Licensing	Dog Licence	1st, 2nd and 3rd Dog - Unaltered (Purchase July to Dec)	N		\$98.00	per tag	\$98.00	per tag	\$0.00	0%		
121		Policy, Gaming, Licensing	Dog Licence	1st, 2nd and 3rd Dog- Unaltered (Purchase prior to Feb 1)	N		\$34.00	per tag	\$34.00	per tag	\$0.00	0%		
122		Policy, Gaming, Licensing	Dog Licence	2nd Restricted Dog (Purchase Feb - June)	N		\$139.50	per tag	\$139.50	per tag	\$0.00	0%		
123		Policy, Gaming, Licensing	Dog Licence	2nd Restricted Dog (Purchase July to Dec)	N		\$167.00	per tag	\$167.00	per tag	\$0.00	0%		
124		Policy, Gaming, Licensing	Dog Licence	2nd Restricted Dog (Purchase prior to Feb 1)	N		\$127.00	per tag	\$127.00	per tag	\$0.00	0%		
125		Policy, Gaming, Licensing	Lottery Licences	Lottery Licensing- Break Open Tickets and Raffles	N		3% of prizeboard	per licence	3% of prizeboard	per licence	n/a	n/a		
126	4	Policy, Gaming, Licensing	Lottery Licences	Lottery Licensing- Traditional Bingo Hall	N		\$165.00	per event	\$165.00	per event	\$0.00	0%		
127	2	Policy, Gaming, Licensing	Public Vehicle Licensing Fees: Livery Vehicle	Driver License	N		\$110.00	per year	\$110.00	per year	\$0.00	0%		
128	2	Policy, Gaming, Licensing	Public Vehicle Licensing Fees: Livery Vehicle	Photo ID card	Y	1	\$15.00	per year	\$15.00	per year	\$0.00	0%		
129	2	Policy, Gaming, Licensing	Public Vehicle Licensing Fees: Livery Vehicle	Plate Holder Licence - Motorized	N		\$180.00	per year	\$180.00	per year	\$0.00	0%		
130	2	Policy, Gaming, Licensing	Public Vehicle Licensing Fees: Livery Vehicle	Plate Holder Licence - Muscular	N		\$70.00	per year	\$70.00	per year	\$0.00	0%		
131	2	Policy, Gaming, Licensing	Public Vehicle Licensing Fees: Livery Vehicle	Replacement Photo ID card	Y	1	\$25.00	per occurrence	\$25.00	per occurrence	\$0.00	0%		
132	2	Policy, Gaming, Licensing	Public Vehicle Licensing Fees: Livery Vehicle	Transfer from Vehicle to Vehicle	N		\$70.00	per occurrence	\$70.00	per occurrence	\$0.00	0%		
133	2	Policy, Gaming, Licensing	Public Vehicle Licensing Fees: Livery Vehicle	Vehicle Re-inspection	N		\$60.00	per occurrence	\$60.00	per occurrence	\$0.00	0%		

City of Windsor  
User Fee Schedule

Legal & Legislative Services - Council Services														
Ref #	Notes	Category / Division	Sub-Category / Sub-Division	Fee / Service	HST Appl.	HST Note	2022 Fee Excluding HST (Approved)		2023 Fee Excluding HST (Recommended)		Change Over Prior Year		Budget Issue Detail Report Reference	
							Cost	Unit of Measure	Cost	Unit of Measure	\$	%	Page #	Issue #
134		Policy, Gaming, Licensing	Public Vehicle Licensing Fees: Taxicab	Broker	N		\$60.00	per vehicle	\$60.00	per vehicle	\$0.00	0%		
135		Policy, Gaming, Licensing	Public Vehicle Licensing Fees: Taxicab	Driver Licence	N		\$110.00	per year	\$110.00	per year	\$0.00	0%		
136		Policy, Gaming, Licensing	Public Vehicle Licensing Fees: Taxicab	Driver's List	N		\$30.00	per year	\$30.00	per year	\$0.00	0%		
137		Policy, Gaming, Licensing	Public Vehicle Licensing Fees: Taxicab	Filing of leases	N		\$30.00	per occurrence	\$30.00	per occurrence	\$0.00	0%		
138		Policy, Gaming, Licensing	Public Vehicle Licensing Fees: Taxicab	Photo ID card	Y	1	\$15.00	per issuance	\$15.00	per issuance	\$0.00	0%		
139		Policy, Gaming, Licensing	Public Vehicle Licensing Fees: Taxicab	Plate Holder Licence	N		\$400.00	per year	\$400.00	per year	\$0.00	0%		
140		Policy, Gaming, Licensing	Public Vehicle Licensing Fees: Taxicab	Replacement Photo ID card	Y	1	\$25.00	per occurrence	\$25.00	per occurrence	\$0.00	0%		
141		Policy, Gaming, Licensing	Public Vehicle Licensing Fees: Taxicab	Transfer from Plate Holder to Plate Holder	N		\$400.00	per occurrence	\$400.00	per occurrence	\$0.00	0%		
142		Policy, Gaming, Licensing	Public Vehicle Licensing Fees: Taxicab	Transfer from Vehicle to Vehicle	N		\$70.00	per occurrence	\$70.00	per occurrence	\$0.00	0%		
143		Policy, Gaming, Licensing	Public Vehicle Licensing Fees: Taxicab	Uber Annual Licensing Fee - 1-100 Transportation Network Company Vehicles	N		\$5,000.00	per year	\$5,000.00	per year	\$0.00	0%		
144		Policy, Gaming, Licensing	Public Vehicle Licensing Fees: Taxicab	Uber Annual Licensing Fee - 101-250 Transportation Network Company Vehicles	N		\$7,500.00	per year	\$7,500.00	per year	\$0.00	0%		
145		Policy, Gaming, Licensing	Public Vehicle Licensing Fees: Taxicab	Uber Annual Licensing Fee - 251-500 Transportation Network Company Vehicles	N		\$15,000.00	per year	\$15,000.00	per year	\$0.00	0%		
146		Policy, Gaming, Licensing	Public Vehicle Licensing Fees: Taxicab	Uber Annual Licensing Fee - 501-750 Transportation Network Company Vehicles	N		\$20,000.00	per year	\$20,000.00	per year	\$0.00	0%		
147		Policy, Gaming, Licensing	Public Vehicle Licensing Fees: Taxicab	Uber Annual Licensing Fee - 751-1000 Transportation Network Company Vehicles	N		\$25,000.00	per year	\$25,000.00	per year	\$0.00	0%		
148		Policy, Gaming, Licensing	Public Vehicle Licensing Fees: Taxicab	Uber Annual Licensing Fee - 1001 plus Transportation Network Company Vehicles	N		\$30,000.00	per year	\$30,000.00	per year	\$0.00	0%		
149		Policy, Gaming, Licensing	Public Vehicle Licensing Fees: Taxicab	Uber Trip Fees	N		\$0.11	per trip	\$0.11	per trip	\$0.00	0%		
150		Policy, Gaming, Licensing	Public Vehicle Licensing Fees: Taxicab	Vehicle Re-inspection	N		\$60.00	per occurrence	\$60.00	per occurrence	\$0.00	0%		
151		Policy, Gaming, Licensing	Public Vehicle Licensing Fees: Towing	Each Driver	N		\$20.00	per year	\$20.00	per year	\$0.00	0%		
152		Policy, Gaming, Licensing	Public Vehicle Licensing Fees: Towing	Each Vehicle	N		\$52.00	per year	\$52.00	per year	\$0.00	0%		

City of Windsor  
User Fee Schedule

Legal & Legislative Services - Council Services														
Ref #	Notes	Category / Division	Sub-Category / Sub-Division	Fee / Service	HST Appl.	HST Note	2022 Fee Excluding HST (Approved)		2023 Fee Excluding HST (Recommended)		Change Over Prior Year		Budget Issue Detail Report Reference	
							Cost	Unit of Measure	Cost	Unit of Measure	\$	%	Page #	Issue #
153		Policy, Gaming, Licensing	Public Vehicle Licensing Fees: Towing	Owner	N		\$105.00	per year	\$105.00	per year	\$0.00	0%		
154		Policy, Gaming, Licensing	Public Vehicle Licensing Fees: Towing	Photo ID card	Y	1	\$15.00	per year	\$15.00	per year	\$0.00	0%		
155		Policy, Gaming, Licensing	Public Vehicle Licensing Fees: Towing	Replacement Photo ID card	Y	1	\$25.00	per occurrence	\$25.00	per occurrence	\$0.00	0%		
Notes:														
1	Fees are established through regulation 832 of the Municipal Freedom of Information Protection and Privacy Act. Note other fees may apply as per MFIPPA.													
2	By-Law 137-2007 Schedule 2 approved by Council in 2007.													
3	The entire Business Licence Fee Schedule was last approved by Council in 2005. The Fire Inspection Fee increase was approved during the 2015 Operating Budget Process.													
4	E-bingo will yield 3.0% of Net Gaming Win each quarter as per the Standard Agreement between the City of Windsor and the Ontario Lottery and Gaming Corporation.													
	There is a \$2.00 service fee for any of the above on-line transactions and a \$3.00 service fee for any over-the-counter transactions including fax and mail-in options exclusive of Business, Lottery and Dog Licenses.													
HST Notes:														
1	Unless incidental to exempt supply.													

City of Windsor  
User Fee Schedule

Legal & Legislative Services - Fire & Rescue														
Ref #	Notes	Category / Division	Sub-Category / Sub-Division	Fee / Service	HST Appl.	HST Notes	2022 Fee Excluding HST (Approved)		2023 Fee Excluding HST (Recommended)		Change Over Prior Year		Budget Issue Detail Report Reference	
							Cost	Unit of Measure	Cost	Unit of Measure	\$	%	Page #	Issue #
		Fire Apparatus	Fire Apparatus	MTO inspection as per WFR sheet:										
1		Fire Apparatus	Fire Apparatus	Light Truck	Y		\$120.00	per hour	\$120.00	per hour	\$0.00	0%		
2		Fire Apparatus	Fire Apparatus	2-axle Pumper or Heavy Rescue	Y		\$120.00	per hour	\$120.00	per hour	\$0.00	0%		
3		Fire Apparatus	Fire Apparatus	3-axle Pumper, Aerial or Heavy Rescue	Y		\$120.00	per hour	\$120.00	per hour	\$0.00	0%		
		Fire Apparatus	Fire Apparatus	Ladder Testing:										
4		Fire Apparatus	Fire Apparatus	Attic	Y		\$120.00	per hour	\$120.00	per hour	\$0.00	0%		
5		Fire Apparatus	Fire Apparatus	Roof or Ground	Y		\$120.00	per hour	\$120.00	per hour	\$0.00	0%		
6		Fire Apparatus	Fire Apparatus	Extension (10 ft. extension -\$10 Pull: \$10 Load)	Y		\$120.00	per hour	\$120.00	per hour	\$0.00	0%		
7		Fire Apparatus	Fire Apparatus	Bangor	Y		\$120.00	per hour	\$120.00	per hour	\$0.00	0%		
8		Fire Apparatus	Fire Apparatus	NFPA Pump Service as per WFR Sheet	Y		\$120.00	per hour	\$120.00	per hour	\$0.00	0%		
9		Fire Apparatus	Fire Apparatus	adjust pump packing	Y		\$120.00	per hour	\$120.00	per hour	\$0.00	0%		
10		Fire Apparatus	Fire Apparatus	NFPA Pump Test with tank to pump flow	Y		\$120.00	per hour	\$120.00	per hour	\$0.00	0%		
11		Fire Apparatus	Fire Apparatus	with 2 side hard suction add:	Y		\$120.00	per hour	\$120.00	per hour	\$0.00	0%		
12		Fire Apparatus	Fire Apparatus	Standard Foam System Calibration	Y		\$120.00	per hour	\$120.00	per hour	\$0.00	0%		
13		Fire Apparatus	Fire Apparatus	Flow meter adjust during pump test	Y		\$120.00	per hour	\$120.00	per hour	\$0.00	0%		
14		Fire Apparatus	Fire Apparatus	Complete set-up and adjust flowmeter at hydrant	Y		\$120.00	per hour	\$120.00	per hour	\$0.00	0%		
		Fire Apparatus	Fire Apparatus	Fit Test:										
15		Fire Apparatus	Fire Apparatus	First person 1/2 hr(each additional 1/3 hr)	Y		\$120.00	per hour	\$120.00	per hour	\$0.00	0%		
16		Fire Apparatus	Fire Apparatus	1 day use	Y		\$88.75	per day	\$88.75	per day	\$0.00	0%		
17		Fire Apparatus	Fire Apparatus	1 week use	Y		\$188.75	per use	\$188.75	per use	\$0.00	0%		
18		Fire Apparatus	Fire Apparatus	2 weeks	Y		\$310.75	per use	\$310.75	per use	\$0.00	0%		
19		Fire Apparatus	Fire Apparatus	1 month	Y		\$577.00	per use	\$577.00	per use	\$0.00	0%		
20		Fire Apparatus	Fire Apparatus	SCBA Testing	Y		\$120.00	per hour	\$120.00	per hour	\$0.00	0%		
21		Fire Apparatus	Fire Apparatus	SCBA Repair	Y		\$120.00	per hour	\$120.00	per hour	\$0.00	0%		
22		Fire Apparatus	Fire Apparatus	General repair and services	Y		\$120.00	per hour	\$120.00	per hour	\$0.00	0%		
23		Fire Communications	Dispatch	Central Dispatch	Y		\$1.94	per capita	\$1.94	per capita	\$0.00	0%		
24		Fire Communications	Dispatch	Central Dispatch Records	Y		\$40.00	per hour	\$40.00	per hour	\$0.00	0%		
25		Fire Prevention	Fire Prevention	Building Manager Fire Safety Training	Y		\$40.00	per participant	\$40.00	per participant	\$0.00	0%		
26		Fire Prevention	Fire Prevention	Business Licence Reinspections	Y		\$150.00	per hour	\$150.00	per hour	\$0.00	0%		
27		Fire Prevention	Fire Prevention	Fire Investigation Report - Not Attended	Y		\$150.00	per hour	\$150.00	per hour	\$0.00	0%		
28		Fire Prevention	Fire Prevention	Fire Extinguisher Training	Y		\$375.00	per session	\$375.00	per session	\$0.00	0%		
29		Fire Prevention	Fire Prevention	Fire Safety Plan Review	Y		\$150.00	per hour	\$150.00	per hour	\$0.00	0%		
30		Fire Prevention	Fire Prevention	Firework Pyro Application & Review	Y		\$300.00	per application	\$300.00	per application	\$0.00	0%		
31		Fire Prevention	Fire Prevention	General Inspections & Applications	Y		\$150.00	per hour	\$150.00	per hour	\$0.00	0%		
32	1	Fire Prevention	Fire Prevention	Fire Department Realtor Letter	Y		\$100.00	per letter	\$100.00	per letter	\$0.00	0%		
33	1	Fire Prevention	Fire Prevention	Fire Department Realtor Letter-Expedited Services (within 48hrs)	Y		\$150.00	per letter	\$150.00	per letter	\$0.00	0%		

City of Windsor  
User Fee Schedule

Legal & Legislative Services - Fire & Rescue														
Ref #	Notes	Category / Division	Sub-Category / Sub-Division	Fee / Service	HST Appl.	HST Notes	2022 Fee Excluding HST (Approved)		2023 Fee Excluding HST (Recommended)		Change Over Prior Year		Budget Issue Detail Report Reference	
							Cost	Unit of Measure	Cost	Unit of Measure	\$	%	Page #	Issue #
34		Fire Prevention	Fire Prevention	Lockbox Program	Y		\$75.00	each	\$75.00	each	\$0.00	0%		
35		Fire Prevention	Fire Prevention	Re-inspections with Fire Code deficiencies	Y		\$150.00	per hour	\$150.00	per hour	\$0.00	0%		
36		Fire Prevention	Fire Prevention	Fire Investigation Report - Attended	Y		\$300.00	each	\$300.00	each	\$0.00	0%		
37		Fire Prevention	Fire Prevention	Site Plan Control Review	Y		\$300.00	each	\$300.00	each	\$0.00	0%		
38		Fire Prevention	Fire Prevention	Special Events Application & Review - Major	Y		\$300.00	per application	\$300.00	per application	\$0.00	0%		
39		Fire Prevention	Fire Prevention	Special Events Application & Review - Minor	Y		\$175.00	per application	\$175.00	per application	\$0.00	0%		
40		Fire Rescue	Fire Rescue	Emergency Assistance for Emergencies beyond normal fire protection. Rate subject to change based on MTO updates.	Y		\$509.89	/hour per piece of apparatus + consumable inventory + 10% admin charge	\$543.03	/hour per piece of apparatus + consumable inventory + 10% admin charge	\$33.14	6%	n/a	per new rates from MTO
41		Fire Rescue	Fire Rescue	Failure to Locate Utilities/Gas Lines Strike. Rate subject to change based on MTO updates.	Y		\$509.89	per hour/piece of apparatus	\$543.03	per hour/piece of apparatus	\$33.14	6%	n/a	per new rates from MTO
42		Fire Rescue	Fire Rescue	Malicious Fire Alarm Activation	Y		\$1,350.00	per event	\$1,350.00	per event	\$0.00	0%		
43		Fire Rescue	Fire Rescue	Multiple Responses due to unmaintained equipment	Y		\$1,350.00	per event	\$1,350.00	per event	\$0.00	0%		
44		Fire Rescue	Fire Rescue	MTO Rate for Fire Services on Provincially owned portions of roads and highways. Rate subject to change based on MTO updates.	Y		\$509.89	/hour per piece of apparatus + consumable inventory + 10% admin charge	\$543.03	/hour per piece of apparatus + consumable inventory + 10% admin charge	\$33.14	6%	n/a	per new rates from MTO
45		Fire Rescue	Fire Rescue	MVA Responses to Non-Resident Vehicles and vehicles over 5 ton. (Out of Country vehicles HST not applicable) Rate subject to change based on MTO updates.	Y		\$509.89	/hour per piece of apparatus + consumable inventory + 10% admin charge	\$543.03	/hour per piece of apparatus + consumable inventory + 10% admin charge	\$33.14	6%	n/a	per new rates from MTO
46		Fire Training	Training	Burn Tower Rental	Y		\$200.00	per day	\$200.00	per day	\$0.00	0%		
	Notes:													
1	Includes 7% GIS surcharge													



City of Windsor  
User Fee Schedule

Legal & Legislative Services - Legal Services														
Ref #	Notes	Category / Division	Sub-Category / Sub-Division	Fee / Service	HST Appl.	HST Notes	2022 Fee Excluding HST (Approved)		2023 Fee Excluding HST (Recommended)		Change Over Prior Year		Budget Issue Detail Report Reference	
							Cost	Unit of Measure	Cost	Unit of Measure	\$	%	Page #	Issue #
1		Legal Services & Real Estate	Legal Services	Amending Subdivision/Condominium	N		\$889.22	per agreement	\$956.80	per agreement	\$67.58	7.6%	56	2023-0082
2		Legal Services & Real Estate	Legal Services	By-law deleting Part Lot Control from lands with registered plans of subdivision	N		\$1,077.84	per plan plus \$50.00 per unit	\$1,159.76	per plan plus \$50.00 per unit	\$81.92	7.6%	56	2023-0082
3		Legal Services & Real Estate	Legal Services	Committee of Adjustment - Agreements, Deeds, Easements	N		\$355.69	per document	\$382.72	per document	\$27.03	7.6%	56	2023-0082
4		Legal Services & Real Estate	Legal Services	Connect to Sewer Agreements	N		\$474.25	per agreement	\$510.29	per agreement	\$36.04	7.6%	56	2023-0082
5		Legal Services & Real Estate	Legal Services	Copies of Documents (each additional page after first page)	N		\$0.50	per page	\$0.54	per page	\$0.04	7.6%	56	2023-0082
6		Legal Services & Real Estate	Legal Services	Copies of Documents (first page of each document)	N		\$2.00	per page	\$2.15	per page	\$0.15	7.6%	56	2023-0082
7		Legal Services & Real Estate	Legal Services	Deeds, Quit Claim Deeds, Easements	N		\$237.12	per document plus \$50.00 a unit	\$255.14	per document plus \$50.00 a unit	\$18.02	7.6%	56	2023-0082
8		Legal Services & Real Estate	Legal Services	Demolition Agreements	N		\$355.69	per agreement	\$382.72	per agreement	\$27.03	7.6%	56	2023-0082
9		Legal Services & Real Estate	Legal Services	Discharge of Mortgage	N		\$269.46	per discharge	\$289.94	per discharge	\$20.48	7.6%	56	2023-0082
10		Legal Services & Real Estate	Legal Services	Encroachment Agreements	N		\$355.69	per agreement	\$382.72	per agreement	\$27.03	7.6%	56	2023-0082
11		Legal Services & Real Estate	Legal Services	Mortgages (preparation)	N		\$355.69	per mortgage	\$382.72	per mortgage	\$27.03	7.6%	56	2023-0082
12		Legal Services & Real Estate	Legal Services	Release of Agreements, Easements, Deeds	N		\$237.12	per agreement plus \$50.00 per unit	\$255.14	per agreement plus \$50.00 per unit	\$18.02	7.6%	56	2023-0082
13		Legal Services & Real Estate	Legal Services	Release of Encroachment Agreement	N		\$237.12	per agreement	\$255.14	per agreement	\$18.02	7.6%	56	2023-0082
14		Legal Services & Real Estate	Legal Services	Servicing Agreements	N		\$619.75	per agreement plus \$50.00 per unit	\$666.85	per agreement plus \$50.00 per unit	\$47.10	7.6%	56	2023-0082
15		Legal Services & Real Estate	Legal Services	Site Plan Control Agreement	N		\$889.22	per agreement	\$956.80	per agreement	\$67.58	7.6%	56	2023-0082
16		Legal Services & Real Estate	Legal Services	Condominium Agreements	N		\$1,778.43	per plan plus \$50.00 per unit	\$1,913.59	per plan plus \$50.00 per unit	\$135.16	7.6%	56	2023-0082
17		Legal Services & Real Estate	Legal Services	Subdivision Agreements	N		\$2,265.62	per plan plus \$50.00 per unit	\$2,437.81	per plan plus \$50.00 per unit	\$172.19	7.6%	56	2023-0082

City of Windsor  
User Fee Schedule

Legal & Legislative Services - Purchasing, Risk & POA														
Ref #	Notes	Category / Division	Sub-Category / Sub-Division	Fee / Service	HST Appl.	HST Notes	2022 Fee Excluding HST (Approved)		2023 Fee Excluding HST (Recommended)		Change Over Prior Year		Budget Issue Detail Report Reference	
							Cost	Unit of Measure	Cost	Unit of Measure	\$	%	Page #	Issue #
1		Provincial Offences	Provincial Offences	Copies of documents - not requiring certification	N		\$5.00	per document	\$5.00	per document	\$0.00	0%		
2		Provincial Offences	Provincial Offences	Copies of documents - requiring certification	N		\$10.00	per certification	\$10.00	per certification	\$0.00	0%		
3	2	Provincial Offences	Provincial Offences	minimum charge per transcript ordered	N		\$50.00	per transcript	\$50.00	per transcript	\$0.00	0%		
4	2	Provincial Offences	Provincial Offences	non-appeal transcripts - first copy, per page	N		\$5.00	per page	\$5.00	per page	\$0.00	0%		
5	2	Provincial Offences	Provincial Offences	non-appeal transcripts -additional copies, per page	N		\$1.00	per page	\$1.00	per page	\$0.00	0%		
6	2	Provincial Offences	Provincial Offences	other appeal transcripts - additional copies, per page	N		\$0.55	per page	\$0.55	per page	\$0.00	0%		
7	2	Provincial Offences	Provincial Offences	other appeal transcripts - first copy, per page	N		\$3.20	per page	\$3.20	per page	\$0.00	0%		
8		Provincial Offences	Provincial Offences	Record of Conviction	N		\$25.00	per record	\$25.00	per record	\$0.00	0%		
9		Provincial Offences	Provincial Offences	Retrieval from storage of Court file	N		\$50.00	per file	\$50.00	per file	\$0.00	0%		
10		Provincial Offences	Provincial Offences	Search Request	N		\$50.00	per search	\$50.00	per search	\$0.00	0%		
11		Provincial Offences	Provincial Offences	Sign Default Certificate	N		\$25.00	per certificate	\$25.00	per certificate	\$0.00	0%		
12	2	Provincial Offences	Provincial Offences	single copy for purpose of reproduction in appeal to Court of Appeal	N		\$3.75	per page	\$3.75	per page	\$0.00	0%		
13		Provincial Offences	Provincial Offences	Collection Fee for fines/cases that have gone into default	N		\$35.00	per case	\$35.00	per case	\$0.00	0%		
14	2	Provincial Offences	Provincial Offences	Transcripts:	N									
15		Purchasing	Purchasing	Deposit Fee for Tender/Proposal - Electronic Documents	N		\$25.00	per deposit	\$25.00	per deposit	\$0.00	0%		
16	1	Purchasing	Purchasing	Deposit Fee for Tender/Proposal over \$5,000,000	N		\$100.00	per deposit	\$100.00	per deposit	\$0.00	0%		
17	1	Purchasing	Purchasing	Deposit Fee for Tender/Proposal valued b/t \$1,000,000 and \$5,000,000	N		\$75.00	per deposit	\$75.00	per deposit	\$0.00	0%		
18	1	Purchasing	Purchasing	Deposit Fee for Tender/Proposal valued b/t \$100,000 and \$1,000,000	N		\$50.00	per deposit	\$50.00	per deposit	\$0.00	0%		
19	1	Purchasing	Purchasing	Deposit Fee for Tender/Proposal valued b/t \$50,000 and \$100,000	N		\$25.00	per deposit	\$25.00	per deposit	\$0.00	0%		
Notes:														
1	The deposit fee amounts are not policy, but rather guidelines used to charge vendors. As each tender has different requirements													
2	All transcript orders are subject to prepayment in full based on Court Monitor's estimate													

City of Windsor  
User Fee Schedule

Community Services - Communications														
Ref #	Notes	Category / Division	Sub-Category / Sub-Division	Fee / Service	HST Appl.	HST Note	2022 Fee Excluding HST (Approved)		2023 Fee Excluding HST (Recommended)		Change Over Prior Year		Budget Issue Detail Report Reference	
							Cost	Unit of Measure	Cost	Unit of Measure	\$	%	Page #	Issue #
							1		Call Centre	211 Call Centre	E-Blast	Y		\$88.50

City of Windsor  
User Fee Schedule

Community Services - Parks & Facilities														
Ref #	Notes	Category / Division	Sub-Category / Sub-Division	Fee / Service	HST Appl.	HST Notes	2022 Fee Excluding HST (Approved)		2023 Fee Excluding HST (Recommended)		Change Over Prior Year		Budget Issue Detail Report Reference	
							Cost	Unit of Measure	Cost	Unit of Measure	\$	%	Page #	Issue #
1	2	Parks	Forestry	Commemorative Tree Program	N		\$500.00	tree	\$600.00	tree	\$100.00	20%	96	2023-0259
2	2	Parks	Forestry	Commemorative Tree Program	N		\$580.00	plaque	\$800.00	plaque	\$220.00	38%	96	2023-0259
3		Parks	Forestry	House Moving Route Clearance	Y		\$60.00	inspection letter	\$60.00	inspection letter	\$0.00	0%		
4		Parks	Forestry	Street Trees	N		\$520.00	tree	\$520.00	tree	\$0.00	0%		
5		Parks	Horticulture	Horticultural Logo	N		\$630.00	logo	\$675.00	logo	\$45.00	7%	96	2023-0259
6	2	Parks	Horticulture	Large Displays	N		\$1,500.00	display	\$1,605.00	display	\$105.00	7%	96	2023-0259
7	2	Parks	Horticulture	Medium Displays	N		\$800.00	display	\$855.00	display	\$55.00	7%	96	2023-0259
8	2	Parks	Horticulture	Small Displays	N		\$265.00	display	\$284.00	display	\$19.00	7%	96	2023-0259
9	2	Parks	Horticulture	Small Displays with set up	N		\$360.00	display	\$385.00	display	\$25.00	7%	96	2023-0259
10		Parks	Residential Development or Re-Development	All other row dwellings	N		\$936.36	dwelling unit	\$936.36	dwelling unit	\$0.00	0%		
11		Parks	Residential Development or Re-Development	Duplex dwelling units	N		\$57.22	frontage ft of lot	\$57.22	frontage ft of lot	\$0.00	0%		
12		Parks	Residential Development or Re-Development	Multiple dwellings	N		\$936.36	dwelling unit	\$936.36	dwelling unit	\$0.00	0%		
13		Parks	Residential Development or Re-Development	Row dwellings fronting public streets	N		\$57.22	frontage ft of lot	\$57.22	frontage ft of lot	\$0.00	0%		
14		Parks	Residential Development or Re-Development	Semi-Detached dwelling units	N		\$57.22	frontage ft of lot	\$57.22	frontage ft of lot	\$0.00	0%		
15		Parks	Residential Development or Re-Development	Single Detached dwelling units	N		\$57.22	frontage ft of lot	\$57.22	frontage ft of lot	\$0.00	0%		
16		Parks	Ojibway Nature Center	JK - Grade 8 Customized Program	N		\$2.25	per hour per student	\$2.25	per hour per student	\$0.00	0%		
17		Parks	Ojibway Nature Center	High School & Post Secondary Program	N		\$2.46	per hour per student	\$2.46	per hour per student	\$0.00	0%		
18		Parks	Ojibway Nature Center	Group Activity Program (less than 14 people)	N		\$41.00	per hour	\$41.00	per hour	\$0.00	0%		
19		Parks	Ojibway Nature Center	Group Activity Program (14 people or more)	N		\$3.08	per hour per person	\$3.08	per hour per person	\$0.00	0%		
20	1	Parks	Ojibway Nature Centre	- Advanced - Adults (Physical activity)	Y		\$6.92	hour	\$6.92	hour	\$0.00	0%		
21	1	Parks	Ojibway Nature Centre	- Introductory - Adults (Physical activity)	Y		\$5.13	hour	\$5.13	hour	\$0.00	0%		
22		Parks	Ojibway Nature Centre	- Introductory Children	N		\$4.19	per hour	\$4.19	per hour	\$0.00	0%		
23		Parks	Ojibway Nature Centre	- Advanced - Children	N		\$5.81	per hour	\$5.81	per hour	\$0.00	0%		
24	1	Parks	Ojibway Nature Centre	Audio Visual Equipment	Y		\$30.75	Day	\$30.75	Day	\$0.00	0%		
25	1	Parks	Ojibway Nature Centre	After Hours Extra Booking Fee	Y		\$20.50	per hour	\$20.50	per hour	\$0.00	0%		
26	1	Parks	Ojibway Nature Centre	Entire Centre	Y		\$205.02	hour	\$205.02	hour	\$0.00	0%		
27	1	Parks	Ojibway Nature Centre	Natural History Consulting Fee	Y		\$92.26	hour	\$92.26	hour	\$0.00	0%		
28	1	Parks	Ojibway Nature Centre	Prairie Room	Y		\$43.05	hour	\$43.05	hour	\$0.00	0%		

City of Windsor  
User Fee Schedule

Community Services - Parks & Facilities														
Ref #	Notes	Category / Division	Sub-Category / Sub-Division	Fee / Service	HST Appl.	HST Notes	2022 Fee Excluding HST (Approved)		2023 Fee Excluding HST (Recommended)		Change Over Prior Year		Budget Issue Detail Report Reference	
							Cost	Unit of Measure	Cost	Unit of Measure	\$	%	Page #	Issue #
29	1	Parks	Ojibway Nature Centre	Woodland Room	Y		\$28.70	Hour	\$28.70	Hour	\$0.00	0%		
30	2	Parks	Operations	City of Windsor lots Weed Cutting (>0.50 acre)	N		\$471.00	per cut	\$471.00	per cut	\$0.00	0%		
31	2	Parks	Operations	City of Windsor Lots Weed Cutting per hour	N		\$138.00	per hour	\$138.00	per hour	\$0.00	0%		
32		Parks	Operations	Commemorative Wood Bench	N		\$2,300.00	per bench	\$2,600.00	per bench	\$300.00	13%	96	2023-0259
33		Parks	Operations	Commemorative Metal Bench	N		\$3,800.00	per bench	\$4,200.00	per bench	\$400.00	11%	96	2023-0259
34	1	Parks	Operations	Parks Development Fees	Y		\$57,940.19	acre	\$57,940.19	acre	\$0.00	0%		
35	2	Parks	Operations	Private Lots Weed Cutting per hour	N		\$0.00	per hour	\$0.00	per hour	n/a	n/a		
36		Parks	Operations	Vacant Lots Cleaning	Y		\$100.00	per hour	\$105.00	per hour	\$5.00	5%	96	2023-0259
37		Parks	Operations	Vacant Lots Snow Removal	N		\$110.00	per hour	\$135.00	per hour	\$25.00	23%	96	2023-0259
				FAIRBAIRN CEMETERY										
				<u>INTERMENT RIGHTS (LOTS)</u>										
				<u>At Need Lots (graves cannot be selected/purchased in advance)</u>										
38		Parks	Operations	Adult/Youth	Y		\$962.00	each	\$962.00	each	\$0.00	0%		
39		Parks	Operations	Child	Y		\$420.00	each	\$420.00	each	\$0.00	0%		
40		Parks	Operations	Cremation	Y		\$372.00	each	\$372.00	each	\$0.00	0%		
41		Parks	Operations	Veteran	Y		\$263.00	each	\$263.00	each	\$0.00	0%		
				<u>Preferred Lots (graves may be selected/purchased in advance)</u>										
42		Parks	Operations	Single	Y		\$1,923.00	each	\$1,923.00	each	\$0.00	0%		
43		Parks	Operations	Single Grave with Foundation	Y		\$2,296.00	each	\$2,296.00	each	\$0.00	0%		
44		Parks	Operations	Child	Y		\$384.00	each	\$384.00	each	\$0.00	0%		
45		Parks	Operations	2-Graves	Y		\$2,884.00	each	\$2,884.00	each	\$0.00	0%		
46		Parks	Operations	2-Grave Adult Plot Shared Monument	Y		\$7,224.00	each	\$7,224.00	each	\$0.00	0%		
47		Parks	Operations	3-Graves	Y		\$4,080.00	each	\$4,080.00	each	\$0.00	0%		
48		Parks	Operations	4-Graves	Y		\$5,763.00	each	\$5,763.00	each	\$0.00	0%		
49		Parks	Operations	6-Graves	Y		\$7,629.00	each	\$7,629.00	each	\$0.00	0%		
50		Parks	Operations	Cremation	Y		\$454.00	each	\$454.00	each	\$0.00	0%		
51		Parks	Operations	2-Grave Cremation	Y		\$2,026.00	each	\$2,026.00	each	\$0.00	0%		
52		Parks	Operations	Veteran (Single)	Y		\$1,807.00	each	\$1,807.00	each	\$0.00	0%		
				<u>INTERMENT SERVICES (BURIAL)</u>										
				<u>Adult</u>										
53		Parks	Operations	Monday-Friday	Y		\$929.00	each	\$929.00	each	\$0.00	0%		
54		Parks	Operations	Saturday/Sunday	Y		\$1,418.00	each	\$1,418.00	each	\$0.00	0%		

City of Windsor  
User Fee Schedule

Community Services - Parks & Facilities														
Ref #	Notes	Category / Division	Sub-Category / Sub-Division	Fee / Service	HST Appl.	HST Notes	2022 Fee Excluding HST (Approved)		2023 Fee Excluding HST (Recommended)		Change Over Prior Year		Budget Issue Detail Report Reference	
							Cost	Unit of Measure	Cost	Unit of Measure	\$	%	Page #	Issue #
55		Parks	Operations	Statutory Holiday	Y		\$1,654.00	each	\$1,654.00	each	\$0.00	0%		
				<u>Child</u>										
56		Parks	Operations	Monday-Friday	Y		\$462.00	each	\$462.00	each	\$0.00	0%		
57		Parks	Operations	Saturday/Sunday	Y		\$867.00	each	\$867.00	each	\$0.00	0%		
58		Parks	Operations	Statutory Holiday	Y		\$1,020.00	each	\$1,020.00	each	\$0.00	0%		
				<u>Infant</u>										
59		Parks	Operations	Monday-Friday	Y		\$347.00	each	\$347.00	each	\$0.00	0%		
60		Parks	Operations	Saturday/Sunday	Y		\$551.00	each	\$551.00	each	\$0.00	0%		
61		Parks	Operations	Statutory Holiday	Y		\$657.00	each	\$657.00	each	\$0.00	0%		
				<u>Cremated Remains</u>										
62		Parks	Operations	Monday-Friday	Y		\$362.00	each	\$362.00	each	\$0.00	0%		
63		Parks	Operations	Saturday/Sunday	Y		\$614.00	each	\$614.00	each	\$0.00	0%		
64		Parks	Operations	Statutory Holiday	Y		\$719.00	each	\$719.00	each	\$0.00	0%		
				<u>Scattering of Cremated Remains</u>										
65		Parks	Operations	Monday-Friday	Y		\$294.00	each	\$294.00	each	\$0.00	0%		
66		Parks	Operations	Saturday/Sunday	Y		\$625.00	each	\$625.00	each	\$0.00	0%		
67		Parks	Operations	Statutory Holiday	Y		\$1,392.00	each	\$1,392.00	each	\$0.00	0%		
68		Parks	Operations	Veteran			\$525.00	each	\$525.00	each	\$0.00	0%		
				<u>Additional Fees</u>										
69		Parks	Operations	Late Arrival Fee (arrival at cemetery after 3/4 pm)	Y		\$204.00	each	\$204.00	each	\$0.00	0%		
70		Parks	Operations	Less Than 24 hours Notice	Y		\$184.00	each	\$184.00	each	\$0.00	0%		
71		Parks	Operations	Winter Burial Fee	Y		\$115.00	each	\$115.00	each	\$0.00	0%		
72		Parks	Operations	Use of Lowering Device	Y		\$142.00	each	\$142.00	each	\$0.00	0%		
73		Parks	Operations	Cement Burial Vault	Y		\$704.00	each	\$704.00	each	\$0.00	0%		
74		Parks	Operations	Extra Deep to Permit Second Burial in Same Grave	Y		\$552.00	each	\$552.00	each	\$0.00	0%		
75		Parks	Operations	Use of Marquee (tent)	Y		\$63.00	each	\$63.00	each	\$0.00	0%		
76		Parks	Operations	Grave Liners-Adult	Y		\$368.00	each	\$368.00	each	\$0.00	0%		
77		Parks	Operations	Grave Liners-Child	Y		\$158.00	each	\$158.00	each	\$0.00	0%		
78		Parks	Operations	Granite Slab Grave Cover-Extra	Y		\$704.00	each	\$704.00	each	\$0.00	0%		
				<u>DISINTERMENT</u>										
				<u>Removal and Re-interment in same Cemetery</u>										
79		Parks	Operations	Adult	Y		\$2,138.00	each	\$2,138.00	each	\$0.00	0%		
80		Parks	Operations	Child	Y		\$1,801.00	each	\$1,801.00	each	\$0.00	0%		
81		Parks	Operations	Infant	Y		\$1,801.00	each	\$1,801.00	each	\$0.00	0%		
82		Parks	Operations	Cremated Remains	Y		\$547.00	each	\$547.00	each	\$0.00	0%		

City of Windsor  
User Fee Schedule

Community Services - Parks & Facilities														
Ref #	Notes	Category / Division	Sub-Category / Sub-Division	Fee / Service	HST Appl.	HST Notes	2022 Fee Excluding HST (Approved)		2023 Fee Excluding HST (Recommended)		Change Over Prior Year		Budget Issue Detail Report Reference	
							Cost	Unit of Measure	Cost	Unit of Measure	\$	%	Page #	Issue #
				<u>Removal and Re-interment in another Cemetery</u>										
83		Parks	Operations	Adult	Y		\$2,222.00	each	\$2,222.00	each	\$0.00	0%		
84		Parks	Operations	Child	Y		\$2,128.00	each	\$2,128.00	each	\$0.00	0%		
85		Parks	Operations	Infant	Y		\$1,865.00	each	\$1,865.00	each	\$0.00	0%		
86		Parks	Operations	Cremated Remains	Y		\$546.00	each	\$546.00	each	\$0.00	0%		
				<u>Additional Fees</u>	Y									
87		Parks	Operations	Additional Charges when vault truck is required (PLUS: Mileage)	Y		\$372.00	each	\$372.00	each	\$0.00	0%		
88		Parks	Operations	Disinterment of extra deep interment	Y		\$320.00	each	\$320.00	each	\$0.00	0%		
89		Parks	Operations	Disinterment with wooden cremation vault	Y		\$56.00	each	\$56.00	each	\$0.00	0%		
90		Parks	Operations	Disinterment of a cremation vault	Y		\$56.00	each	\$56.00	each	\$0.00	0%		
91		Parks	Operations	Disinterment of wooden casket without container	Y		\$662.00	each	\$662.00	each	\$0.00	0%		
				MISCELLANEOUS CHARGES										
92		Parks	Operations	Transfer of Certificate-Registration of transfer (when a grave is purchased a Deed is issued in name of the interment rights owner)	Y		\$22.00	each	\$22.00	each	\$0.00	0%		
93		Parks	Operations	Transfer of Certificate-Preparation of transfer	Y		\$75.00	each	\$75.00	each	\$0.00	0%		
94		Parks	Operations	Replacement Certificate of Interment Rights	Y		\$115.00	each	\$115.00	each	\$0.00	0%		
95		Parks	Operations	Genealogical Research	Y		\$11.00	each	\$11.00	each	\$0.00	0%		
96		Parks	Operations	Duplication Certificate	Y		\$27.00	each	\$27.00	each	\$0.00	0%		
97		Parks	Operations	Transfer Fees, Administration and Title Search	Y		\$69.00	each	\$69.00	each	\$0.00	0%		
98		Facilities	Facility Operations	Caretaking Fees (external clients)	Y		\$34.92	hour	\$56.80	hour	\$21.88	63%	95	2023-0212
99		Facilities	Facility Operations	Caretaking Fees (internal clients)	N		\$34.92	hour	\$56.80	hour	\$21.88	63%	95	2023-0212
100		Facilities	Facility Operations	Maintenance Fees (external clients)	Y		\$48.55	hour	\$71.61	hour	\$23.06	47%	95	2023-0212
101		Facilities	Facility Operations	Maintenance Fees (internal clients)	N		\$48.55	hour	\$71.61	hour	\$23.06	47%	95	2023-0212
102		Facilities	Facility Operations	Maintenance Vehicle Rental Fees (external clients)	Y		\$9.00	hour	\$9.00	hour	\$0.00	0%		
103		Facilities	Facility Operations	Maintenance Vehicle Rental Fees (internal clients)	N		\$9.00	hour	\$9.00	hour	\$0.00	0%		
104		Facilities	Facility Operations	Power Cart	Y		\$60.00	Day	\$60.00	Day	\$0.00	0%		
105		Facilities	Facility Operations	Project Management Admin. Fee for Minor Capital Projects			10%	Project Expense	10%	Project Expense	\$0.00	0%		
106		Facilities	Facility Operations	Skilled Trades Fees			\$0.00	hour	\$78.94	hour	\$78.94	New	95	2023-0212
		Notes:												
1		These fees include HST.												
2		Updated based on cost recovery increases to materials and salary rate increases												

City of Windsor  
User Fee Schedule

Community Services - Recreation & Culture														
Ref #	Notes	Category / Division	Sub-Category / Sub-Division	Fee / Service	HST Appl.	HST Notes	2022 Fee Excluding HST (Approved)		2023 Fee Excluding HST (Recommended)		Change Over Prior Year		Budget Issue Detail Report Reference	
							Cost	Unit of Measure	Cost	Unit of Measure	\$	%	Page #	Issue #
* Note: All Recreation User Fees include HST except Programs for children 14 and under. Implementation date may be January 1st, April 1st or June 1st depending on program.														
1		Recreation	Administration	Program Refunds	N		\$10.00	Each	\$10.00	Each	\$0.00	0%		
2				Photocopying Fee (.30 each additional page)	Y		\$2.00	1st Page	\$2.00	1st Page	\$0.00	0%		
3				Permit Amendment Fee	Y		\$5.30	Each	\$5.50	Each	\$0.20	4%	118	2023-0170
4				Customer Care Centre Recoveries (Including Mackenzie Hall) - External	Y		5% of Sales + \$1.13 per ticket		5% of Sales + \$1.13 per ticket		n/a	n/a		
5				Customer Care Centre Recoveries - Internal	N		4% Gross Sales		4% Gross Sales		n/a	n/a		
6				Administration Fee (NSF cheques, closed accounts, etc.)	Y		\$50.00	Each	\$50.00	Each	\$0.00	0%		
7		Recreation	Discounts	Senior Citizens	Y		10%		10%		\$0.00	0%		
8				Family Registration	Y		10%		10%		\$0.00	0%		
9				Financial Assistance for Persons on Ontario Works (OW) or Ontario Disability Support Program (ODSP)	Y		15% Client Payment  85% Financial Assistance		15% Client Payment  85% Financial Assistance		n/a	n/a		
10		Community Programming	Aquatics: Admissions Windsor Residents	Water Park - Full Day - 42 Inches Tall and Over	Y		\$20.25	Day	\$21.00	Day	\$0.75	4%	118	2023-0170
11				Water Park - Full Day - UNDER 42 Inches Tall	Y		\$15.00	Day	\$15.50	Day	\$0.50	3%	118	2023-0170
12				Water Park - Star Light - 42 Inches Tall & Over	Y		\$14.00	Day	\$14.50	Day	\$0.50	4%	118	2023-0170
13				Water Park - Star Light - 42 Inches Tall & Over	Y		\$10.25	Day	\$10.75	Day	\$0.50	5%	118	2023-0170
14			WIATC/AB	Water Park Children - 2 Years and Under (Not Yet 3 - You Are Free)	N		Free	2 yrs & Under	Free	2 yrs & Under				
15				Group Rate - Full Day (15+)	Y		\$13.25	Day	\$13.75	Day	\$0.50	4%	118	2023-0170
16				Group Rate - Star Light (15+)	Y		\$10.00	Day	\$10.50	Day	\$0.50	5%	118	2023-0170
17				Cannon Cove Dry Play Place	Y		\$5.00	Day	\$5.25	Day	\$0.25	5%	118	2023-0170
18				Cannon Cove Dry Play Place with Water Park Admission	Y		\$2.50	Day	\$2.75	Day	\$0.25	10%	118	2023-0170
19				Family Aquatic Complex - Land Lover Admission - Full Day	Y		\$5.00	Day	\$5.25	Day	\$0.25	5%	118	2023-0170
20				Family Aquatic Complex - Land Lover Admission - Star Light	Y		\$2.50	Day	\$2.75	Day	\$0.25	10%	118	2023-0170



City of Windsor  
User Fee Schedule

Community Services - Recreation & Culture															
Ref #	Notes	Category / Division	Sub-Category / Sub-Division	Fee / Service	HST Appl.	HST Notes	2022 Fee Excluding HST (Approved)		2023 Fee Excluding HST (Recommended)		Change Over Prior Year		Budget Issue Detail Report Reference		
							Cost	Unit of Measure	Cost	Unit of Measure	\$	%	Page #	Issue #	
* Note: All Recreation User Fees include HST except Programs for children 14 and under. Implementation date may be January 1st, April 1st or June 1st depending on program.															
21		Community Programming	Aquatics:	Water Park - Full Day - 42 Inches Tall and Over	Y		\$26.25	Day	\$27.00	Day	\$0.75	3%	118	2023-0170	
22			Admissions	Water Park - Full Day - UNDER 42 Inches Tall	Y		\$20.25	Day	\$21.00	Day	\$0.75	4%	118	2023-0170	
23			General Admission	Water Park - Star Light - 42 Inches Tall and Over	Y		\$16.50	Day	\$17.00	Day	\$0.50	3%	118	2023-0170	
24			WIATC/AB	Water Park - Star Light - UNDER 42 Inches Tall	Y		\$13.00	Day	\$13.50	Day	\$0.50	4%	118	2023-0170	
25				Water Park Children - 2 Years and Under (Not Yet 3 - You Are Free)	N		Free	2 yrs & Under	Free	2 yrs & Under	n/a	n/a			
26					Cannon Cove Dry Play Place	Y		\$5.00	Day	\$5.25	Day	\$0.25	5%	118	2023-0170
27					Cannon Cove Dry Play Place with Water Park Admission	Y		\$2.50	Day	\$2.75	Day	\$0.25	10%	118	2023-0170
28					Family Aquatic Complex - Land Lover Admission - Full Day	Y		\$5.00	Day	\$5.25	Day	\$0.25	5%	118	2023-0170
29				Family Aquatic Complex - Land Lover Admission - Star Light	Y		\$2.50	Day	\$2.75	Day	\$0.25	10%	118	2023-0170	
30		Community Programming	Aquatics:	Adult Aquatic and Fitness Memberships - Gino and Liz Marcus, Adie Knox, WFCU and WIATC. Natatorium and outdoor pools offering Fit Lanes or drop in Aqua Fit during summer season.  Includes access to the Fitness Centre, Fit Lanes and Drop In Aqua Fitness: Valid Indoor or Outdoors	Y		\$346.50	Year	\$357.00	Year	\$10.50	3%	118	2023-0170	
31			Memberships		Y		\$197.20	6 Months	\$203.00	6 Months	\$5.80	3%	118	2023-0170	
32					Y		\$109.75	3 Months	\$113.00	3 Months	\$3.25	3%	118	2023-0170	
33					Y		\$38.30	1 Month	\$39.50	1 Month	\$1.20	3%	118	2023-0170	
34					Y		\$6.00	Visit	\$6.25	Visit	\$0.25	4%	118	2023-0170	
35		Community Programming	Teen Aquatic Membership OR Fitness Centre Only	Adult Fitness Memberships - Windsor Water World and Gino and Liz Marcus. Includes access to the Fitness Centre during regularly scheduled hours. Teen Aquatic Membership - fitness lengths only (no fitness centre) at GAM, AKH, WIATC or WFCU	Y		\$229.30	Year	\$236.00	Year	\$6.70	3%	118	2023-0170	
36			Memberships:		Y		\$129.75	6 Months	\$133.50	6 Months	\$3.75	3%	118	2023-0170	
37			Weight Room Only		Y		\$72.40	3 Months	\$74.50	3 Months	\$2.10	3%	118	2023-0170	
38					Y		\$25.65	1 Month	\$26.50	1 Month	\$0.85	3%	118	2023-0170	
39					Y		\$3.00	Visit	\$3.25	Visit	\$0.25	8%	118	2023-0170	
40		Community Programming	Aquatics Adventure Bay Memberships	Family Aquatic Complex - Water Park - 42 Inches Tall and Over - Annual	Y		\$162.00	Year	\$166.75	Year	\$4.75	3%	118	2023-0170	
41				Family Aquatic Complex - Water Park - 42 Inches Tall and Over - Academic Year (Sept - End of June)	Y		\$108.70	10 Months	\$112.00	10 Months	\$3.30	3%	118	2023-0170	
42				Family Aquatic Complex - Water Park - 42 Inches Tall and Over - Holiday/March Break Season (1 Week March or 2 Weeks Dec/Jan)	Y		\$31.80	1 Week March or 2 Weeks Dec/Jan	\$32.75	1 Week March or 2 Weeks Dec/Jan	\$0.95	3%	118	2023-0170	
43				Family Aquatic Complex - Water Park - 42 Inches Tall and Over - Summer Season (July 1 - Labour Day)	Y		\$55.40	2 Months	\$57.00	2 Months	\$1.60	3%	118	2023-0170	
44				Family Aquatic Complex - Water Park & Cannon Cove - 42 Inches Tall and Over	Y		\$191.80	Year	\$197.50	Year	\$5.70	3%	118	2023-0170	

City of Windsor  
User Fee Schedule

Community Services - Recreation & Culture														
Ref #	Notes	Category / Division	Sub-Category / Sub-Division	Fee / Service	HST Appl.	HST Notes	2022 Fee Excluding HST (Approved)		2023 Fee Excluding HST (Recommended)		Change Over Prior Year		Budget Issue Detail Report Reference	
							Cost	Unit of Measure	Cost	Unit of Measure	\$	%	Page #	Issue #
* Note: All Recreation User Fees include HST except Programs for children 14 and under. Implementation date may be January 1st, April 1st or June 1st depending on program.														
45				Family Aquatic Complex - Water Park - UNDER 42 Inches Tall	Y		\$117.25	Year	\$120.75	Year	\$3.50	3%	118	2023-0170
46				Family Aquatic Complex - Water Park - UNDER 42 Inches Tall - Academic Year (Sept - End of June)	Y		\$77.60	10 Months	\$80.00	10 Months	\$2.40	3%	118	2023-0170
47				Family Aquatic Complex - Water Park - UNDER 42 Inches Tall - Holiday/March Break Season (1 Week March or 2 Weeks Dec/Jan)	Y		\$21.20	1 Week March or 2 Weeks Dec/Jan	\$21.75	1 Week March or 2 Weeks Dec/Jan	\$0.55	3%	118	2023-0170
48				Family Aquatic Complex - Water Park - UNDER 42 Inches Tall - Summer Season (July 1 - Labour Day)	Y		\$42.40	2 Months	\$43.50	2 Months	\$1.10	3%	118	2023-0170
49				Family Aquatic Complex - Water Park & Cannon Cove - Under Height Requirement	Y		\$146.00	Year	\$150.25	Year	\$4.25	3%	118	2023-0170
50				Family Aquatic Complex - Dry Play Place (Cannon Cove) - Children Under 12	Y		\$55.40	Year	\$57.00	Year	\$1.60	3%	118	2023-0170
51		Community Programming	Aquatics: INDOOR AND OUTDOOR PER PERSON Recreational Swims	Family and Recreational Swims (Indoor Pools): 2 yrs old & Under (with paid Adult)	Y		Free	2 yrs & Under	Free	2 yrs & Under	n/a	n/a		
52				Family and Recreational Swims (Indoor Pools): Child/Youth (3-18)	Y		\$3.00	Child/Youth	\$3.25	Child/Youth	\$0.25	8%	118	2023-0170
53				Family and Recreational Swims (Indoor Pools): Adult (19+)	Y		\$4.00	Adult/Senior	\$4.25	Adult/Senior	\$0.25	6%	118	2023-0170
54				Family and Recreational Swims (Indoor Pools): Family	Y		\$12.00	Family	\$12.50	Family	\$0.50	4%	118	2023-0170
55				Family and Recreational Swims (Indoor Pools): Pre-school Swim 5 & Under With Parent or Caregiver	Y		\$2.25	Per Person (No Matter What Age)	\$2.50	Per Person (No Matter What Age)	\$0.25	11%	118	2023-0170
56		Community Programming	Aquatics: Swim Passes Windsor International Aquatic Training Centre, Clee and Uz	Swim Pass: Individual Summer Swim Pass - Child	Y		\$53.30	Child	\$54.90	Child	\$1.60	3%	118	2023-0170
57				Swim Pass: Individual Summer Swim Pass - Adult	Y		\$58.50	Adult	\$60.25	Adult	\$1.75	3%	118	2023-0170
58				Swim Pass: Family Summer Swim Pass	Y		\$170.50	Family	\$175.50	Family	\$5.00	3%	118	2023-0170
59		Community Programming	Aquatics: Learn To Swim	Learn to Swim: Parent & Tot 1,2,3	N		\$8.00	30 min. class	\$8.25	30 min. class	\$0.25	3%	118	2023-0170
60				Learn to Swim: Preschool Levels 1 to 5	N		\$8.00	30 min. class	\$8.25	30 min. class	\$0.25	3%	118	2023-0170
61				Learn to Swim: Swimmer 1 & 2	N		\$8.00	30 min. class	\$8.25	30 min. class	\$0.25	3%	118	2023-0170
62				Learn to Swim: Swimmer 3, 4, 5, 6	N		\$8.00	45 min. class	\$8.25	45 min. class	\$0.25	3%	118	2023-0170
63				Learn to Swim: Rookie, Ranger, Star	N		\$8.00	45 min. class	\$8.25	45 min. class	\$0.25	3%	118	2023-0170
64				Learn to Swim: Adult 1 and 2	Y		\$9.00	45 min. class	\$9.25	45 min. class	\$0.25	3%	118	2023-0170
65				Learn to Swim: Learn to Swim Program (1:4 ratio)	N	1	\$11.25	30 min. class	\$11.50	30 min. class	\$0.25	2%	118	2023-0170
66				Learn to Swim: Learn to Swim Program (1:6 ratio)	N	1	\$14.50	45 min. class	\$15.00	45 min. class	\$0.50	3%	118	2023-0170
67			Aquatics:	Aquatic Leadership Training: Bronze Star	Y	2	\$66.75	12 hours	\$66.75	12 hours	\$0.00	0%		

City of Windsor  
User Fee Schedule

Community Services - Recreation & Culture														
Ref #	Notes	Category / Division	Sub-Category / Sub-Division	Fee / Service	HST Appl.	HST Notes	2022 Fee Excluding HST (Approved)		2023 Fee Excluding HST (Recommended)		Change Over Prior Year		Budget Issue Detail Report Reference	
							Cost	Unit of Measure	Cost	Unit of Measure	\$	%	Page #	Issue #
* Note: All Recreation User Fees include HST except Programs for children 14 and under. Implementation date may be January 1st, April 1st or June 1st depending on program.														
68			Leadership Training	Aquatic Leadership Training: Bronze Medallion/Emerg First Aid Includes All Exam Time	Y	2	\$195.00	24 Hours	\$195.00	24 Hours	\$0.00	0%		
69				Aquatic Leadership Training: Bronze Cross/Standard First Aid Includes All Exam Time	Y	2	\$226.00	28 Hours	\$226.00	28 Hours	\$0.00	0%		
70				Aquatic Leadership Training: LSS Assistant Instructor	Y	2	\$149.00	18 hours	\$149.00	18 hours	\$0.00	0%		
71				Aquatic Leadership Training: National Lifeguard Pool Option Includes All Exam Time	Y	2	\$226.00	40 Hours	\$226.00	40 Hours	\$0.00	0%		
72				Aquatic Leadership Training: LSS Swim and LS Instructor Course	Y	2	\$396.50	40 Hours	\$396.50	40 Hours	\$0.00	0%		
73				Aquatic Leadership Training: National Lifeguard Recertification	Y	2	\$56.50	4 hours	\$56.50	4 hours	\$0.00	0%		
74				Aquatic Leadership Training: Standard First Aid	Y	2	\$123.25	16 hours	\$123.25	16 hours	\$0.00	0%		
75				Aquatic Leadership: CPRC	Y		\$46.25	6 Hours	\$46.25	6 Hours	\$0.00	0%		
76				Aquatic Leadership: Standard First Aid/CPR C Recert	Y		\$66.75	8 Hours	\$66.75	8 Hours	\$0.00	0%		
77		Community Programming	Aquatics: PRIVATE Learn to Swim	Private Lesson - Swimming	N	1	\$29.75	1 person/30 min.	\$30.50	1 person/30 min.	\$0.75	3%	118	2023-0170
78				Semi Private (2+ Participants) - Swimming	N	1	\$19.25	Each/30 Min	\$19.75	Each/30 Min	\$0.50	3%	118	2023-0170
79			Aquatics: Rentals	50 Metre - Lane Only (Lifeguard Costs Extra)	Y		\$23.25	Hour	\$24.00	Hour	\$0.75	3%	118	2023-0170
80				25 Metre - Lane Only (Lifeguard Costs Extra)	Y		\$11.50	Hour	\$12.00	Hour	\$0.50	4%	118	2023-0170
81				25 Metre - Lane Only - WIATC Middle Tank ONLY (Lifeguard Costs Extra)	Y		\$12.50	Hour	\$13.00	Hour	\$0.50	4%	118	2023-0170
82				Therapy Pool OR Splash Pad Rental - WFCU Centre (Lifeguard Costs Extra)	Y		\$23.50	Hour	\$24.25	Hour	\$0.75	3%	118	2023-0170
83				Lap Pool, Splash Pad and Therapy Pool Rental - WFCU Centre (Lifeguard Costs Extra)	Y		\$117.00	Hour	\$120.50	Hour	\$3.50	3%	118	2023-0170
84				WIATC Natatorium Facility Rental - Space Use ONLY	Y		\$319.75	Hour	\$329.25	Hour	\$9.50	3%	118	2023-0170
85				Water Park - Flow Rider Rental (Includes 2 Lifeguards)	Y		\$255.50	Per Hour	\$263.00	Per Hour	\$7.50	3%	118	2023-0170
86			Aquatics: Other Fees	Extra Lifeguard Fee	Y		\$25.75	Hour	\$26.50	Hour	\$0.75	3%	118	2023-0170
87				Timing System Operator	Y		\$51.75	Hour	\$53.25	Hour	\$1.50	3%	118	2023-0170
88		Community Programming	WIATC Atrium Rental Rates	Entire Lower Lobby (Atrium) - 4 Hours	Y		\$716.25	4 hours	\$737.75	4 hours	\$21.50	3%	118	2023-0170
89				Entire Lower Lobby (Atrium) - 8 Hours	Y		\$1,043.25	8 hours	\$1,074.50	8 hours	\$31.25	3%	118	2023-0170

City of Windsor  
User Fee Schedule

Community Services - Recreation & Culture														
Ref #	Notes	Category / Division	Sub-Category / Sub-Division	Fee / Service	HST Appl.	HST Notes	2022 Fee Excluding HST (Approved)		2023 Fee Excluding HST (Recommended)		Change Over Prior Year		Budget Issue Detail Report Reference	
							Cost	Unit of Measure	Cost	Unit of Measure	\$	%	Page #	Issue #
* Note: All Recreation User Fees include HST except Programs for children 14 and under. Implementation date may be January 1st, April 1st or June 1st depending on program.														
90				Entire Lower Lobby (Atrium) - 12 Hours	Y		\$1,391.25	12 Hours	\$1,433.00	12 Hours	\$41.75	3%	118	2023-0170
91				West Lobby between Natatorium and WECSHOF	Y		\$66.50	Per Hour	\$68.50	Per Hour	\$2.00	3%	118	2023-0170
92				West Lobby between Natatorium and WECSHOF - 4 Hours	Y		\$260.75	4 hours	\$268.50	4 hours	\$7.75	3%	118	2023-0170
93				West Lobby between Natatorium and WECSHOF - 8 Hours	Y		\$391.25	8 hours	\$403.00	8 hours	\$11.75	3%	118	2023-0170
94				West Lobby between Natatorium and WECSHOF - 12 Hours	Y		\$521.75	12 Hours	\$537.50	12 Hours	\$15.75	3%	118	2023-0170
95				East Lobby (along north windows) OR North Lobby (window corner)	Y		\$89.50	Per Hour	\$92.00	Per Hour	\$2.50	3%	118	2023-0170
96				East Lobby OR North Lobby - 4 Hours	Y		\$347.75	4 hours	\$358.00	4 hours	\$10.25	3%	118	2023-0170
97				East Lobby OR North Lobby - 8 Hours	Y		\$521.75	8 hours	\$537.00	8 hours	\$15.25	3%	118	2023-0170
98				East Lobby OR North Lobby - 12 Hours	Y		\$695.50	12 Hours	\$716.00	12 Hours	\$20.50	3%	118	2023-0170
99				South Lobby A (by fireplace) or South Lobby B (nearest to stairs)	Y		\$44.75	Per Hour	\$46.00	Per Hour	\$1.25	3%	118	2023-0170
100				South Lobby A or South Lobby B - 4 Hours	Y		\$173.75	4 hours	\$179.00	4 hours	\$5.25	3%	118	2023-0170
101				South Lobby A or South Lobby B - 8 Hours	Y		\$260.75	8 hours	\$268.50	8 hours	\$7.75	3%	118	2023-0170
102				South Lobby A or South Lobby B - 12 Hours	Y		\$347.75	12 Hours	\$358.00	12 Hours	\$10.25	3%	118	2023-0170
103				Vendor Table in any public space location	Y		\$24.00	Per Hour	\$25.00	Per Hour	\$1.00	4%	118	2023-0170
104				Booth/display on site overnight	Y		Based on space used		Based on space used		n/a	n/a		
105		Community Programming	WIATC Meets/Events (Excludes Quantum System/Electronic Board Operator or Lifeguard)	Single Ended Mini Meet - No Electronics	Y		\$190.00	Per Hour	\$195.00	Per Hour	\$5.00	3%	118	2023-0170
106				Single Ended Short Course (25m) Meet - 1 Day	Y		\$370.00	Per Hour	\$381.00	Per Hour	\$11.00	3%	118	2023-0170
107				Single Ended Short Course (25m) Meet - 2 or More Days	Y		\$309.00	Per Hour	\$318.00	Per Hour	\$9.00	3%	118	2023-0170
108				Single Ended Long Course (50m) Meet - 1 Day	Y		\$463.00	Per Hour	\$477.00	Per Hour	\$14.00	3%	118	2023-0170
109				Single Ended Long Course (50m) Meet - 2 or More Days	Y		\$386.00	Per Hour	\$397.00	Per Hour	\$11.00	3%	118	2023-0170
110				Double Ended Short and Long Course - 1 Day	Y		\$535.00	Per Hour	\$551.00	Per Hour	\$16.00	3%	118	2023-0170
111				Double Ended Short and Long Course - 2 or More Days	Y		\$386.00	Per Hour	\$398.00	Per Hour	\$12.00	3%	118	2023-0170
112				Aquatic Event Late Information Submission (<2 wks prior to event start)	Y		\$50.00	Per Day Past Due	\$52.00	Per Day Past Due	\$2.00	4%	118	2023-0170
113		Community Programming	A La Carte Water Park Rates - Based on 2 Hour Minimum	Lazy River including 4 Lifeguards	Y		\$223.50	Per hour	\$230.00	Per hour	\$6.50	3%	118	2023-0170
114				Play Structure and Tot Loch including 9 Lifeguards	Y		\$426.50	Per hour	\$439.00	Per hour	\$12.50	3%	118	2023-0170

City of Windsor  
User Fee Schedule

Community Services - Recreation & Culture														
Ref #	Notes	Category / Division	Sub-Category / Sub-Division	Fee / Service	HST Appl.	HST Notes	2022 Fee Excluding HST (Approved)		2023 Fee Excluding HST (Recommended)		Change Over Prior Year		Budget Issue Detail Report Reference	
							Cost	Unit of Measure	Cost	Unit of Measure	\$	%	Page #	Issue #
* Note: All Recreation User Fees include HST except Programs for children 14 and under. Implementation date may be January 1st, April 1st or June 1st depending on program.														
115				Play Structure, Tot Loch, Wave Pool and Activity Pool including 12 Lifeguards	Y		\$692.50	Per hour	\$713.25	Per hour	\$20.75	3%	118	2023-0170
116				Activity Pool including 1 Lifeguard	Y		\$63.75	Per hour	\$65.50	Per hour	\$1.75	3%	118	2023-0170
117				Whizzard, Python, Master Blaster, Wave Pool and FlowRider including 13 Lifeguards	Y		\$858.00	Per hour	\$883.75	Per hour	\$25.75	3%	118	2023-0170
118				Wave Pool including 4 Lifeguards	Y		\$223.50	Per hour	\$230.25	Per hour	\$6.75	3%	118	2023-0170
119		Community Programming	Community Centre:	Introductory Youth (Physical & Non Physical)	N		\$4.05	Hour	\$4.25	Hour	\$0.20	5%	118	2023-0170
120			Seasonal Activities & School Programs	Workshop - Youth (3 or less classes) (Physical & Non Physical)	N		\$6.05	Hour	\$6.25	Hour	\$0.20	3%	118	2023-0170
121				Introductory - Adults (Non physical)	Y		\$5.70	Hour	\$6.00	Hour	\$0.30	5%	118	2023-0170
122				Workshop - Adults (3 or less classes) (Non physical)	Y		\$7.75	Hour	\$8.00	Hour	\$0.25	3%	118	2023-0170
123				Introductory - Adults (Physical Activity)	Y		\$5.45	Hour	\$5.70	Hour	\$0.25	5%	118	2023-0170
124				Advanced - Adults (Physical Activity)	Y		\$7.25	Hour	\$7.50	Hour	\$0.25	3%	118	2023-0170
125				Introductory - Adults (Physical Activity) (Drop in)	Y		\$7.50	Hour	\$7.75	Hour	\$0.25	3%	118	2023-0170
126				Advanced - Adults (Physical Activity) (Drop in)	Y		\$9.55	Hour	\$9.80	Hour	\$0.25	3%	118	2023-0170
127				1:4 Youth Program Fee	N		\$0.00	Hour	\$15.00	Hour	\$15.00	NEW	118	2023-0170
128				1:6 Youth Program Fee	N		\$0.00	Hour	\$7.50	Hour	\$7.50	NEW	118	2023-0170
129				Super Saturdays Activity Fee (Youth) (Plus Program Fee)	N		\$0.00	Event	\$92.50	10 Saturdays	\$92.50	NEW	118	2023-0170
130				Extra Staffing Fee	Y		\$0.00	Hour	\$24.75	Hour	\$24.75	NEW	118	2023-0170
131				Private Lessons (Piano, Guitar, Vocal)	Y		\$18.35	Half Hour	\$19.00	Half Hour	\$0.65	4%	118	2023-0170
132				Weekly Gym Recreation Program Adults- Unsupervised/Unstructured (2 Hours/week) Prime Time	Y		\$3.90	Hour	\$4.00	Hour	\$0.10	3%	118	2023-0170
133				Drop in Sports (Unsupervised, Unstructured, Come and Go as please (Max 2.5 Hours) Youth	Y		\$1.50	Youth	\$1.75	Youth	\$0.25	17%	118	2023-0170
134				Drop in Sports (Supervised, Unstructured, Come and Go as please (Max 2.5 Hours) Youth	Y		\$2.50	Youth	\$2.75	Youth	\$0.25	10%	118	2023-0170
135				Drop in Sports (Unsupervised, Unstructured, Come and Go as please (Max 2.5 Hours) Adult	Y		\$4.50 \$5.50	Adult Non-Prime Adult Prime	\$4.75 \$5.75	Adult Non-Prime Adult Prime	\$0.25 \$0.25	6% 5%	118	2023-0170

City of Windsor  
User Fee Schedule

Community Services - Recreation & Culture															
Ref #	Notes	Category / Division	Sub-Category / Sub-Division	Fee / Service	HST Appl.	HST Notes	2022 Fee Excluding HST (Approved)		2023 Fee Excluding HST (Recommended)		Change Over Prior Year		Budget Issue Detail Report Reference		
							Cost	Unit of Measure	Cost	Unit of Measure	\$	%	Page #	Issue #	
* Note: All Recreation User Fees include HST except Programs for children 14 and under. Implementation date may be January 1st, April 1st or June 1st depending on program.															
136		Community Programming	Community Centre: Day Camp	Weekly Day Camp Fees	N	1	\$132.00	Week/50Hr Wk	\$136.00	Week/50Hr Wk	\$4.00	3%	118	2023-0170	
137				Daily Day Camp Fees	N	1	\$33.00	Day	\$34.00	Day	\$1.00	3%	118	2023-0170	
138				Specialty Day Camp Fees	N	1	\$171.00	Week/50Hr Wk	\$176.00	Week/50Hr Wk	\$5.00	3%	118	2023-0170	
139		Community Programming and Sports Services	Community Centres, WFCU & Arena Auditoriums	Kitchen Only	Y		\$28.25	Hour	\$29.00	Hour	\$0.75	3%	118	2023-0170	
140					Single Meeting Room - Tournaments	Y		\$228.25	Day/Per Room	\$235.00	Day/Per Room	\$6.75	3%	118	2023-0170
141					Single Meeting Room - NON PRIME	Y		\$26.75	Hour/Per Room	\$27.50	Hour/Per Room	\$0.75	3%	118	2023-0170
142					Single Meeting Room - PRIME	Y		\$43.25	Hour/Per Room	\$44.50	Hour/Per Room	\$1.25	3%	118	2023-0170
143					Double Room (formerly AB) - NON PRIME	Y		\$40.50	Hour/Per Room	\$41.75	Hour/Per Room	\$1.25	3%	118	2023-0170
144					Double Room (formerly AB) - PRIME	Y		\$58.00	Hour/Per Room	\$59.75	Hour/Per Room	\$1.75	3%	118	2023-0170
145					Triple Room (Formally ABC Room) - NON PRIME (Only WFCU / FGA/CPRC 1/2 Auditorium)	Y		\$56.00	Hour/Rm	\$57.50	Hour/Rm	\$1.50	3%	118	2023-0170
146					Triple Room (Formally ABC Room) - PRIME (Only WFCU / FGA/CPRC 1/2 Auditorium)	Y		\$71.75	Hour/Rm	\$73.75	Hour/Rm	\$2.00	3%	118	2023-0170
147					Reception Hall (Only WFCU & CPRC) - NON PRIME	Y		\$71.75	Hour/Rm	\$73.75	Hour/Rm	\$2.00	3%	118	2023-0170
148					Reception Hall (Only WFCU & CPRC) - PRIME	Y		\$99.25	Hour/Rm	\$102.00	Hour/Rm	\$2.75	3%	118	2023-0170
149					Leisure Gym for Sporting Event (WFCU & C.C.) - NON PRIME	Y		\$29.75	Hour/Per Room	\$30.50	Hour/Per Room	\$0.75	3%	118	2023-0170
150					Leisure Gym for Sporting Event (WFCU & C.C.) - PRIME	Y		\$49.50	Hour/Per Room	\$51.00	Hour/Per Room	\$1.50	3%	118	2023-0170
151					Leisure Gym for Non-Sporting Events - NON PRIME (WFCU & C.C.)	Y		\$44.00	Hour/Per Room	\$45.25	Hour/Per Room	\$1.25	3%	118	2023-0170
152					Leisure Gym for Non-Sporting Events - PRIME (WFCU & C.C.)	Y		\$64.00	Hour/Per Room	\$66.00	Hour/Per Room	\$2.00	3%	118	2023-0170
153			Large Sports Gym for Sporting Event - NON PRIME (WFCU, AMC & CPRC)	Y		\$41.00	Hour/Rm	\$42.25	Hour/Rm	\$1.25	3%	118	2023-0170		
154			Large Sports Gym for Sporting Event - PRIME (WFCU, AMC & CPRC)	Y		\$58.00	Hour/Rm	\$59.75	Hour/Rm	\$1.75	3%	118	2023-0170		
155			Large Sports Gym for Non-Sporting Events - NON PRIME (WFCU, AMC & CPRC)	Y		\$47.25	Hour/Rm	\$48.50	Hour/Rm	\$1.25	3%	118	2023-0170		
156			Large Sports Gym for Non-Sporting Events - PRIME (WFCU, AMC & CPRC)	Y		\$70.25	Hour/Rm	\$72.25	Hour/Rm	\$2.00	3%	118	2023-0170		

City of Windsor  
User Fee Schedule

Community Services - Recreation & Culture														
Ref #	Notes	Category / Division	Sub-Category / Sub-Division	Fee / Service	HST Appl.	HST Notes	2022 Fee Excluding HST (Approved)		2023 Fee Excluding HST (Recommended)		Change Over Prior Year		Budget Issue Detail Report Reference	
							Cost	Unit of Measure	Cost	Unit of Measure	\$	%	Page #	Issue #
* Note: All Recreation User Fees include HST except Programs for children 14 and under. Implementation date may be January 1st, April 1st or June 1st depending on program.														
157				Mon-Friday Daytime Only Full Day Max. 8 Hrs Excludes Reception Hall & Triple Room - one room only	Y		\$201.75	Day	\$207.75	Day	\$6.00	3%	118	2023-0170
158				Mon-Friday Daytime Only Half Day Max. 4 Hrs Excludes Reception Hall & Triple Room - one room only	Y		\$107.00	Half Day	\$110.00	Half Day	\$3.00	3%	118	2023-0170
159				Weekend - Daily Alcohol & Non Alcohol - Full Day (Only C.C. & Forest Glade Arena, CPRC 1/2 auditorium)	Y		\$506.00	Day	\$521.00	Day	\$15.00	3%	118	2023-0170
160				Weekend - Daily Alcohol & Non Alcohol - Half Day (Only C.C., Forest Glade Arena & CPRC 1/2 Auditorium)	Y		\$268.00	Half Day	\$276.00	Half Day	\$8.00	3%	118	2023-0170
161				Reception Hall / Leisure Gym - Daily Alcohol & Non Alcohol (Only WFCU)	Y		\$1,056.00	Day	\$1,088.00	Day	\$32.00	3%	118	2023-0170
162				Setup and Take Down Staff Fee (Room Rentals)	Y		\$0.00	Rental	\$40.00	Rental	\$40.00	NEW	118	2023-0170
163				Reception Hall - Daily Alcohol & Non Alcohol (WFCU & CPRC)	Y		\$770.00	18 hours	\$793.00	18 hours	\$23.00	3%	118	2023-0170
164				Reception Hall - Daily Alcohol & Non Alcohol (WFCU & CPRC)	Y		\$627.00	10 hours	\$646.00	10 hours	\$19.00	3%	118	2023-0170
165				Reception Hall - Daily Alcohol & Non Alcohol - (WFCU & CPRC)	Y		\$400.00	4 hours	\$412.00	4 hours	\$12.00	3%	118	2023-0170
166				Setup and Take Down Fee (Arenas only)	Y		\$90.75	1-100 chairs	\$93.50	1-100 chairs	\$2.75	3%	118	2023-0170
167				Setup and Take Down Fee (Arenas only)	Y		\$136.50	101-150 chairs	\$140.00	101-150 chairs	\$3.50	3%	118	2023-0170
168				Setup and Take Down Fee (Arenas only)	Y		\$181.75	151 or more chairs	\$187.00	151 or more chairs	\$5.25	3%	118	2023-0170
169				Partial WFCU main bowl concourse area for fitness	Y		\$31.50	Hour	\$32.50	Hour	\$1.00	3%	118	2023-0170
170				Projector, Sound System; Aquatic Starter Rental; Start Block Removal or Relocation per set	Y		\$53.25	Each	\$54.75	Each	\$1.50	3%	118	2023-0170
171				Electrician	Y		\$46.00	Hour	\$47.25	Hour	\$1.25	3%	118	2023-0170
172				Forklift	Y		\$43.00	Hour	\$44.25	Hour	\$1.25	3%	118	2023-0170
173				Room Rental Refundable Deposit (Includes Birthday Parties)	Y		\$0.00	Deposit	\$100.00	Deposit	\$100.00	NEW	118	2023-0170
174				Reception Hall Refundable Deposit	Y		\$200.00	Deposit	\$210.00	Deposit	\$10.00	5%	118	2023-0170
175		Community Programming	Birthday Parties: Excludes Food	1-15 Children (Community Centres only) - Ages 6+	Y		\$159.25	2 Hours	\$164.00	2 Hours	\$4.75	3%	118	2023-0170

City of Windsor  
User Fee Schedule

Community Services - Recreation & Culture														
Ref #	Notes	Category / Division	Sub-Category / Sub-Division	Fee / Service	HST Appl.	HST Notes	2022 Fee Excluding HST (Approved)		2023 Fee Excluding HST (Recommended)		Change Over Prior Year		Budget Issue Detail Report Reference	
							Cost	Unit of Measure	Cost	Unit of Measure	\$	%	Page #	Issue #
* Note: All Recreation User Fees include HST except Programs for children 14 and under. Implementation date may be January 1st, April 1st or June 1st depending on program.														
176			and Supplies	16-30 Children (Community Centres only) - Ages 6+	Y		\$268.25	2 Hours	\$276.00	2 Hours	\$7.75	3%	118	2023-0170
177				1-16 Children (Gymnastic Party)	Y		\$262.75	2 Hours	\$270.00	2 Hours	\$7.25	3%	118	2023-0170
178				16-24 Children (Gymnastic Party)	Y		\$317.75	2 Hours	\$327.00	2 Hours	\$9.25	3%	118	2023-0170
179				1-15 Children (Family Birthday Party)	Y		\$206.00	2 Hours	\$212.00	2 Hours	\$6.00	3%	118	2023-0170
180				16-30 Children (Family Birthday Party)	Y		\$312.00	2 Hours	\$321.00	2 Hours	\$9.00	3%	118	2023-0170
181				1-15 Children (Nerf Party)	Y		\$185.00	2 Hours	\$190.00	2 Hours	\$5.00	3%	118	2023-0170
182				16-30 Children (Nerf Party)	Y		\$288.00	2 Hours	\$296.00	2 Hours	\$8.00	3%	118	2023-0170
183				1-20 Children (Aquatic Party)	Y		\$255.00	2 Hours	\$262.00	2 Hours	\$7.00	3%	118	2023-0170
184				21-30 Children (Aquatic Party)	Y		\$340.00	2 Hours	\$350.00	2 Hours	\$10.00	3%	118	2023-0170
185				31-40 Children (Aquatic Party)	Y		\$394.00	2 Hours	\$405.00	2 Hours	\$11.00	3%	118	2023-0170
186		Community Programming	Malden Park Visitor Centre: Rentals	Non Alcohol Rental - Hourly (Includes Patio)	Y		\$66.75	Hourly	\$68.75	Hourly	\$2.00	3%	118	2023-0170
187				Non Alcohol Rental - Daily (Includes Patio)	Y		\$504.00	12 Hours	\$519.00	12 Hours	\$15.00	3%	118	2023-0170
188				Alcohol Rental - Hourly (Includes Patio)	Y		\$100.00	Hourly	\$103.00	Hourly	\$3.00	3%	118	2023-0170
189				Alcohol Rental - Daily (Includes Patio)	Y		\$762.75	12 Hours	\$785.00	12 Hours	\$22.25	3%	118	2023-0170
190				Rental - Non-Profit (Includes Patio)	Y		\$0.00	Hour	\$41.75	Hour	\$41.75	NEW	118	2023-0170
191				Rental - Non-Profit - Kitchen	Y		\$0.00	Flat Rate	\$50.00	Flat Rate	\$50.00	NEW	118	2023-0170
192				Patio Rental Only (Under 4 Hours)	Y		\$0.00	Hourly	\$30.00	Hourly	\$30.00	NEW	118	2023-0170
193				Patio Rental - (4 Hours and Over)	Y		\$97.00	Flat Rate	\$100.00	Flat Rate	\$3.00	3%	118	2023-0170
194				Patio Rental - Non-Profit Only (Under 4 Hours)	Y		\$0.00	Hourly	\$18.75	Hourly	\$18.75	NEW	118	2023-0170
195				Patio Rental - Non-Profit (4 Hours and Over)	Y		\$0.00	Flat Rate	\$62.00	Flat Rate	\$62.00	NEW	118	2023-0170
196				Malden Park Visitor Centre Sound System	Y		\$0.00	Flat Rate	\$25.00	Flat Rate	\$25.00	NEW	118	2023-0170
197		Sports Services	Stadia Rental and Light Usage	Baseball Stadium: Lit - Adult	Y		\$63.50	Hourly	\$65.50	Hourly	\$2.00	3%	118	2023-0170
198				Baseball Stadium: Unlit - Adult	Y		\$40.75	Hourly	\$42.00	Hourly	\$1.25	3%	118	2023-0170
199				Baseball Stadium: Lit - Youth	Y		\$60.00	Hourly	\$61.75	Hourly	\$1.75	3%	118	2023-0170
200				Baseball Stadium: Unlit - Youth	Y		\$38.25	Hourly	\$39.50	Hourly	\$1.25	3%	118	2023-0170
201				Soccer Stadium: Lit - Adult	Y		\$57.25	Hourly	\$59.00	Hourly	\$1.75	3%	118	2023-0170
202				Soccer Stadium: Unlit - Adult	Y		\$31.75	Hourly	\$32.75	Hourly	\$1.00	3%	118	2023-0170
203				Soccer Stadium: Lit - Youth	Y		\$54.25	Hourly	\$55.75	Hourly	\$1.50	3%	118	2023-0170
204				Soccer Stadium: Unlit - Youth	Y		\$30.00	Hourly	\$31.00	Hourly	\$1.00	3%	118	2023-0170
205				John Ivan: Adult Diamonds 1 & 2	Y		\$38.00	Hourly	\$39.00	Hourly	\$1.00	3%	118	2023-0170
206				John Ivan: Youth Diamonds 1 & 2	Y		\$30.25	Hourly	\$31.25	Hourly	\$1.00	3%	118	2023-0170
207				John Ivan: Adult Diamonds 3 to 6 (Unlit)	Y		\$31.00	Hourly	\$32.00	Hourly	\$1.00	3%	118	2023-0170
208				John Ivan: Youth Diamonds 3 to 6 (Unlit)	Y		\$22.50	Hourly	\$23.25	Hourly	\$0.75	3%	118	2023-0170
209		Sports Services	Sports Fields: Other Fees	Additional Dragging and Lining (first daily groom, no charge)	Y		\$0.00	Per Diamond	\$45.00	Per Diamond	\$45.00	NEW	118	2023-0170



City of Windsor  
User Fee Schedule

Community Services - Recreation & Culture														
Ref #	Notes	Category / Division	Sub-Category / Sub-Division	Fee / Service	HST Appl.	HST Notes	2022 Fee Excluding HST (Approved)		2023 Fee Excluding HST (Recommended)		Change Over Prior Year		Budget Issue Detail Report Reference	
							Cost	Unit of Measure	Cost	Unit of Measure	\$	%	Page #	Issue #
* Note: All Recreation User Fees include HST except Programs for children 14 and under. Implementation date may be January 1st, April 1st or June 1st depending on program.														
210				Fee for Reconfiguring Diamonds	Y		\$85.00	\$215 Max/Day	\$90.00	\$220 Max/Day	\$5.00	6%	118	2023-0170
211				Unauthorized Use of Recreation Facilities	Y		\$500.00	Infraction per Field	\$525.00	Infraction per Field	\$25.00	5%	118	2023-0170
212		Sports Services	Sports Fields: Other Bookings/Casual Bookings	Open Field Lit - Adult	Y		\$23.75	Hourly	\$24.50	Hourly	\$0.75	3%	118	2023-0170
213				Open Field Unlit - Adult	Y		\$14.50	Hourly	\$15.00	Hourly	\$0.50	3%	118	2023-0170
214				Open Field Lit - Youth	Y		\$21.00	Hourly	\$21.75	Hourly	\$0.75	4%	118	2023-0170
215				Open Field Unlit - Youth	Y		\$13.00	Hourly	\$13.50	Hourly	\$0.50	4%	118	2023-0170
216				Cross Country	Y		\$95.25	4 Hr Time Slot	\$98.00	4 Hr Time Slot	\$2.75	3%	118	2023-0170
217				Sports Court Rental - Tournaments, private lessons, for profit	Y		\$5.00	Court/Hr	\$5.25	Court/Hr	\$0.25	5%	118	2023-0170
218		Special Events	Special Events: Parks	Park Rentals: Major Events (Entire Park)	Y		\$567.75	Day	\$585.00	Day	\$17.25	3%	118	2023-0170
219				Park Rentals: Minor Events	Y		\$131.75	Day	\$135.50	Day	\$3.75	3%	118	2023-0170
220				Community Permit	Y		\$62.00	Day	\$63.75	Day	\$1.75	3%	118	2023-0170
221				Commercial Park Permit (Fitness Classes, Yoga, etc.)	Y		\$0.00	Day	\$10.00	Hour	\$10.00	NEW	118	2023-0170
222				Lanspeary (Non Ice) Rental - Minimum 2 Day Rental May - October	Y		\$586.00	Day/Minimum 2 Day Rental	\$603.00	Day/Minimum 2 Day Rental	\$17.00	3%	118	2023-0170
223				Charles Clark Square (Non Ice), Civic Terrace	Y		\$586.00	Day	\$603.00	Day	\$17.00	3%	118	2023-0170
224				Weddings & Ceremonies	Y		\$128.75	Day	\$132.00	Day	\$3.25	3%	118	2023-0170
225				Special Events: Riverfront Festival Plaza	Y		\$1,956.00	Day/ Minimum 2 Day Rental Weekly Max \$9,244	\$2,015.00	Day/ Minimum 2 Day Rental Weekly Max \$9,520	\$59.00	3%	118	2023-0170
226		For Festival Plaza Rental Events (Non Prime - January - May & November - December) No Minimum	Y		\$1,956.00	Day/Weekly Max \$9,136	\$2,015.00	Day/Weekly Max \$9,410	\$59.00	3%	118	2023-0170		
227		Festival Plaza - Added Fee - Riverfront Access	Y		\$231.50	Event	\$238.50	Event	\$7.00	3%	118	2023-0170		
228		Other Fees	Y		TBD	Use	TBD	Use			118			
229		Special Events: Vessel Docking (Dieppe Gardens)	Y		\$180.25	24 Hrs	\$185.50	24 Hrs	\$5.25	3%	118	2023-0170		
230		Private Charter	Y		\$1,274.25	24 Hrs	\$1,312.50	24 Hrs	\$38.25	3%	118	2023-0170		
231		Water Service	Y		\$376.00	Flat Rate	\$387.00	Flat Rate	\$11.00	3%	118	2023-0170		

City of Windsor  
User Fee Schedule

Community Services - Recreation & Culture														
Ref #	Notes	Category / Division	Sub-Category / Sub-Division	Fee / Service	HST Appl.	HST Notes	2022 Fee Excluding HST (Approved)		2023 Fee Excluding HST (Recommended)		Change Over Prior Year		Budget Issue Detail Report Reference	
							Cost	Unit of Measure	Cost	Unit of Measure	\$	%	Page #	Issue #
* Note: All Recreation User Fees include HST except Programs for children 14 and under. Implementation date may be January 1st, April 1st or June 1st depending on program.														
232		Special Events	Special Events: Permits	Picnic Permits	N		\$74.00	Day	\$76.25	Day	\$2.25	3%	118	2023-0170
233				Picnic Permits With Shelter - 100 Capacity	N		\$93.00	Day	\$95.75	Day	\$2.75	3%	118	2023-0170
234				Picnic Permits With Shelter - Over 100 Capacity	N		\$173.25	Day	\$178.50	Day	\$5.25	3%	118	2023-0170
235				Farmers Market - Seasonal Rates - With Amenities	N		\$2,317.00	Seasonally	\$2,386.50	Seasonally	\$69.50	3%	118	2023-0170
236				Farmers Market - Seasonal Rates - Without Amenities	N		\$231.50	Seasonally	\$238.50	Seasonally	\$7.00	3%	118	2023-0170
237		Special Events	Special Events: Equipment Rentals	Bleachers + Transportation Costs - Limited Use	Y		\$163.50	Unit Plus Transportation Costs	\$168.25	Unit Plus Transportation Costs	\$4.75	3%	118	2023-0170
238				Barricades	Y		\$10.50	Per/Day	\$11.00	Per/Day	\$0.50	5%	118	2023-0170
239				Garbage Cans	Y		\$10.50	Per/Day	\$11.00	Per/Day	\$0.50	5%	118	2023-0170
240				Power Cart < 10 Vendors	Y		\$100.75	Per/Day	\$103.75	Per/Day	\$3.00	3%	118	2023-0170
241				Power Cart > 10 Vendors	Y		\$165.00	Per/Day	\$170.00	Per/Day	\$5.00	3%	118	2023-0170
242				Fold & Go Bleachers	Y		\$747.75	1st Day	\$770.00	1st Day	\$22.25	3%	118	2023-0170
243				Fold & Go Bleachers	Y		\$302.50	After 1st day	\$311.50	After 1st day	\$9.00	3%	118	2023-0170
244				Hydration Station (Includes Towing Fee)	Y		\$0.00	Day	\$450.00	Day	\$450.00	NEW	118	2023-0170
245				Community Event Banner Poles (Ouellette Ave.): \$50 for removal, reinstallation	Y		\$377.00	2-3 WK	\$388.00	2-3 WK	\$11.00	3%	118	2023-0170
246				Community Event Banner Poles (Ouellette Ave.): \$50 for removal, reinstallation	Y		\$196.00	1 Week	\$202.00	1 Week	\$6.00	3%	118	2023-0170
247		Special Events	Special Events: Showmobile	Showmobile: Use within City Limits: Includes Labour and Transportation	Y		\$938.00	Day or part thereof	\$966.00	Day or part thereof	\$28.00	3%	118	2023-0170
248				Showmobile: Use outside of City Limits: Includes Labour and Transportation	Y		\$1,250.00	Day or part thereof	\$1,287.50	Day or part thereof	\$37.50	3%	118	2023-0170
249				Showmobile: Use outside of County Limits:	Y		TBD	Day or part thereof	TBD	Day or part thereof	n/a	n/a		
250			Mobile Stage	Use within City Limits includes Labour and Transportation	Y		\$671.75	Day or part thereof	\$692.00	Day or part thereof	\$20.25	3%	118	2023-0170
251				Use outside of City Limits includes Labour and Transportation	Y		\$893.00	Day or part thereof	\$920.00	Day or part thereof	\$27.00	3%	118	2023-0170
252				Use outside of City Limits (Non Charitable Groups): Plus Transportation and labour, costs to be recovered	Y		TBD	Day or part thereof	TBD	Day or part thereof	n/a	n/a		

City of Windsor  
User Fee Schedule

Community Services - Recreation & Culture														
Ref #	Notes	Category / Division	Sub-Category / Sub-Division	Fee / Service	HST Appl.	HST Notes	2022 Fee Excluding HST (Approved)		2023 Fee Excluding HST (Recommended)		Change Over Prior Year		Budget Issue Detail Report Reference	
							Cost	Unit of Measure	Cost	Unit of Measure	\$	%	Page #	Issue #
* Note: All Recreation User Fees include HST except Programs for children 14 and under. Implementation date may be January 1st, April 1st or June 1st depending on program.														
253			Special Events: Administrative Fees	Noise By-Law Waiver	Y		\$106.50	Each	\$110.00	Each	\$3.50	3%	118	2023-0170
254		Temporary Road Closure (Special Events) (Minor)		Y		\$106.50	Each	\$110.00	Each	\$3.50	3%	118	2023-0170	
255		Temporary Road Closure (Special Events) (Major)		Y		\$159.75	Each	\$165.00	Each	\$5.25	3%	118	2023-0170	
256		Letter Of Non-Objection		Y		\$80.00	Each	\$82.50	Each	\$2.50	3%	118	2023-0170	
257		Special Event Revisions After Approvals		Y		\$160.00	Event	\$164.50	Event	\$4.50	3%	118	2023-0170	
258		Riverfront Festival Plaza Deposit Fee		Y		\$1,035.00	Event	\$1,066.00	Event	\$31.00	3%	118	2023-0170	
259		Sports Services	Arena Rate Schedule: Ice Rates, Minor Hockey & Figure Skating Arena Rentals	Prime Ice Rates (All Hrs Except Non-Prime)	Y		\$210.00	Hour	\$216.00	Hour	\$6.00	3%	118	2023-0170
260				Non Prime Ice Rates: Weekday Hours between 8am - 3pm	Y		\$192.50	Hour	\$198.00	Hour	\$5.50	3%	118	2023-0170
261				Youth Prime Ice Rate	Y		\$192.50	Hour	\$198.00	Hour	\$5.50	3%	118	2023-0170
262				Seniors & Schools Rate (Weekday hours between 8 am - 3pm: except holidays)	Y		\$104.50	Hour	\$107.25	Hour	\$2.75	3%	118	2023-0170
263		Sports Services	Rinks: Miscellaneous Fees	Youth - Arena Floor Rental (Non-Ice)	Y		\$81.50	Hour	\$84.00	Hour	\$2.50	3%	118	2023-0170
264				Adult - Arena Floor Rental (Non-Ice)	Y		\$102.50	Hour	\$105.25	Hour	\$2.75	3%	118	2023-0170
265				Youth - Arena Floor Rental (Non-Ice)	Y		\$831.25	Day	\$856.00	Day	\$24.75	3%	118	2023-0170
266				Adult - Arena Floor Rental (Non-Ice)	Y		\$1,022.75	Day	\$1,053.00	Day	\$30.25	3%	118	2023-0170
267				Nets (for rentals - more than two)	Y		\$5.50	Net	\$5.75	Net	\$0.25	5%	118	2023-0170
268				Vendor Lobby Room space with table	Y		\$24.00	Hour	\$24.75	Hour	\$0.75	3%	118	2023-0170
269				Vendor Lobby Room space with table (Non-Profit)	Y		\$11.25	Hour	\$11.75	Hour	\$0.50	4%	118	2023-0170
270				Public Skating Sponsorship Fee - Indoor	N	3	\$296.00	2 Hours	\$305.00	2 Hours	\$9.00	3%	118	2023-0170
271				Public Skating Sponsorship Fee - Outdoor	N	3	\$0.00	2 Hours	\$125.00	2 Hours	\$125.00	NEW	118	2023-0170
272				WFCU Staging Pieces	Y		\$56.50	Price Per 4'x8'	\$58.20	Price Per 4'x8'	\$1.70	3%	118	2023-0170
273				WFCU Parking Lot Fee (commercial/Exclusive Use)	Y		\$68.00	Day	\$69.75	HOURL	\$1.75	3%	118	2023-0170
274		Overnight Dressing Room	Y		\$77.50	Night	\$79.50	Night	\$2.00	3%	118	2023-0170		
275		Dedicated Storage Space	Y		\$2.60	Per Sq. Ft.	\$2.75	Per Sq. Ft.	\$0.15	6%	118	2023-0170		
276		Dedicated Office Space	Y		\$5.70	Per Sq. Ft.	\$6.00	Per Sq. Ft.	\$0.30	5%	118	2023-0170		
277		Dedicated Dressing Room Space	Y		\$8.80	Per Sq. Ft.	\$9.25	Per Sq. Ft.	\$0.45	5%	118	2023-0170		
278		Sports Services	Rinks: Public Ice Skating Admission	Public Skating Admission: Indoor Arenas: 18 and Under & Seniors (60+)	Y		\$3.25	Person	\$3.50	Person	\$0.25	8%	118	2023-0170
279				Public Skating Admission: Indoor Arenas Adults - 19 & Over	Y		\$3.50	Person	\$3.75	Person	\$0.25	7%	118	2023-0170
280				Public Skating Admission: Indoor Arenas: Family	Y		\$11.75	Family	\$12.25	Family	\$0.50	4%	118	2023-0170
281				Figure Skate/Hockey Skills Per Person	Y		\$12.00	Person	\$12.50	Person	\$0.50	4%	118	2023-0170

City of Windsor  
User Fee Schedule

Community Services - Recreation & Culture														
Ref #	Notes	Category / Division	Sub-Category / Sub-Division	Fee / Service	HST Appl.	HST Notes	2022 Fee Excluding HST (Approved)		2023 Fee Excluding HST (Recommended)		Change Over Prior Year		Budget Issue Detail Report Reference	
							Cost	Unit of Measure	Cost	Unit of Measure	\$	%	Page #	Issue #
* Note: All Recreation User Fees include HST except Programs for children 14 and under. Implementation date may be January 1st, April 1st or June 1st depending on program.														
282		Sports Services	Outdoor Rinks: Skating Rink Rentals	Rentals - Lanspeary Outdoor Rink: Ice Rentals- Youth, Senior, Minor Associations, Family Skates, Sponsorship Public Skates	Y		\$115.50	Hour	\$120.00	Hour	\$4.50	4%	118	2023-0170
283				Rentals - Lanspeary Outdoor Rink: Ice Rentals - Adult or For Profit	Y		\$126.00	Hour	\$130.00	Hour	\$4.00	3%	118	2023-0170
284				School Rates (weekdays between 8 am - 3 pm)	Y		\$60.75	Hour	\$62.50	Hour	\$1.75	3%	118	2023-0170
285				Staff Overtime (Remain in dressing room beyond 1/2 hour)	Y		0%		100%	Cost Recovery	100.00%	NEW	118	2023-0170
286		Sports Services		Lakeview Park Marina: Seasonal Mooring Wells (May 1 to Oct 31)	Seasonal Mooring May 1 to Oct 31: - Hydro/Water (Greater of Slip or Boat Size)	Y		\$64.00	Per Foot	\$65.75	Per Foot	\$1.75	3%	118
287			Seasonal Mooring May 1 to Oct 31 Commercial: - Hydro/Water (Greater of Slip or Boat Size)		Y		\$81.50	Per Foot	\$84.00	Per Foot	\$2.50	3%	118	2023-0170
288			Lakeview Park Marina: Other Fees	Seasonal Mooring - Transient Mooring (Daily)	Y		\$2.00	Per Foot	\$2.30	Per Foot	\$0.30	15%	118	2023-0170
289				Seasonal Mooring - Transient Mooring (Monthly)	Y		25% of Seasonal Rate	Month	25% of Seasonal Rate	Month	n/a	n/a		
290				Pavilion at Lakeview Park Marina (conditions apply)	Y		\$92.00	Booking	\$95.00	Booking	\$3.00	3%	118	2023-0170
291				Mid-Week 3 Day Special (Sunday to Thursday): Excludes Holidays	Y		\$121.50	3 Nights	\$200.00	3 Nights	\$78.50	65%	118	2023-0170
292				Peche Island Tours	Y		\$7.75	Person	\$10.00	Person	\$2.25	29%	118	2023-0170
293				Peche Island Tours - 2 Years and Under (Not Yet 3 - You Are Free)	N		Free	2 yrs & Under	Free	2 yrs & Under	n/a	n/a		
294				Jet Ski/ Dinghy Fee (Designated Area)	Y		\$230.00	Season	\$240.00	Season	\$10.00	4%	118	2023-0170
295				Jet Ski Dock Unit	Y		\$500.00	Unit/Season	\$550.00	Unit/Season	\$50.00	10%	118	2023-0170
296				Additional Parking Pass (1st 2 are free)	Y		\$11.50	Day	\$12.00	Day	\$0.50	4%	118	2023-0170
297				Overnight Trailer and Vehicle Parking	Y		\$11.50	Night	\$12.00	Night	\$0.50	4%	118	2023-0170
298				Weekend Trailer and Vehicle Parking (2 night max)	Y		\$20.25	Weekend	\$21.00	Weekend	\$0.75	4%	118	2023-0170
299				2nd Slip (smallest slip registered to boater)	Y		50% of Seasonal Rate	Season	50% of Seasonal Rate	Season	n/a	n/a		
300				Service Fees: Subleasing and-cancellation	Y		\$171.00	Each/Season	\$178.00	Each/Season	\$7.00	4%	118	2023-0170
301				Boat Launching Ramps: Daily	Y		\$15.00	Daily	\$15.50	Daily	\$0.50	3%	118	2023-0170
302			Boat Launching Ramps: Seasonal	Y		\$187.25	Seasonal	\$193.00	Seasonal	\$5.75	3%	118	2023-0170	
303			Boat Launching Ramps: Seniors (60 yrs & up) - Seasonal	Y		\$130.75	Seasonal	\$135.00	Seasonal	\$4.25	3%	118	2023-0170	
304			Boat Launching Ramps: Commercial	Y		\$503.50	Seasonal	\$520.00	Seasonal	\$16.50	3%	118	2023-0170	

City of Windsor  
User Fee Schedule

Community Services - Recreation & Culture																
Ref #	Notes	Category / Division	Sub-Category / Sub-Division	Fee / Service	HST Appl.	HST Notes	2022 Fee Excluding HST (Approved)		2023 Fee Excluding HST (Recommended)		Change Over Prior Year		Budget Issue Detail Report Reference			
							Cost	Unit of Measure	Cost	Unit of Measure	\$	%	Page #	Issue #		
* Note: All Recreation User Fees include HST except Programs for children 14 and under. Implementation date may be January 1st, April 1st or June 1st depending on program.																
305				Boat Launching Ramps: Sanitary Pumpout (Free with \$75 Fuel Purchase Monday-Friday)	Y		\$15.00	Each	\$15.50	Each	\$0.50	3%	118	2023-0170		
306				Kayak Racks - 1 Rack	Y		\$85.00	Per Kayak/Season	\$88.00	Per Kayak/Season	\$3.00	4%	118	2023-0170		
307				Kayak Racks - 2 Racks	Y		\$150.00	Per 2 Kayaks/Season	\$155.00	Per 2 Kayaks/Season	\$5.00	3%	118	2023-0170		
308		Community and Heritage Facilities	Mackenzie Hall Rentals (without admission)	Court Auditoriums: Arts\Culture Use	Y		\$70.25	Hour	\$73.00	Hour	\$2.75	4%	118	2023-0170		
309				Macdonald Room/Court Annex/Main Gallery: Arts\Culture Use	Y		\$37.00	Hour	\$38.00	Hour	\$1.00	3%	118	2023-0170		
310				Court Auditoriums: General Use (Non-Prime Time days and evenings)	Y		\$96.50	Hour	\$100.00	Hour	\$3.50	4%	118	2023-0170		
311				Court Auditoriums: General Use - Prime	Y		\$104.50	Hour	\$108.00	Hour	\$3.50	3%	118	2023-0170		
312				Macdonald Room/Court Annex/Main Gallery: Arts\Culture uses (Non-Prime time days and evenings)	Y		\$34.25	Hour	\$35.25	Hour	\$1.00	3%	118	2023-0170		
313				Macdonald Room/Court Annex/Main Gallery: General Use - Prime	Y		\$43.00	Hour	\$44.25	Hour	\$1.25	3%	118	2023-0170		
314				Mackenzie Hall Rentals (With admission)		Court Auditoriums: Arts\Culture Use	Y		\$85.25	Hour	\$87.50	Hour	\$2.25	3%	118	2023-0170
315						Macdonald Room/Court Annex/Main Gallery: Arts\Culture Use	Y		\$39.75	Hour	\$41.00	Hour	\$1.25	3%	118	2023-0170
316						Court Auditoriums: All other uses (Non-Prime Time days and evenings)	Y		\$108.50	Hour	\$112.00	Hour	\$3.50	3%	118	2023-0170
317						Court Auditoriums: All other uses	Y		\$125.25	Hour	\$129.00	Hour	\$3.75	3%	118	2023-0170
318		Macdonald Room/Court Annex/Main Gallery: All other uses (Non-Prime Time days and evenings)	Y				\$43.00	Hour	\$44.25	Hour	\$1.25	3%	118	2023-0170		
319		Macdonald Room/Court Annex/Main Gallery: All other uses	Y				\$53.50	Hour	\$55.00	Hour	\$1.50	3%	118	2023-0170		
320		Ontario Tribunals	Y				\$180.00	Hour	\$185.00	Hour	\$5.00	3%	118	2023-0170		
321		Mackenzie Hall Misc				Group Tours: Adults (19+)	Y		\$4.25	Adults	\$4.50	Adults	\$0.25	6%	118	2023-0170
322				Group Tours: Seniors (60+)	Y		\$3.75	Seniors	\$4.00	Seniors	\$0.25	7%	118	2023-0170		
323				Group Tours: Children (18 & below)	Y		\$2.75	Children	\$3.00	Children	\$0.25	9%	118	2023-0170		
324				Group Tours: School/Student/Community Group	Y		\$2.75	School/Student	\$3.00	School/Student	\$0.25	9%	118	2023-0170		
325				Special Tour	Y		\$80.00	Hour	\$83.00	Hour	\$3.00	4%	118	2023-0170		
326				Mackenzie Hall Park: Gazebo for Weddings	Y		\$226.00	Event	\$235.00	Event	\$9.00	4%	118	2023-0170		
327				Service Fees: Technician Fee	Y		\$60.25	Hour	\$62.00	Hour	\$1.75	3%	118	2023-0170		
328				Extra Staffing Fee	Y		\$24.25	Hour	\$25.00	Hour	\$0.75	3%	118	2023-0170		

City of Windsor  
User Fee Schedule

Community Services - Recreation & Culture														
Ref #	Notes	Category / Division	Sub-Category / Sub-Division	Fee / Service	HST Appl.	HST Notes	2022 Fee Excluding HST (Approved)		2023 Fee Excluding HST (Recommended)		Change Over Prior Year		Budget Issue Detail Report Reference	
							Cost	Unit of Measure	Cost	Unit of Measure	\$	%	Page #	Issue #
* Note: All Recreation User Fees include HST except Programs for children 14 and under. Implementation date may be January 1st, April 1st or June 1st depending on program.														
329				Screen, TV, VCR, DVD	Y		\$10.50	Each	\$11.00	Each	\$0.50	5%	118	2023-0170
330				Microphone, Microphone Stand, CD Player, Coffee/Tea Urn	Y		\$5.20	Each	\$5.50	Each	\$0.30	6%	118	2023-0170
331				Mixer, Stage Set-Up	Y		\$21.25	Each	\$22.00	Each	\$0.75	4%	118	2023-0170
332				Speakers (Pair), Amplifier	Y		\$26.50	Each	\$27.25	Each	\$0.75	3%	118	2023-0170
333				Art Exhibitions	Y		\$35.50	Day	\$36.50	Day	\$1.00	3%	118	2023-0170
334				Photo Session	Y		\$119.50	Hour	\$124.00	Hour	\$4.50	4%	118	2023-0170
335				Security Deposit	N		\$200.00	Event	\$206.00	Event	\$6.00	3%	118	2023-0170
336		Community and Heritage Facilities	Mackenzie Hall Linen	Napkins - White	Y		\$0.25	Each	\$0.30	Each	\$0.05	20%	118	2023-0170
337				72"x72" (Round and 5') - White	Y		\$2.00	Each	\$2.25	Each	\$0.25	13%	118	2023-0170
338				90"x90" (Skirt Long Tables) - White	Y		\$3.50	Each	\$3.75	Each	\$0.25	7%	118	2023-0170
339				54"x120" (8' Banquet Tables) - White	Y		\$3.50	Each	\$3.75	Each	\$0.25	7%	118	2023-0170
340				Napkins - Colour	Y		\$0.50	Each	\$0.75	Each	\$0.25	50%	118	2023-0170
341				72"x72" (Round and 5') - Colour	Y		\$2.25	Each	\$2.50	Each	\$0.25	11%	118	2023-0170
342				90"x90" (Skirt Long Tables) - Colour	Y		\$4.50	Each	\$4.75	Each	\$0.25	6%	118	2023-0170
343				54"x120" (8' Banquet Tables) - Colour	Y		\$4.00	Each	\$4.25	Each	\$0.25	6%	118	2023-0170
344		Community and Heritage Facilities	Willistead	Morning/Billiard/Library; Reception w/ dance only (54ppt) - Prime	Y		\$922.25	Event	\$950.00	Event	\$27.75	3%	118	2023-0170
345				Morning/Billiard/Library; Reception w/ dance only (54ppt) - Non Prime	Y		\$574.00	Event	\$590.00	Event	\$16.00	3%	118	2023-0170
346				Morning/Billiard/Library Room; Inside Ceremony (80 ppl); Reception (54 ppl) - Prime	Y		\$1,473.00	Event	\$1,515.00	Event	\$42.00	3%	118	2023-0170
347				Morning/Billiard/Library Room; Inside Ceremony (80 ppl); Reception (54 ppl) - Non-Prime	Y		\$917.00	Event	\$940.00	Event	\$23.00	3%	118	2023-0170
348				Morning/Billiard/Library; Outside Ceremony (100 ppl); Reception (54 ppl) - Prime	Y		\$1,849.00	Event	\$1,900.00	Event	\$51.00	3%	118	2023-0170
349				Morning/Billiard/Library; Outside Ceremony (100 ppl); Reception (54 ppl) - Non-Prime	Y		\$1,377.00	Event	\$1,425.00	Event	\$48.00	3%	118	2023-0170
350				Morning/Billiard/Library 4 Hours Rental - Prime	Y		\$913.00	4 Hours	\$940.00	4 Hours	\$27.00	3%	118	2023-0170
351				Morning/Billiard/Library 4 Hours Rental - Non-Prime Monday - Thursday	Y		\$401.00	4 Hours	\$415.00	4 Hours	\$14.00	3%	118	2023-0170
352				Morning/Billiard/Library + Dining Room 4 Hours Rental - Non-Prime Mon-Thursday - Meetings/Performances (Arts/Culture)	Y		\$443.00	4 Hours	\$443.00	4 Hours	\$0.00	0%		

City of Windsor  
User Fee Schedule

Community Services - Recreation & Culture														
Ref #	Notes	Category / Division	Sub-Category / Sub-Division	Fee / Service	HST Appl.	HST Notes	2022 Fee Excluding HST (Approved)		2023 Fee Excluding HST (Recommended)		Change Over Prior Year		Budget Issue Detail Report Reference	
							Cost	Unit of Measure	Cost	Unit of Measure	\$	%	Page #	Issue #
* Note: All Recreation User Fees include HST except Programs for children 14 and under. Implementation date may be January 1st, April 1st or June 1st depending on program.														
353				Dining Room Ceremony (52 ppl); reception/Dinner (32 ppl) - Prime	Y		\$413.00	Event	\$425.00	Event	\$12.00	3%	118	2023-0170
354				Dining Room Ceremony (52 ppl); reception/Dinner (32 ppl) - Non-Prime	Y		\$228.00	Event	\$235.00	Event	\$7.00	3%	118	2023-0170
355				North/East Gallery Reception w/ dance only (100 -120 ppl) - Prime	Y		\$1,315.00	Event	\$1,350.00	Event	\$35.00	3%	118	2023-0170
356				North/East Gallery Reception w/ dance only (100 -120 ppl) - Non-Prime	Y		\$1,032.00	Event	\$1,060.00	Event	\$28.00	3%	118	2023-0170
357				North/East Gallery Ceremony Inside (52 - 80 ppl); Reception (100 - 120 ppl) - Prime	Y		\$2,012.00	Event	\$2,065.00	Event	\$53.00	3%	118	2023-0170
358				North/East Gallery Ceremony Inside (52 - 80 ppl); Reception (100 - 120 ppl) - Non-Prime	Y		\$1,376.00	Event	\$1,415.00	Event	\$39.00	3%	118	2023-0170
359				North/East Gallery Ceremony Outside (100 ppl); Reception (100 -120 ppl) - Prime	Y		\$2,215.00	Event	\$2,275.00	Event	\$60.00	3%	118	2023-0170
360				North/East Gallery Ceremony Outside (100 ppl); Reception (100 -120 ppl) - Non-Prime	Y		\$1,605.00	Event	\$1,650.00	Event	\$45.00	3%	118	2023-0170
361				North/East 4 Hour Rental - Prime	Y		\$1,302.00	4 Hours	\$1,340.00	4 Hours	\$38.00	3%	118	2023-0170
362				North/East 4 Hour Rental - (Arts/Culture/Heritage) Non-Prime Monday - Thursday	Y		\$445.00	4 Hours	\$445.00	4 Hours	\$0.00	0%		
363				Great Hall Photos and/or Ceremony Inside	Y		\$235.00	Event	\$245.00	Event	\$10.00	4%	118	2023-0170
364				Paul Martin Garden Photos (no manor access)	Y		\$153.00	Event	\$158.00	Event	\$5.00	3%	118	2023-0170
365				Bridal Room (Walker bedroom, subject to availability)	Y		\$149.00	Event	\$154.00	Event	\$5.00	3%	118	2023-0170
366				Coach House Meeting Room	Y		\$304.00	Event	\$312.00	Event	\$8.00	3%	118	2023-0170
367				Coach House Meeting Room (Arts/Culture/Heritage)	Y		\$166.00	Event	\$166.00	Event	\$0.00	0%		
368				Dining Room Ceremony Inside - Prime	Y		\$787.00	Event	\$810.00	Event	\$23.00	3%	118	2023-0170
369				Dining Room Ceremony Inside - Non-Prime (Monday-Thursday)	Y		\$573.00	Event	\$590.00	Event	\$17.00	3%	118	2023-0170
370				Outside Ceremony only; Paul Martin Gardens (100 ppl) - Prime	Y		\$991.00	Event	\$1,020.00	Event	\$29.00	3%	118	2023-0170
371				Outside Ceremony only; Paul Martin Gardens (100 ppl) - Non-Prime	Y		\$802.00	Event	\$825.00	Event	\$23.00	3%	118	2023-0170
372				Drawing Room - Small Ceremony (20 ppl) - Prime	Y		\$418.00	Event	\$430.00	Event	\$12.00	3%	118	2023-0170
373				Drawing Room - Small Ceremony (20 ppl) - Non-Prime	Y		\$304.00	Event	\$312.00	Event	\$8.00	3%	118	2023-0170
374				Willistead Manor Full Manor - 120 seated/225 cocktail - Prime	Y		\$4,276.00	Event	\$4,400.00	Event	\$124.00	3%	118	2023-0170

City of Windsor  
User Fee Schedule

Community Services - Recreation & Culture														
Ref #	Notes	Category / Division	Sub-Category / Sub-Division	Fee / Service	HST Appl.	HST Notes	2022 Fee Excluding HST (Approved)		2023 Fee Excluding HST (Recommended)		Change Over Prior Year		Budget Issue Detail Report Reference	
							Cost	Unit of Measure	Cost	Unit of Measure	\$	%	Page #	Issue #
* Note: All Recreation User Fees include HST except Programs for children 14 and under. Implementation date may be January 1st, April 1st or June 1st depending on program.														
375				Willistead Manor Full Manor - 120 seated/225 cocktail - Non-Prime	Y		\$2,294.00	Event	\$2,360.00	Event	\$66.00	3%	118	2023-0170
376				Space Discount	Y		Negotiable	Event	Negotiable	Event			118	
377				Public Tours-Adults	Y		\$6.25	Event	\$6.50	Event	\$0.25	4%	118	2023-0170
378				Public Tours-Children	Y		\$2.75	Event	\$3.00	Event	\$0.25	9%	118	2023-0170
379				Public Tours-Seniors	Y		\$5.25	Event	\$5.50	Event	\$0.25	5%	118	2023-0170
380				Scheduled Tours	Y		\$5.25	Event	\$5.50	Event	\$0.25	5%	118	2023-0170
381				Baby Grand Piano	Y		\$112.50	Each	\$116.00	Each	\$3.50	3%	118	2023-0170
382			Duff Baby	Tour of Duff Baby	Y		\$67.50	Tour	\$69.50	Tour	\$2.00	3%	118	2023-0170
383			Art Cart Tour	Regularly Scheduled Art Cart Tours	Y		FREE		FREE				118	
384				Booked Art Cart Tour (non-public hours) 1 Hour	Y		\$67.50	Flat Rate	\$69.50	Flat Rate	\$2.00	3%	118	2023-0170
385				Booked Art Cart Tour (non-public hours) 1.5 Hour	Y		\$101.00	Flat Rate	\$105.00	Flat Rate	\$4.00	4%	118	2023-0170
386			Windsor Community Museum	Book wrapping - 1 book	Y		\$8.50	Each	\$8.75	Each	\$0.25	3%	118	2023-0170
387				Book wrapping - 3 books or more	Y		\$5.70	Each	\$6.00	Each	\$0.30	5%	118	2023-0170
388				Commercial User of Museum Windsor Images	Y		\$0.00	Each	\$35.00	Each	\$35.00	NEW	118	2023-0170
389				Encapsulation - 1 item	Y		\$11.40	Each	\$11.75	Each	\$0.35	3%	118	2023-0170
390				Encapsulation - 2 or more items	Y		\$8.55	Each	\$8.80	Each	\$0.25	3%	118	2023-0170
391				Encapsulation - items larger than 4"x4"	Y		\$22.55	Each	\$23.25	Each	\$0.70	3%	118	2023-0170
392				Photocopying (per page legal and letter)	Y		\$0.25	Each	\$0.30	Each	\$0.05	20%	118	2023-0170
393				Photocopying (per Ledger page 11 x 17)	Y		\$0.50	Each	\$0.55	Each	\$0.05	10%	118	2023-0170
394				Research (first 15 minutes)	Y		FREE		FREE		n/a	n/a		
395				Research (each additional 15 minutes)	Y		\$17.00	Flat Rate	\$17.50	Flat Rate	\$0.50	3%	118	2023-0170
396				Map Service Fees (1-5 sheets)	Y		\$22.50	Flat Rate	\$23.25	Flat Rate	\$0.75	3%	118	2023-0170
397				Map Service Fees (6-10 sheets)	Y		\$28.00	Flat Rate	\$28.75	Flat Rate	\$0.75	3%	118	2023-0170
398				Map Service Fees (11-15 sheets)	Y		\$34.00	Flat Rate	\$35.00	Flat Rate	\$1.00	3%	118	2023-0170
399				Map Service Fees (16-20 sheets)	Y		\$40.25	Flat Rate	\$41.50	Flat Rate	\$1.25	3%	118	2023-0170
400				Scanning/Printing of Images	Y		\$8.00	Image	\$8.25	Image	\$0.25	3%	118	2023-0170
401				Microfiche/Film Reproduction (8 1/2 x 11 output)	Y		\$2.25	Page	\$2.50	Page	\$0.25	11%	118	2023-0170
402				Microfiche/Film Reproduction emailed or mailing of CD	Y		\$2.25	Page	\$2.50	Page	\$0.25	11%	118	2023-0170
403				Outreach Lecture (Performed by Willistead, Sculpture Park or Museum Windsor)	Y		\$50.00	Each	\$69.50	Each	\$19.50	39%	118	2023-0170
404				Specialty Walking Tour	Y		\$5.50	Person	\$5.75	Person	\$0.25	5%	118	2023-0170
405				School/Group Programs	N		\$5.50	Student	\$5.75	Student	\$0.25	5%	118	2023-0170
406				After hours Booking Fee	Y		\$67.50	Flat Rate	\$69.50	Flat Rate	\$2.00	3%	118	2023-0170
407		Community and Heritage	Chimczuk Museum	Adults	Y		\$5.50	Per Person	\$5.75	Per Person	\$0.25	5%	118	2023-0170



City of Windsor  
User Fee Schedule

Community Services - Recreation & Culture														
Ref #	Notes	Category / Division	Sub-Category / Sub-Division	Fee / Service	HST Appl.	HST Notes	2022 Fee Excluding HST (Approved)		2023 Fee Excluding HST (Recommended)		Change Over Prior Year		Budget Issue Detail Report Reference	
							Cost	Unit of Measure	Cost	Unit of Measure	\$	%	Page #	Issue #
* Note: All Recreation User Fees include HST except Programs for children 14 and under. Implementation date may be January 1st, April 1st or June 1st depending on program.														
408		Facilities	Admission/Program and Membership Fees	Students 3 - 24 age with student card	Y		\$4.50	Per person	\$4.75	Per person	\$0.25	6%	118	2023-0170
409				Seniors	Y		\$4.50	Per person	\$4.75	Per person	\$0.25	6%	118	2023-0170
410				Adult/Senior - Joint Admission - Chimczuk Museum & Art Gallery of Windsor (\$8 AGW + \$5.50 Chimczuk Museum)	Y		\$13.25	Per person	\$13.25	Per person	\$0.00	0%	118	2023-0170
411				Family - using existing Family definition in fee schedule	Y		\$17.00	Family	\$17.50	Family	\$0.50	3%	118	2023-0170
412				School Children with pre-booked visit	Y		\$3.40	Per person	\$3.50	Per person	\$0.10	3%	118	2023-0170
413				School Children with pre-booked program min. 15 students required per booking	Y		\$5.50	Per person	\$5.75	Per person	\$0.25	5%	118	2023-0170
414				School Children pre-booked double program min. 15 students required per booking	Y		\$8.50	Per person	\$8.75	Per person	\$0.25	3%	118	2023-0170
415				Adult pre-booked group min 15 adults required per booking	Y		\$4.70	Per person	\$5.00	Per person	\$0.30	6%	118	2023-0170
416				Adult pre-booked group program min 15 adults required per booking	Y		\$6.75	Per person	\$7.00	Per person	\$0.25	4%	118	2023-0170
417				Family membership to include a companion pass that can be used with visiting grandparent/cousin/friend	Y		\$56.40	Per person	\$58.00	Per person	\$1.60	3%	118	2023-0170
418				Individual membership	Y		\$17.10	Per person	\$17.60	Per person	\$0.50	3%	118	2023-0170
419				Museum Members & Museum Volunteer Group - Gift Shop Purchase Discount	Y		10%	Discount	10%	Discount	\$0.00	0%		
420				Museum Members & Museum Volunteer Group - Supplementary Program Fee Discount	Y		10%	Discount	10%	Discount	\$0.00	0%		
HST Notes:														
	1	Only if this is a program of events and is provided primarily to children under 15.												
	2	Unless this is a program of events and is provided primarily to children under 15.												
	3	Unless sponsorship is by way of advertising in the media.												

City of Windsor  
User Fee Schedule

Community Services -Security & Special Activities														
Ref #	Notes	Category / Division	Sub-Category / Sub-Division	Fee / Service	HST Appl.	HST Notes	2022 Fee Excluding HST (Approved)		2023 Fee Excluding HST (Recommended)		Change Over Prior Year		Budget Issue Detail Report Reference	
							Cost	Unit of Measure	Cost	Unit of Measure	\$	%	Page #	Issue #
1		SAC	SAC Operations	Event Set-Up Fees (External)	Y		\$34.49	hour	\$34.49	hour	\$0.00	0%		
2		SAC	SAC Operations	Chairs (External)	Y		\$1.50	Each	\$1.50	Each	\$0.00	0%		
3		SAC	SAC Operations	Tables (External)	Y		\$11.00	Each	\$11.00	Each	\$0.00	0%		
4		SAC	SAC Operations	Podium (External)	Y		\$30.00	Each	\$30.00	Each	\$0.00	0%		
5		SAC	SAC Operations	Sound System: Microphone, Speakers & Mixing Board (External)	Y		\$100.00	Lump Sum	\$100.00	Lump Sum	\$0.00	0%		
6		SAC	SAC Operations	Caretaking Fees (external clients)	Y		\$34.92	hour	\$56.80	hour	\$21.88	63%	95	2023-0212
7		SAC	SAC Operations	Caretaking Fees (internal clients)	N		\$34.92	hour	\$56.80	hour	\$21.88	63%	95	2023-0212
8		SAC	SAC Operations	Maintenance Fees (external clients)	Y		\$48.55	hour	\$71.61	hour	\$23.06	47%	95	2023-0212
9		SAC	SAC Operations	Maintenance Fees (internal clients)	N		\$48.55	hour	\$71.61	hour	\$23.06	47%	95	2023-0212

City of Windsor  
User Fee Schedule

Infrastructure Services - Engineering														
Ref #	Notes	Category / Division	Sub-Category / Sub-Division	Fee / Service	HST Appl.	HST Notes	2022 Fee Excluding HST (Approved)		2023 Fee Excluding HST (Recommended)		Change Over Prior Year		Budget Issue Detail Report Reference	
							Cost	Unit of Measure	Cost	Unit of Measure	\$	%	Page #	Issue #
Note: All Development and Geomatics products include a 7% GIS Surcharge Fee														
1		Development	Development	Annual Encroachment Inspection Fee	N		\$66.00	per inspection	\$68.00	per inspection	\$2.00	3%	208	2023-0274
2		Development	Development	Annual Encroachment Permit Fee - Commercial	N		\$12.00	per sq. ft.	\$12.00	per sq. ft.	\$0.00	0%		
3		Development	Development	Annual Encroachment Permit Fee - Downtown	N		\$25.00	per sq. ft.	\$25.00	per sq. ft.	\$0.00	0%		
4		Development	Development	Annual Encroachment Permit Fee - Industrial	N		\$2.30	per sq. ft.	\$2.30	per sq. ft.	\$0.00	0%		
5		Development	Development	Annual Encroachment Permit Fee - Institutional	N		\$5.00	per sq. ft.	\$5.00	per sq. ft.	\$0.00	0%		
6		Development	Development	Annual Encroachment Permit Fee - Parking	N		\$350.00	per space	\$350.00	per space	\$0.00	0%		
7		Development	Development	Annual Encroachment Permit Fee - Residential	N		\$10.00	per sq. ft.	\$10.00	per sq. ft.	\$0.00	0%		
8	1	Development	Development	Annual Moving/Oversized Load Permit	N		\$2,460.75	Vehicle/Year	\$2,460.75	Vehicle/Year	\$0.00	0%		
9	2	Development	Development	City Share of Private Drain Connection Replacement Cost Rebate (Max) (CR189-2014)	N		\$2,000.00	Per replacement	\$2,000.00	Per replacement	\$0.00	0%		
10	2	Development	Development	City Share of Private Drain Connection Replacement Cost rebate at 50% of the cost of replacement subject to meeting eligibility criteria (CR189/2014)	N		50.00%	Per replacement	50.00%	Per replacement	\$0.00	0%		
11	5	Development	Development	City Share of Private Drain Connection Replacement Cost Rebate in established Downspout Disconnection Areas subject to meeting eligibility criteria	N		\$4,000.00	Per replacement	\$4,000.00	Per replacement	\$0.00	0%		
12		Development	Development	Encroachment Application Fee (includes G.I.S. fee)	N		\$229.25	per application	\$229.25	per application	\$0.00	0%		
13		Development	Development	Encroachment Surcharge (Refundable Indemnity deposit)	N		\$102.00	per application	\$102.00	per application	\$0.00	0%		
14		Development	Development	Engineering/Development Review Fee	N		4%	Total Construction Cost	4%	Total Construction Cost	\$0.00	0%		
15		Development	Development	Environmental Compliance Approval Review Process Non-refundable Administration Fees	N		\$1,019.00	per application & Re-application ** for 1-50 lots/Units	\$1,019.00	per application & Re-application ** for 1-50 lots/Units	\$0.00	0%		
16		Development	Development	Environmental Compliance Approval Review Process Non-refundable Administration Fees	N		\$1,630.50	per application & Re-application ** for 51-100 lots/Units	\$1,630.50	per application & Re-application ** for 51-100 lots/Units	\$0.00	0%		
17		Development	Development	Environmental Compliance Approval Review Process Non-refundable Administration Fees	N		\$2,853.25	per application & Re-application ** for 101-200 lots/Units	\$2,853.25	per application & Re-application ** for 101-200 lots/Units	\$0.00	0%		

City of Windsor  
User Fee Schedule

Infrastructure Services - Engineering														
Ref #	Notes	Category / Division	Sub-Category / Sub-Division	Fee / Service	HST Appl.	HST Notes	2022 Fee Excluding HST (Approved)		2023 Fee Excluding HST (Recommended)		Change Over Prior Year		Budget Issue Detail Report Reference	
							Cost	Unit of Measure	Cost	Unit of Measure	\$	%	Page #	Issue #
18		Development	Development	Environmental Compliance Approval Review Process Non-refundable Administration Fees	N		\$3,668.50	per application & Re-application ** for greater than 200 Lots/Units	\$3,668.50	per application & Re-application ** for greater than 200 Lots/Units	\$0.00	0%		
19		Development	Development	Environmental Protection Act, s. 179.1, Administrative Processing Fee	N		\$200.00	per application	\$200.00	per application	\$0.00	0%		
20		Development	Development	Environmental Site Audit Letter	Y		\$68.25	Per Letter	\$68.25	Per Letter	\$0.00	0%		
21		Development	Development	Hard Surface Restoration - Administration Fee	N		\$205.00	Per Project	\$210.00	Per Project	\$5.00	2%	208	2023-0274
22		Development	Development	Hard Surface Restoration - Asphalt (up to 4 inches)	N		\$1,090.00	Per 10x12 Ft pit	\$2,020.00	Per 10x12 Ft pit	\$930.00	85%	208	2023-0274
23		Development	Development	Hard Surface Restoration - Asphalt (over 4 inches)	N		\$1,151.00	Per 10x12 Ft pit	\$2,100.00	Per 10x12 Ft pit	\$949.00	82%	208	2023-0274
24		Development	Development	Hard Surface Restoration - Asphalt on Concrete	N		\$2,788.00	Per 10x12 Ft pit	\$2,844.00	Per 10x12 Ft pit	\$56.00	2%	208	2023-0274
25		Development	Development	Hard Surface Restoration - Concrete (up to 6 inches)	N		\$1,305.00	Per 10x12 Ft pit	\$2,508.00	Per 10x12 Ft pit	\$1,203.00	92%	208	2023-0274
26		Development	Development	Hoarding Monthly Inspection Fee	N		\$60.00	Per Inspection	\$62.00	Per Inspection	\$2.00	3%	208	2023-0274
27		Development	Development	Hoarding on Right-of-way (minimum \$65) - Untravelled area - Travelled area	Y		\$0.75	Per Linear Ft. Per Square Ft.	\$0.75	Per Linear Ft. Per Square Ft.	\$0.00	0%		
28		Development	Development	Lawyer's Letter-Any written request to a lawyer's request such as site plan, subdivision, consent to amend, encroachments, release of rights, etc.	Y		\$121.25	Per Letter	\$121.25	Per Letter	\$0.00	0%		
29		Development	Development	Minimum One-Time Fee Residential Type Encroachments	N		\$102.00	per encroachment	\$102.00	per encroachment	\$0.00	0%		
30	1	Development	Development	Moving/Oversized Load Permit (minimum) up to first 10 moves	N		\$259.50	Per Move for First ten (10) moves	\$259.50	Per Move for First ten (10) moves	\$0.00	0%		

City of Windsor  
User Fee Schedule

Infrastructure Services - Engineering														
Ref #	Notes	Category / Division	Sub-Category / Sub-Division	Fee / Service	HST Appl.	HST Notes	2022 Fee Excluding HST (Approved)		2023 Fee Excluding HST (Recommended)		Change Over Prior Year		Budget Issue Detail Report Reference	
							Cost	Unit of Measure	Cost	Unit of Measure	\$	%	Page #	Issue #
31	1	Development	Development	Moving/Oversized Load Project Permit: First ten (10) moves  11th and subsequent move	N		\$259.50	For First Ten (10) moves	\$259.50	For First Ten (10) moves	n/a	n/a		
							\$122.25	Per 11th & subsequent move	\$122.25	Per 11th & subsequent move				
32		Development	Development	Off-Site Improvements - Sidewalk Contribution	N		\$115.00	per linear meter	\$115.00	per linear meter	\$0.00	0%		
33		Development	Development	Off-Site Improvements - Curb and Gutter Contribution	N		\$60.00	per linear metre	\$60.00	per linear metre	\$0.00	0%		
34		Development	Development	Off-Site Improvements - Gravel Alley Contribution	N		\$100.00	per linear metre	\$100.00	per linear metre	\$0.00	0%		
35		Development	Development	Off-Site Improvements - Asphalt Alley Contribution	N		\$250.00	per linear metre	\$250.00	per linear metre	\$0.00	0%		
36		Development	Development	Outdoor Café located on Public Right of Way	N		\$3.00	per sq. ft.	\$3.00	per sq. ft.	\$0.00	0%		
37		Development	Development	Right-of-way Permit for: -Sewer work, driveways, utility work, water service, other (day closure, signs, structure or object on ROW, temporary construction access, etc.)	N		\$224.00	Per Permit	\$224.00	Per Permit	\$0.00	0%		
38		Development	Development	Schedule 6 MOE Schedule of Fees for Environmental Compliance Approval Review of storm and sanitary pump stations, force mains, and sanitary sewage detention chambers or oversized sewers, including the expansion of an existing facility that involves an increase in the related capacity of the facility.	N		\$1,800.00	per review item	\$1,800.00	per review item	\$0.00	0%		
39		Development	Development	Schedule 6 MOE Schedule of Fees for Environmental Compliance Approval Review of storm and sanitary sewers and appurtenances, including expansion of existing sewers	N		\$900.00	per sewer	\$900.00	per sewer	\$0.00	0%		

City of Windsor  
User Fee Schedule

Infrastructure Services - Engineering														
Ref #	Notes	Category / Division	Sub-Category / Sub-Division	Fee / Service	HST Appl.	HST Notes	2022 Fee Excluding HST (Approved)		2023 Fee Excluding HST (Recommended)		Change Over Prior Year		Budget Issue Detail Report Reference	
							Cost	Unit of Measure	Cost	Unit of Measure	\$	%	Page #	Issue #
40		Development	Development	Schedule 6 MOE Schedule of Fees for Environmental Compliance Approval Review of a facility for attenuating stormwater runoff peak flow rate or volume or for managing stormwater runoff quality, such as detention or retention pools, underground chambers, oversized sewers, rooftop storage, parking lot storage, oil, grit and silt separators, flow control outlet structures, infiltration wells, perforated sewers, and trenches or outfalls, including the expansion of an existing facility that involves an increase in the rated capacity of the facility	N		\$2,000.00	per application	\$2,000.00	per application	\$0.00	0%		
41		Development	Development	Sewer Information Sheet	Y		\$26.55	Per Sheet	\$26.55	Per Sheet	\$0.00	0%		
42		Development	Development	Sewer Permit Letter/Public Right-of-Way	Y		\$98.75	Per Letter	\$98.75	Per Letter	\$0.00	0%		
43		Development	Development	Sewer Work - Tap Inspection Fee	Y		\$209.00	Per Inspection	\$209.00	Per Inspection	\$0.00	0%		
44		Development	Development	Sidewalk Café Application Fee	N		\$0.00	per application	\$0.00	per application	\$0.00	n/a		
45		Development	Development	Sidewalk Café Permit	N		\$224.00	Per Permit	\$224.00	Per Permit	\$0.00	0%		
46		Development	Development	Traffic Control Plan Review Fee	N		\$25.00	Per review	\$25.00	Per review	\$0.00	0%		
47		Development	Development	Utility Review Fee	Y		\$69.15	per review	\$69.15	per review	\$0.00	0%		
48		Engineering	Engineering	Local Improvement Flat Rate – Sanitary Sewer	N		\$210.00	Per linear metre property frontage	\$300.00	Per linear metre property frontage	\$90.00	43%	133	2023-0244
49		Engineering	Engineering	Local Improvement Flat Rate –Storm Sewer	N		\$200.00	Per linear metre property frontage	\$270.00	Per linear metre property frontage	\$70.00	35%	133	2023-0244
50		Engineering	Engineering	Private Drain Connection Installation Flat Rate	N		\$0.00	Per Connection	\$3,453.00	Per Connection	\$3,453.00	NEW	133	2023-0244
51		Geomatics	Geomatics	1:15,000 Street Map - Double Line Map - 36" x 56" Plot	Y		\$14.50	Per plot	\$14.50	Per plot	\$0.00	0%		
52		Geomatics	Geomatics	1:15,000 Street Map - Double Line Map - 36" x 56" Plot FULL COLOUR	Y		\$24.25	Per plot	\$24.25	Per plot	\$0.00	0%		
53		Geomatics	Geomatics	1:20,000 Street Map - Double Line Map - 28" x 42" Plot	Y		\$11.25	Per plot	\$11.25	Per plot	\$0.00	0%		
54		Geomatics	Geomatics	1:30,000 Street Map - Single Line Map - 20" x 28" Plot	Y		\$8.25	Per plot	\$8.25	Per plot	\$0.00	0%		
55		Geomatics	Geomatics	11" x 17" Street Map - Single Line Map - Print	Y		\$5.75	Per print	\$5.75	Per print	\$0.00	0%		
56		Geomatics	Geomatics	Aerial Contact Photo - 9" x 9" laser print - multiples of same photo	Y		\$3.75	Per copy	\$3.75	Per copy	\$0.00	0%		

City of Windsor  
User Fee Schedule

Infrastructure Services - Engineering														
Ref #	Notes	Category / Division	Sub-Category / Sub-Division	Fee / Service	HST Appl.	HST Notes	2022 Fee Excluding HST (Approved)		2023 Fee Excluding HST (Recommended)		Change Over Prior Year		Budget Issue Detail Report Reference	
							Cost	Unit of Measure	Cost	Unit of Measure	\$	%	Page #	Issue #
57		Geomatics	Geomatics	Aerial Contact Print - 9" x 9" laser photo scanned to PDF (600-1200 DPI), copied to CD - includes research, validation and printing or file transfer	Y		\$28.25	Per Photo	\$28.25	Per Photo	\$0.00	0%		
58		Geomatics	Geomatics	Aerial Contact Print - 9" x 9" laser print from scanned product - includes research, validation and printing	Y		\$9.25	Per Photo	\$9.25	Per Photo	\$0.00	0%		
59		Geomatics	Geomatics	Autocad Street Map - Digital Autocad File on CD	Y		\$267.50	per CD	\$267.50	per CD	\$0.00	0%		
60		Geomatics	Geomatics	Benchmark Book - Bound Book Format & Map	Y		\$16.00	Per file	\$16.00	Per file	\$0.00	0%		
61		Geomatics	Geomatics	Contract Specifications Book 2 binder/hard copy	Y		\$128.50	Per file	\$128.50	Per file	\$0.00	0%		
62		Geomatics	Geomatics	Contract Specifications Book 2 Drawings only	Y		\$42.75	Per file	\$42.75	Per file	\$0.00	0%		
63		Geomatics	Geomatics	Custom Map - 24"x36" and larger - Photo as base with parcels, street names, addresses, pavement	Y		\$102.00	minimum plus per hour rate	\$102.00	minimum plus per hour rate	\$0.00	0%		
64		Geomatics	Geomatics	Custom Service - Per hour rate	Y		\$51.00	Per hour	\$51.00	Per hour	\$0.00	0%		
65	3	Geomatics	Geomatics	Digital Address Map Book on CD	Y		\$27.00	Per CD	\$27.00	Per CD	\$0.00	0%		
66		Geomatics	Geomatics	Digital Aerial, geo-referenced, exported to low resolution, custom request - Cut from MrSid - lower resolution - size negotiable, as requested	Y		\$51.00	minimum plus per hour rate	\$51.00	minimum plus per hour rate	\$0.00	0%		
67		Geomatics	Geomatics	Digital Building Outlines with heights, 1000m x 1000m Tile - DWG Format, Rooftops	Y		\$53.50	Per file	\$53.50	Per file	\$0.00	0%		
68		Geomatics	Geomatics	Digital Building Outlines with heights, Entire City - DWG Format - copied to CD - Rooftops	Y		\$1,070.00	Per file	\$1,070.00	Per file	\$0.00	0%		
69		Geomatics	Geomatics	Digital Ortho Low Level 10cm - MrSid format on DVD (includes free Viewer) - Entire City	Y		\$5,350.00	Per file	\$5,350.00	Per file	\$0.00	0%		
70		Geomatics	Geomatics	Digital Ortho Low Level 10cm resolution - Geotif Format, 1000m x 1000m tile	Y		\$114.75	Per tile	\$114.75	Per tile	\$0.00	0%		
71		Geomatics	Geomatics	EIS Image - CD or email, image in Word format, as many features and layers as requested	Y		\$27.00		\$27.00		\$0.00	0%		
72		Geomatics	Geomatics	EIS Image Capture - 11" x 17" - Photo, Parcel Outline. Addresses, Street Names - Screen Print on paper	Y		\$14.50	Per print	\$14.50	Per print	\$0.00	0%		
73		Geomatics	Geomatics	EIS Image Capture 8 1/2" x 11" - Photo, Parcel Outline. Addresses, Street Names - Screen Print on paper	Y		\$11.25	Per print	\$11.25	Per print	\$0.00	0%		
74		Geomatics	Geomatics	LiDAR - LAS or XYZ Format, Entire City, obtained in 2017	Y		\$10,045.00	Per file	\$10,045.00	Per file	\$0.00	0%		
75		Geomatics	Geomatics	LiDAR - 1000m x 1000m - LAS or XYZ Format, obtained in 2017	Y		\$215.00	Per tile	\$215.00	Per tile	\$0.00	0%		

# City of Windsor User Fee Schedule

Infrastructure Services - Engineering														
Ref #	Notes	Category / Division	Sub-Category / Sub-Division	Fee / Service	HST Appl.	HST Notes	2022 Fee Excluding HST (Approved)		2023 Fee Excluding HST (Recommended)		Change Over Prior Year		Budget Issue Detail Report Reference	
							Cost	Unit of Measure	Cost	Unit of Measure	\$	%	Page #	Issue #
76		Geomatics	Geomatics	Misc. City Maps - 1:15,000 9 Wards, Elections, Garbage/Recycling and other maps. Updated regularly	Y		\$17.00	Per map	\$17.00	Per map	\$0.00	0%		
77		Geomatics	Geomatics	OCE - Special Printing 24" x 36"	Y		\$3.50	Per file	\$3.50	Per file	\$0.00	0%		
78		Geomatics	Geomatics	Postal Codes - 6 Digit - Points - Entire City - DWG or Shapfile Format - georeferenced	Y		\$2,140.00	Per file	\$2,140.00	Per file	\$0.00	0%		
79		Geomatics	Geomatics	Sewer Atlas - Autocad File, All Layers from Atlas File (Per km2)	Y		\$107.00	Per file	\$107.00	Per file	\$0.00	0%		
80		Geomatics	Geomatics	Sewer Atlas Map Book - Colour, 24" x 36" plot	Y		\$5.75	Per plot	\$5.75	Per plot	\$0.00	0%		
81		Geomatics	Geomatics	Sewer Atlas Map Book, FAX - Desired area of Atlas captured for fax size	Y		\$5.75	Per print	\$5.75	Per print	\$0.00	0%		
82		Geomatics	Geomatics	Street Index Book - Alphabetical Street Name Index Book - 8 1/2"x11"	Y		\$5.75	Per book	\$5.75	Per book	\$0.00	0%		
83		Geomatics	Geomatics	Topo Large Scale - Entire City, Autocad Format, all Layers from Recent Photo Year	Y		\$2,140.00	Per file	\$2,140.00	Per file	\$0.00	0%		
84		Geomatics	Geomatics	Topo Large Scale Mapping - Autocad Format, 1000m x 1000m Tile	Y		\$32.00	Per tile	\$32.00	Per tile	\$0.00	0%		
85		Geomatics	Geomatics	Topo Map Digital NAD83 - Autocad Format, 500m x 500m Tile	Y		Market Price	Per tile	Market Price	Per tile	n/a	n/a		
		* Working without a permit will be subject to a penalty of 2 times the normal permit fee.												
		<b>NOTE: All Development and Geomatics products include a 7% GIS Surcharge Fee</b>												
		Notes:												
1	The Annual Moving / Oversized Load Permit Fee is issuable to applicants who anticipate several moves during the year. It is based on the Applicants with fewer moves may apply on a per move basis at fees listed at #30 and 31.													
2	CR189/2014: The replacement of private drain connections will be subsidized at 50% (in lieu of the normal subsidy of up to \$2,000) of the cost of Those applicants that do not meet the noted criteria for 50% subsidy, are still eligible to apply for the normal subsidy of up to \$2,000 subject to													
3	Can be viewed free on Internet - but can be copied to CD for an administration and materials fee													
4	A 7% GIS Surcharge fee (excluding taxes where applicable) is included in all of the Development and Geomatics fees mentioned above.													
5	CR93/2021: That City Council APPROVE an increase in the City Share of Private Drain Connection Replacement Cost Rebate to an upset limit of \$4,000.00 per replacement in established Downspout Disconnection Areas to encourage the elimination													



City of Windsor  
User Fee Schedule

Infrastructure Services - Engineering														
Ref #	Notes	Category / Division	Sub-Category / Sub-Division	Fee / Service	HST Appl.	HST Notes	2022 Fee Excluding HST (Approved)		2023 Fee Excluding HST (Recommended)		Change Over Prior Year		Budget Issue Detail Report Reference	
							Cost	Unit of Measure	Cost	Unit of Measure	\$	%	Page #	Issue #
											of infiltration into the sanitary sewer on an ongoing basis			
				There is a \$3.00 (per Public Works Permit) service fee for any over-the-counter transactions including fax and mail-in options.										

City of Windsor  
User Fee Schedule

Infrastructure Services - Pollution Control														
Ref #	Notes	Category / Division	Sub-Category / Sub-Division	Fee / Service	HST Appl.	HST Notes	2022 Fee Excluding HST (Approved)		2023 Fee Excluding HST (Recommended)		Change Over Prior Year		Budget Issue Detail Report Reference	
							Cost	Unit of Measure	Cost	Unit of Measure	\$	%	Page #	Issue #
1	1	Little River Pollution Control	Over Strength Sewage Treatment	- Overstrength Surcharge - Carriere Foods & Little River Pollution Control Plant	N		based on 2021 actuals	per kg.	based on 2022 actuals	per kg.	n/a	n/a		
2	1	Little River Pollution Control	Sewage Treatment	- Sewage Treatment - Town of Tecumseh	N		based on 2021 actuals	per m3	based on 2022 actuals	per m3	n/a	n/a		
3	1	Lou Romano Water Recl Plant	Over Strength Sewage Treatment	- <b>Overstrength Surcharge – Lou Romano Water Reclamation Plant</b>	N		based on 2021 actuals	per kg.	based on 2022 actuals	per kg.	n/a	n/a		
4	1	Lou Romano Water Recl Plant	Sewage Treatment	- Sewage Treatment - Town of LaSalle	N		based on 2021 actuals	per m3	based on 2022 actuals	per m3	n/a	n/a		
5	1	Lou Romano Water Recl Plant	Sewage Treatment	All Septic Tank and Holding Tank Waste Disposal - LRWRP	N		based on 2021 actuals	per gallon	based on 2022 actuals	per gallon	n/a	n/a		
6		Lou Romano Water Recl Plant	Lou Romano Water Recl Plant	Environmental Inspection Fee	N		\$58.65	per inspection	\$58.65	per inspection	\$0.00	0%		
Notes:														
1	New rates are calculated based on previous year's actual cost to treat sewage.													

City of Windsor  
User Fee Schedule

Infrastructure Services - Public Works														
Ref #	Notes	Category / Division	Sub-Category / Sub-Division	Fee / Service	HST Appl.	HST Notes	2022 Fee Excluding HST (Approved)		2023 Fee Excluding HST (Recommended)		Change Over Prior Year		Budget Issue Detail Report Reference	
							Cost	Unit of Measure	Cost	Unit of Measure	\$	%	Page #	Issue #
1		Administration - Public Works		Card Key Replacement	Y		\$30.00	additional replacements	\$30.00	additional replacements	\$0.00	0%		
2		Administration - Public Works		Xeroxing	Y		\$2.00	first page	\$2.00	first page	\$0.00	0%		
3		Administration - Public Works		Xeroxing	Y		\$0.30	each additional page (plus GST&PST)	\$0.30	each additional page (plus GST&PST)	\$0.00	0%		
4		Contracts, Field Services, and Maintenance	Field Services - Enforcement	Inspection Fee By-Law 25-2010	Y		\$66.00	Per Inspection	\$68.50	Per Inspection	\$2.50	4%	208	2023-0274
5		Contracts, Field Services, and Maintenance	Field Services - Enforcement	Order to Comply - Final Notice	Y		\$100.00	Per Letter	\$100.00	Per Letter	\$0.00	0%		
6		Contracts, Field Services, and Maintenance	Field Services - Enforcement	ROW Order - Non-compliance Fee	Y		\$305.00	Per Order	\$315.00	Per Order	\$10.00	3%	208	2023-0274
7		Contracts, Field Services, and Maintenance	ROW Maintenance	Pavement Degradation Fee - 2 year old or less	N		\$35.00	per square meter	\$35.00	per square meter	\$0.00	0%		
8		Contracts, Field Services, and Maintenance	ROW Maintenance	Pavement Degradation Fee - 2 to 4 years old	N		\$30.00	per square meter	\$30.00	per square meter	\$0.00	0%		
9		Contracts, Field Services, and Maintenance	ROW Maintenance	Pavement Degradation Fee - 4 to 7 years old	N		\$25.00	per square meter	\$25.00	per square meter	\$0.00	0%		
10		Contracts, Field Services, and Maintenance	ROW Maintenance	Pavement Degradation Fee - 7 to 10 years old	N		\$15.00	per square meter	\$15.00	per square meter	\$0.00	0%		
11		Contracts, Field Services, and Maintenance	ROW Maintenance	Pavement Degradation Fee - 10 to 15 years old	N		\$5.00	per square meter	\$5.00	per square meter	\$0.00	0%		
12		Contracts, Field Services, and Maintenance	ROW Maintenance	Restoration Administration Fee	Y		\$205.00	per agreement	\$210.00	per agreement	\$5.00	2%	208	2023-0274
13		Contracts, Field Services, and Maintenance	Sewer Maintenance	Eeling Service, Weekdays, By-Law 49-21	Y		\$181.00	weekday per service rate	\$190.00	weekday per service rate	\$9.00	5%	208	2023-0274
14		Contracts, Field Services, and Maintenance	Sewer Maintenance	Eeling Service, Weekends, By-Law 49-21	Y		\$258.00	weekend per service rate	\$270.00	weekend per service rate	\$12.00	5%	208	2023-0274
15		Environmental Services	Barricades	Delivery and Pick up of Barricades			\$60.00	per hour	\$65.00	per hour	\$5.00	8%	208	2023-0274
16		Environmental Services	Barricades	Rental Charge for Barricades	Y		\$4.00	per barricade	\$5.00	per barricade	\$1.00	25%	208	2023-0274
17		Environmental Services	Barricades	Barricade Replacement Cost			\$0.00	per barricade	\$100.00	per barricade	\$100.00	NEW	208	2023-0274
18		Environmental Services	Containerized Refuse Collection	Waste Bin Rental Fee - Condominiums	Y		\$50.00	per month per bin	\$50.00	per month per bin	\$0.00	0%		
19		Environmental Services	Containerized Refuse Collection	Waste Collection and Disposal Charges			\$29.00	per lift	\$29.00	per lift	\$0.00	0%		

City of Windsor  
User Fee Schedule

Infrastructure Services - Public Works														
Ref #	Notes	Category / Division	Sub-Category / Sub-Division	Fee / Service	HST Appl.	HST Notes	2022 Fee Excluding HST (Approved)		2023 Fee Excluding HST (Recommended)		Change Over Prior Year		Budget Issue Detail Report Reference	
							Cost	Unit of Measure	Cost	Unit of Measure	\$	%	Page #	Issue #
20		Environmental Services	Containerized Refuse Collection	Waste Collection and Disposal Charges at Condominiums			\$29.00	per lift, beyond one lift per week	\$29.00	per lift, beyond one lift per week	\$0.00	0%		
21		Environmental Services	Lights	Rental Charge for Lights	Y		\$10.00	per light	\$10.00	per light	\$0.00	0%		
22	2	Environmental Services	Rodent Control	Rodent Control Service Call			\$0.00	Per Service	\$20.00	Per Service	\$20.00	NEW	199	2023-0239
23		Traffic Operations & Parking	On-Off Street Parking	Card Key Replacement	Y		\$15.00	first replacement	\$15.00	first replacement	\$0.00	0%		
24		Traffic Operations & Parking	On-Off Street Parking	Meter Bags	Y		\$5.00	per bag per day, non-refundable	\$5.00	per bag per day, non-refundable	\$0.00	0%		
25		Traffic Operations & Parking	On-Off Street Parking	Meter Bags for Contractors Only in Construction Areas	Y		\$10.00	per bag per day, non-refundable	\$10.00	per bag per day, non-refundable	\$0.00	0%		
26		Traffic Operations & Parking	Parking Enforcement	Failing to attend a scheduled review before a hearing officer			\$100.00	penalty	\$100.00	penalty	\$0.00	0%		
27		Traffic Operations & Parking	Parking Enforcement	Failing to attend a scheduled review before a screening officer			\$50.00	penalty	\$50.00	penalty	\$0.00	0%		
28		Traffic Operations & Parking	Parking Enforcement	Late Payment Fee			\$25.00	penalty	\$40.00	penalty	\$15.00	60%	201	2023-0242
29		Traffic Operations & Parking	Parking Enforcement	MTO Plate Denial Fee			\$25.00	penalty	\$25.00	penalty	\$0.00	0%		
30		Traffic Operations & Parking	Parking Enforcement	Sale of Residential Permit			\$35.00	per permit	\$35.00	per permit	\$0.00	0%		
31	1	Traffic Operations & Parking	Parking Enforcement	Sale of tokens for meters (to businesses)	Y		\$25.00	per roll	\$25.00	per roll	\$0.00	0%		
32		Traffic Operations & Parking	Parking Enforcement	Searching Ministry of Transportation (MTO) and out of province and out of state records			\$10.00	per search	\$10.00	per search	\$0.00	0%		
33		Traffic Operations & Parking	Traffic Operations	Signs & Markings Plan Inspection	Y		\$146.00	per application	\$146.00	per application	\$0.00	0%		
34		Traffic Operations & Parking	Traffic Operations	Alley Lighting - Maintenance & Utility Costs			\$150.00	per light fixture	\$150.00	per light fixture	\$0.00	0%		
35		Traffic Operations & Parking	Traffic Operations	Average Annual Daily Traffic Counts	Y		\$30.00	each	\$30.00	each	\$0.00	0%		
36		Traffic Operations & Parking	Traffic Operations	Average Daily Traffic Volume Report	Y		\$30.00	per book	\$30.00	per book	\$0.00	0%		
37		Traffic Operations & Parking	Traffic Operations	Signal Timing Plan	Y		\$50.00	each	\$50.00	each	\$0.00	0%		
38		Traffic Operations & Parking	Traffic Operations	Traffic Control Signal Drawings	Y		\$50.00	each	\$50.00	each	\$0.00	0%		
39		Traffic Operations & Parking	Traffic Operations	Truck Route Maps	Y		\$50.00	each	\$50.00	each	\$0.00	0%		
40		Traffic Operations & Parking	Traffic Operations	Turning Movement Counts	Y		\$50.00	per count	\$50.00	per count	\$0.00	0%		
Notes:														
1		A 50% discount is available to various business associations in the Windsor area.												
2		Fee comes into effect in 2024												

City of Windsor  
User Fee Schedule

Infrastructure Services - Transit Windsor														
Ref #	Notes	Category / Division	Sub-Category / Sub-Division	Fee / Service	HST Appl	HST Notes	2022 Fee Excluding HST (Approved)		2023 Fee Excluding HST (Recommended)		Change Over Prior Year		Budget Issue Detail Report Reference	
							Cost	Unit of Measure	Cost	Unit of Measure	\$	%	Page #	Issue #
1		Transportation	City Service	Adult Cash Fare	N		\$3.15	per fare	\$3.25	per fare	\$0.10	3%	237	2023-0154
2		Transportation	City Service	Adult One-Way Ride	N		\$13.40	5 tickets	\$13.65	5 Rides	\$0.25	2%	237	2023-0154
3	10	Transportation	City Service	Adult 30 Day Pass	N		\$101.55	30 Days	\$104.90	30 Days	\$3.35	3%	237	2023-0154
4	10	Transportation	City Service	Adult 15 Day Pass	N		\$50.80	15 Days	\$52.45	15 Days	\$1.65	3%	237	2023-0154
5	1&2	Transportation	City Service	Adult 30 Day Affordable Pass Program (APP)	N		\$51.35	30 Days	\$52.45	30 Days	\$1.10	2%	237	2023-0154
6		Transportation	City Service	Children	N	Children 12 years of age and under are free on City service with a full paying passenger (if riding alone, qualifies as Youth)			Children 12 years of age and under are free on City service with a full paying passenger (if riding alone, qualifies as Youth)		n/a	n/a	237	2023-0154
7	2	Transportation	City Service	Corporate ValuPass	N		\$86.35	30 Days	\$88.00	30 Days	\$1.65	2%	237	2023-0154
8	2&5	Transportation	City Service	Day Pass	N		\$9.60	per day	\$10.00	per day	\$0.40	4%	237	2023-0154
9	7 & 8	Transportation	City Service	Class Pass (formerly Full Time Student Semester Pass geared to students over the age of 19 years.)	N		\$280.10	4 Months	\$71.40	per month	-\$208.70	-75%	237	2023-0154
10		Transportation	City Service	Photo ID	N		\$5.30	first time purchase or as needed	\$5.40	first time purchase or as needed	\$0.10	2%	237	2023-0154
11	3	Transportation	City Service	Senior Cash Fare	N		\$3.15	per fare	\$3.25	per fare	\$0.10	3%	237	2023-0154
12	2&3	Transportation	City Service	Senior One-Way Ride	N		\$10.50	5 tickets	\$10.70	5 Rides	\$0.20	2%	237	2023-0154
13	2&3	Transportation	City Service	Senior 30 Day Pass	N		\$51.40	30 Days	\$52.45	30 Days	\$1.05	2%	237	2023-0154
14	2&3	Transportation	City Service	Senior 15 Day Pass	N		\$25.70	15 Days	\$26.20	15 Days	\$0.50	2%	237	2023-0154
15	11	Transportation	City Service	Shuttle Service To Windsor Spitfire Games	N		\$3.10	round trip	\$3.50	round trip	\$0.40	13%	237	2023-0154
16	11	Transportation	City Service	Shuttle Service To Windsor Spitfire Games	N		\$1.60	one way	\$1.75	one way	\$0.15	9%	237	2023-0154
17	8	Transportation	City Service	Smart Card Fee	N		\$1.00	Per Smart Card	\$1.00	Per Smart Card	\$0.00	0%	237	2023-0154
18	4	Transportation	City Service	Youth Cash Fare	N		\$3.15	per fare	\$3.25	per fare	\$0.10	3%	237	2023-0154
19	2&4	Transportation	City Service	Youth One-Way Ride	N		\$10.50	5 tickets	\$10.70	5 Rides	\$0.20	2%	237	2023-0154
20	2&4	Transportation	City Service	Youth 30 Day Pass (Age 13-19)	N		\$70.00	30 Days	\$71.40	30 Days	\$1.40	2%	237	2023-0154
21	2&4	Transportation	City Service	Youth 15 Day Pass (Age 13-19)	N		\$35.00	15 Days	\$35.70	15 Days	\$0.70	2%	237	2023-0154
22	1,2&4	Transportation	City Service	Youth 30 Day Affordable Pass Program (APP)	N		\$51.35	30 Days	\$52.45	30 Days	\$1.10	2%	237	2023-0154
23	2&4	Transportation	City Service	Youth Summer Saver Pass	N		\$111.95	2 months (July & Aug)	\$114.20	2 months (July & Aug)	\$2.25	2%	237	2023-0154
24	4	Transportation	City and Tunnel Service	City and Tunnel Combo Pass	N		\$166.60	30 Days	\$169.95	30 Days	\$3.35	2%	237	2023-0154
25	6	Transportation	Tunnel Services	Tunnel Cash Fare	N		\$7.50	per fare	\$10.00	per fare	\$2.50	33%	237	2022-0199/ B27/2021
26	2	Transportation	Tunnel Services	Tunnel 30 Day Pass	N		\$101.55	30 Days	\$103.60	30 Days	\$2.05	2%	237	2023-0154

City of Windsor  
User Fee Schedule

Infrastructure Services - Transit Windsor														
Ref #	Notes	Category / Division	Sub-Category / Sub-Division	Fee / Service	HST Appl	HST Notes	2022 Fee Excluding HST (Approved)		2023 Fee Excluding HST (Recommended)		Change Over Prior Year		Budget Issue Detail Report Reference	
							Cost	Unit of Measure	Cost	Unit of Measure	\$	%	Page #	Issue #
27	2	Transportation	Tunnel Services	Tunnel 15 Day Pass	N		\$50.80	15 Days	\$51.80	15 Days	\$1.00	2%	237	2023-0154
28	6	Transportation	Tunnel Services	Tunnel Single Ride Ticket	N		\$7.50	per ticket	\$10.00	per ticket	\$2.50	33%	n/a	2022-0199/ B27/2021
29	9	Transportation	Regional - Zone 2	Adult Cash Fare	N		\$0.00		\$4.75	per fare	\$4.75	New	237	2023-0142
30	9	Transportation	Regional - Zone 2	Adult 30 Day Pass	N		\$0.00		\$152.00	30 Days	\$152.00	New	237	2023-0142
31	9	Transportation	Regional - Zone 2	Adult 15 Day Pass	N		\$0.00		\$77.00	15 Days	\$77.00	New	237	2023-0142
32	9	Transportation	Regional - Zone 2	Adult One-Way Rides (10 Rides)	N		\$0.00		\$40.00	10 Rides	\$40.00	New	237	2023-0142
33	9	Transportation	Regional - Zone 2	Adult One-Way Rides (5 Rides)	N		\$0.00		\$20.00	5 Rides	\$20.00	New	237	2023-0142
34	9	Transportation	Regional - Zone 2	Senior Cash Fare	N		\$0.00		\$4.75	per fare	\$4.75	New	237	2023-0142
35	2,3,9	Transportation	Regional - Zone 2	Senior 30 Day Pass	N		\$0.00		\$77.00	30 Days	\$77.00	New	237	2023-0142
36	2,3,9	Transportation	Regional - Zone 2	Senior 15 Day Pass	N		\$0.00		\$39.00	15 Days	\$39.00	New	237	2023-0142
37	2,3,9	Transportation	Regional - Zone 2	Senior One-Way Rides (10 Rides)	N		\$0.00		\$32.00	10 Rides	\$32.00	New	237	2023-0142
38	2,3,9	Transportation	Regional - Zone 2	Senior One-Way Rides (5 Rides)	N		\$0.00		\$16.00	5 Rides	\$16.00	New	237	2023-0142
39	9	Transportation	Regional - Zone 2	Youth Cash Fare	N		\$0.00		\$4.75	per fare	\$4.75	New	237	2023-0142
40	2,4,9	Transportation	Regional - Zone 2	Youth 30 Day Pass (Age 13-19)	N		\$0.00		\$77.00	30 Days	\$77.00	New	237	2023-0142
41	2,4,9	Transportation	Regional - Zone 2	Youth 15 Day Pass (Age 13-19)	N		\$0.00		\$39.00	15 Days	\$39.00	New	237	2023-0142
42	2,4,9	Transportation	Regional - Zone 2	Youth One-Way Rides (10 Rides)	N		\$0.00		\$32.00	10 Rides	\$32.00	New	237	2023-0142
43	2,4,9	Transportation	Regional - Zone 2	Youth One-Way Rides (5 Rides)	N		\$0.00		\$16.00	5 Rides	\$16.00	New	237	2023-0142
44	12	Transportation	Charter	Charter Hourly Rate (2 hour minimum)	Y		\$0.00		\$187.00	per hour	\$187.00	New	n/a	S 2/2023
45	12	Transportation	Charter	Bridge/Tunnel Tolls (round trip)	N		\$0.00		\$20.00	round trip	\$20.00	New	n/a	S 2/2023
46	12	Transportation	Charter	Destination Sign Custom Programming (per bus)	Y		\$0.00		\$50.00	per bus	\$50.00	New	n/a	S 2/2023
47	12	Transportation	Charter	Late Cancellation Fee (after 9:00 am on day prior to charter)	Y		\$0.00		\$125.00	per charter	\$125.00	New	n/a	S 2/2023
48	12	Transportation	Charter	Late Return Fee (per hour)	Y		\$0.00		\$500.00	per hour	\$500.00	New	n/a	S 2/2023
	Notes:													
	1	Based on approved application.												
	2	Reduced fare product.												
	3	Condition: Passenger must be 60+ years old. Valid identification is required for all reduced fares.												
	4	Refer to the City of Windsor's website or Transit Windsor offices for the Acceptable ID Details.												
	5	Unlimited use for a single day.												
	6	Including service to Comerica Park or Ford Field												
	7	Must provide proof of attendance in an elementary, high school or post-secondary institution												
	8	Class Pass (formerly Full-Time Student Semester Pass) has been changed to align with high school semesters. Students can purchase passes for 2 to 5 months in length based on number of months left in semester at time of purchase. 2023 fares translate to a 2% monthly increase over 2022 fares.												

City of Windsor  
User Fee Schedule

Infrastructure Services - Transit Windsor														
Ref #	Notes	Category / Division	Sub-Category / Sub-Division	Fee / Service	HST Appl.	HST Notes	2022 Fee Excluding HST (Approved)		2023 Fee Excluding HST (Recommended)		Change Over Prior Year		Budget Issue Detail Report Reference	
							Cost	Unit of Measure	Cost	Unit of Measure	\$	%	Page #	Issue #
9		Amherstburg Fares - Zone 2 - at a 50% premium over Windsor's base rate.												
10		Adult 30 and 15 day passes re-aligned with Adult & Youth APP Passes and Senior Passes												
11		Shuttles to Spitfires games are still well below regular adult rates.												
12		Charter Rates are effective April 1, 2023												
		Fare increases take effect July 1, 2023 (with the exception of charter rates)												
		Cash fare increases are rounded to \$0.25 increments												

City of Windsor  
User Fee Schedule

Human & Health Services - Huron Lodge														
Ref #	Notes	Category / Division	Sub-Category / Sub-Division	Fee / Service	HST Appl.	HST Notes	2022 Fee Excluding HST (Approved)		2023 Fee Excluding HST (Recommended)		Change Over Prior Year		Budget Issue Detail Report Reference	
							Cost	Unit of Measure	Cost	Unit of Measure	\$	%	Page #	Issue #
1	1	Resident Services		Auditorium Rental - 1-20 people (Non-Huron Lodge Resident)	Y		\$40.00	per use	\$40.00	per use	\$0.00	0%		
2	1	Resident Services		Auditorium Rental - 21-75 people (Non-Huron Lodge Resident)	Y		\$70.00	per use	\$70.00	per use	\$0.00	0%		
3		Resident Services		Chapel (Non-Huron Lodge Residents)	Y		\$25.00	per use	\$25.00	per use	\$0.00	0%		
4	1	Resident Services		The Family Celebration Room (Non-Huron Lodge Resident - maximum 8 people)	Y		\$30.00	per use	\$30.00	per use	\$0.00	0%		
5		Resident Services		Unit Activity Areas - maximum 16 people (Non-Huron Lodge Resident)	Y		\$30.00	per use (with meal purchase)	\$30.00	per use (with meal purchase)	\$0.00	0%		
6	1	Resident Services		Unit Activity Areas - maximum 16 people (Non-Huron Lodge Resident)	Y		\$35.00	per use (without meal purchase)	\$35.00	per use (without meal purchase)	\$0.00	0%		
Notes:														
1	Other fees may be applied where meals are not purchased.													





## Appendix D - 2 : City of Windsor User Fee Schedule

### Economic Development & Innovation

Building Services.....	61
Planning & Development.....	62

City of Windsor  
User Fee Schedule

Economic Development & Innovation - Building Services														
Ref #	Notes	Category / Division	Sub-Category / Sub-Division	Fee / Service	HST Appl.	HST Notes	2022 Fee Excluding HST (Approved)		2023 Fee Excluding HST (Recommended)		Change Over Prior Year		Budget Issue Detail Report Reference	
							Cost	Unit of Measure	Cost	Unit of Measure	\$	%	Page #	Issue #
1		Building	Building Enforcement	Performance Bond Inspections	N		\$253.60	per initial or maintenance inspection or \$75.00/hr if more than 3 hours	\$253.60	per initial or maintenance inspection or \$75.00/hr if more than 3 hours	\$0.00	0%		
				There is a \$2.00 service fee for any of the above on-line transactions and a \$3.00 service fee for any over-the-counter transactions including fax and mail-in options.										
				When the online EVOLTA digital application program becomes fully released for application processing, a flat one time \$40 fee (remitted to										
				The EVOLTA fee was included in the entered agreement approved by City Council CR366/2018.										

City of Windsor  
User Fee Schedule

Economic Development & Innovation - Planning & Development														
Ref #	Notes	Category / Division	Sub-Category / Sub-Division	Fee / Service	HST Appl.	HST Notes	2022 Fee Excluding HST (Approved)		2023 Fee Excluding HST (Recommended)		Change Over Prior Year		Budget Issue Detail Report Reference	
							Cost	Unit of Measure	Cost	Unit of Measure	\$	%	Page #	Issue #
1	1	Development	Committee of Adjustment	All Other consent Applications (Sections 53)	N		\$2,657.90	each	\$2,657.90	each	\$0.00	0%		
2	1	Development	Committee of Adjustment	Consent application: Each New Building Lot	N		\$2,657.90	each	\$2,657.90	each	\$0.00	0%		
3	1	Development	Committee of Adjustment	Consent application: Validation of title or foreclosure or exercise of power of sale	N		\$2,297.70	each	\$2,297.70	each	\$0.00	0%		
4	1	Development	Committee of Adjustment	Consent with minor variance: non-residential	N		\$3,888.50	each	\$3,888.50	each	\$0.00	0%		
5	1	Development	Committee of Adjustment	Consent with minor variance: residential	N		\$3,888.50	each	\$3,888.50	each	\$0.00	0%		
6		Development	Committee of Adjustment	Issuance of additional Certificates of the Official	N		\$248.50	each	\$248.50	each	\$0.00	0%		
7	1	Development	Committee of Adjustment	Legal Non-Conforming Uses - All Application Changes	N		\$2,534.75	each	\$2,534.75	each	\$0.00	0%		
8	1	Development	Committee of Adjustment	Legal Non-Conforming Uses - Enlargement or Extension of a Building	N		\$2,534.75	each	\$2,534.75	each	\$0.00	0%		
9	1	Development	Committee of Adjustment	Minor Variance - Fences	N		\$2,345.00	each	\$2,345.00	each	\$0.00	0%		
10	1	Development	Committee of Adjustment	Minor Variance - Non-Residential	N		\$2,449.00	each	\$2,449.00	each	\$0.00	0%		
11	1	Development	Committee of Adjustment	Minor Variance - Residential	N		\$2,449.00	each	\$2,449.00	each	\$0.00	0%		
12	1	Development	Committee of Adjustment	Minor Variance - Signs	N		\$2,345.00	each	\$2,345.00	each	\$0.00	0%		
13		Development	Committee of Adjustment	Notification fee when deferred at request of the applicant at time of request by applicant	N		\$508.20	per request	\$508.20	per request	\$0.00	0%		
14		Development	Committee of Adjustment	Requests for change to conditions (Major)	N		\$756.60	each	\$756.60	each	\$0.00	0%		
15		Development	Committee of Adjustment	Requests for change to conditions (Minor)	N		\$384.00	each	\$384.00	each	\$0.00	0%		
16		Development	Committee of Adjustment	Special hearings by request of applicant: Cost recovery at time of request by applicant	N		\$480.25	per request	\$480.25	per request	\$0.00	0%		
17		Development	Development Review Services	Additional Fee (Condos Conversion)	N		\$71.40	per unit	\$71.40	per unit	\$0.00	0%		
18		Development	Development Review Services	Amendment to Agreement of Plan of Subdivision/Condominium	Y		\$3,048.00	each	\$3,048.00	each	\$0.00	0%		
19	1	Development	Development Review Services	Amendment to Draft Approval of Plan of Subdivision/Condominium	Y		\$3,646.30	each	\$3,646.30	each	\$0.00	0%		
20		Development	Development Review Services	Application for Amalgamation of Condominium Corporations	N		\$1,863.00	each	\$1,863.00	each	\$0.00	0%		
21		Development	Development Review Services	Condo Conversion Building Department Inspection Fee	N		\$317.75	Base Fee	\$317.75	Base Fee	\$0.00	0%		
22	1	Development	Development Review Services	Condominium Conversion Application	N		\$7,575.00	Base Fee	\$7,575.00	Base Fee	\$0.00	0%		
23		Development	Development Review Services	Development Application Pre-Consultation - Stage 1 Fee	N		\$313.60	per request	\$313.60	per request	\$0.00	0%		
24	1	Development	Development Review Services	Official Plan Amendments (Major)	Y		\$8,112.35	Base Fee	\$4,056.17	Base Fee	(\$4,056.18)	-50%	Admin Change	

City of Windsor  
User Fee Schedule

Economic Development & Innovation - Planning & Development														
Ref #	Notes	Category / Division	Sub-Category / Sub-Division	Fee / Service	HST Appl.	HST Notes	2022 Fee Excluding HST (Approved)		2023 Fee Excluding HST (Recommended)		Change Over Prior Year		Budget Issue Detail Report Reference	
							Cost	Unit of Measure	Cost	Unit of Measure	\$	%	Page #	Issue #
25		Development	Development Review Services	Pre-Consultation Stage 2 Fee - Official Plan Amendments (Major)			\$0.00	Base Fee	\$4,056.18	Base Fee	\$4,056.18	n/a	Admin Change	
26	1	Development	Development Review Services	Official Plan Amendments (Minor)	Y		\$2,258.40	Base Fee	\$1,129.20	Base Fee	(\$1,129.20)	-50%	Admin Change	
27	1	Development	Development Review Services	Pre-Consultation Stage 2 Fee - Official Plan Amendments (Minor)	Y		\$0.00	Base Fee	\$1,129.20	Base Fee	\$1,129.20	n/a	Admin Change	
28	1	Development	Development Review Services	Part Lot Control Applications - Development Review Fee	N		\$1,196.50	per application	\$1,196.50	per application	\$0.00	0%		
29		Development	Development Review Services	Plan of Subdivision/Condominium Extension Draft & Approval	N		\$3,329.60	each	\$3,329.60	each	\$0.00	0%		
30	1	Development	Development Review Services	Plan of Subdivision/Condominium Base Fee: For Condominium	N		\$185.00	per lot/per unit	\$185.00	per lot/per unit	\$0.00	0%		
31	1	Development	Development Review Services	Plan of Subdivision/Condominium Base Fee: For Subdivision	N		\$684.00	per lot	\$684.00	per lot	\$0.00	0%		
32		Development	Development Review Services	Pre Holding/Service Removal	N		\$2,371.20	each	\$2,371.20	each	\$0.00	0%		
33		Development	Development Review Services	Removal of Holding H Symbol	N		\$1,536.00	each	\$1,536.00	each	\$0.00	0%		
34		Development	Development Review Services	Renotification Fee of Public Notice of Application for an Amendment/Applicant Request for Deferral at time of request by applicant By-Law 8600	Y		\$2,258.40	each	\$2,258.40	each	\$0.00	0%		
35	1	Development	Development Review Services	Rezoning Applications (Major)	N		\$5,837.40	Base Fee	\$2,918.70	Base Fee	(\$2,918.70)	-50%	Admin Change	
36	1	Development	Development Review Services	Pre-Consultation Stage 2 Fee - Rezoning Applications (Major)	N		\$0.00	Base Fee	\$2,918.70	Base Fee	\$2,918.70	n/a	Admin Change	
37	1	Development	Development Review Services	Rezoning Applications (Minor)	N		\$4,347.00	Base Fee	\$2,173.50	Base Fee	(\$2,173.50)	-50%	Admin Change	
38	1	Development	Development Review Services	Pre-Consultation Stage 2 Fee - Rezoning Applications (Minor)	N		\$0.00	Base Fee	\$2,173.50	Base Fee	\$2,173.50	na/	Admin Change	
39		Development	Development Review Services	Subdivision & Condominium Final Approval Registration Fee	N		\$519.60	per approved package	\$519.60	per approved package	\$0.00	0%		
40		Development	Development Review Services	Supplementary Building Department Inspection Fee: After 4 hours at time of request by applicant or when invoiced by Building Department	Y		\$100.00	per hour	\$100.00	per hour	\$0.00	0%		
41	1	Development	Site Plan Control	Pre-Consultation Fee - Site Plan Control	N		\$0.00	Base Fee	\$500.00	Base Fee	\$500.00	n/a	Admin Change	
42	1	Development	Site Plan Control	Amendment/Modification	N		\$3,895.00	Base Fee	\$3,395.00	Base Fee	(\$500.00)	-13%	Admin Change	

City of Windsor  
User Fee Schedule

Economic Development & Innovation - Planning & Development														
Ref #	Notes	Category / Division	Sub-Category / Sub-Division	Fee / Service	HST Appl.	HST Notes	2022 Fee Excluding HST (Approved)		2023 Fee Excluding HST (Recommended)		Change Over Prior Year		Budget Issue Detail Report Reference	
							Cost	Unit of Measure	Cost	Unit of Measure	\$	%	Page #	Issue #
43		Development	Site Plan Control	Inspections (Landscaping)	N		\$485.40	each	\$485.40	each	\$0.00	0%		
44		Development	Site Plan Control	Inspections (Lighting)	N		\$135.60	each	\$135.60	each	\$0.00	0%		
45	1	Development	Site Plan Control	Major Development Application	N		\$9,370.90	Base Fee	\$8,870.90	Base Fee	(\$500.00)	-5%	Admin Change	
46		Development	Site Plan Control	Minor Change	N		\$209.10	each	\$209.10	each	\$0.00	0%		
47		Development	Site Plan Control	Minor Change Requiring Review of Three or More Departments	N		\$739.00	each	\$739.00	each	\$0.00	0%		
48	1	Development	Site Plan Control	Minor Development Application	N		\$3,895.00	Base Fee	\$3,395.00	Base Fee	(\$500.00)	-13%	Admin Change	
49		Development	Site Plan Control	Re-review of Site Plan Application (Major)	N		\$3,240.60	each	\$3,240.60	each	\$0.00	0%		
50		Development	Site Plan Control	Re-review of Site Plan Application (Minor)	N		\$1,552.50	each	\$1,552.50	each	\$0.00	0%		
51		Development	Site Plan Control	Small Scale Low Profile Residential Development	N		\$214.25	each	\$214.25	each	\$0.00	0%		
52	1	Development	Site Plan Control	Standard Development Application	N		\$6,661.00	Base Fee	\$6,161.00	Base Fee	(\$500.00)	-8%	Admin Change	
Notes:														
1	GIS surcharge Applicable per application													
There is a \$2.00 service fee for any of the above on-line transactions and a \$3.00 service fee for any over-the-counter transactions including fax and mail-in options.														
When the online EVOLTA digital application program becomes fully released for application processing, a flat one time \$40 fee (remitted to the EVOLTA fee was included in the entered agreement approved by City Council CR366/2018.														



## Appendix D - 3: City of Windsor User Fee Schedule



### Office of the City Solicitor

Building Services.....	65
Planning & Development .....	75

City of Windsor  
User Fee Schedule

Economic Development & Innovation - Building Services														
Ref #	Notes	Category / Division	Sub-Category / Sub-Division	Fee / Service	HST / Appl	HST Notes	2022 Fee Excluding HST (Approved)		2023 Fee Excluding HST (Recommended)		Change Over Prior Year		Budget Issue Detail Report Reference	
							Cost	Unit of Measure	Cost	Unit of Measure	\$	%	Page #	Issue #
1		Building	Building Enforcement	Inspection calls over the 2 maximum calls allowed for each stage of required inspection	N		\$100.00	per additional inspection call	\$100.00	per additional inspection call	\$0.00	0%		
2		Building	Building Enforcement	Inspection requested but the work is incomplete	N		\$100.00	per inspection	\$100.00	per inspection	\$0.00	0%		
3		Building	Building Enforcement	Open and follow up a Dormant Permit File	N		\$75.00	per permit	\$75.00	per permit	\$0.00	0%		
4		Building	Building Enforcement	Permit Holdback Fee	N		\$1,000.00	per permit	\$1,000.00	per permit	\$0.00	0%		
5		Building	Building Enforcement	Special inspection requests (After hours inspections)	N		\$500.00	per inspection call (minimum \$500)	\$500.00	per inspection call (minimum \$500)	\$0.00	0%		
6		Building	Permit/Policy & Regulatory Services	Accessory Buildings (Ontario Building Code, Part 9, Group C) (new shed, de-attached garage, pool house, etc. not including Additional Dwelling Unit)	N		\$0.80	per sq. ft. (minimum \$250; plus mechanical and plumbing fees as applicable)	\$0.85	per sq. ft. (minimum \$265; plus mechanical and plumbing fees as applicable)	\$0.05	6%	7	2023-0198
7		Building	Permit/Policy & Regulatory Services	<b>All Other Group "C" occupancies as set out in the Ontario Building Code (New, Alteration)</b>	N		\$2.10	per sq.ft. (min fee \$220) Plus \$465.00 Mechanical Fee per dwelling unit -Plus Plumbing Fees and any other applicable fees as indicated in this by-law/schedule	\$2.25	per sq.ft. (min fee \$235) Plus \$500 Mechanical Fee per dwelling unit -Plus Plumbing Fees and any other applicable fees as indicated in this by-law/schedule	\$0.15	7%	7	2023-0198
8		Building	Permit/Policy & Regulatory Services	Alternative Solutions Application Fee (per application)	N		\$310.00	for up to 4 hours and \$100 per hour beyond the 4 hours	\$330.00	for up to 4 hours and \$105 per hour beyond the 4 hours	\$20.00	6%	7	2023-0198
9		Building	Permit/Policy & Regulatory Services	Backwater Valve/Sump Pit/sewage Ejector Pump Installations	N		\$15.50	per \$1,000 (or part thereof) of the estimated cost of the work (Minimum \$260)	\$16.60	per \$1,000 of the estimated cost of the work (Minimum \$280)	\$1.10	7%	7	2023-0198

City of Windsor  
User Fee Schedule

Economic Development & Innovation - Building Services														
Ref #	Notes	Category / Division	Sub-Category / Sub-Division	Fee / Service	HST / Appl	HST Notes	2022 Fee Excluding HST (Approved)		2023 Fee Excluding HST (Recommended)		Change Over Prior Year		Budget Issue Detail Report Reference	
							Cost	Unit of Measure	Cost	Unit of Measure	\$	%	Page #	Issue #
10		Building	Permit/Policy & Regulatory Services	Basement Floor Area (Ontario Building Code, House – Part 9, Group C) (New Construction and Basement Additions)	N		\$1.00	per sq.ft. (total basement floor area)	\$1.10	per sq.ft. (total basement floor area)	\$0.10	10%	7	2023-0198
11		Building	Permit/Policy & Regulatory Services	Change of Use - No construction	N		\$220.00	per permit change	\$235.00	per permit change	\$15.00	7%	7	2023-0198
12		Building	Permit/Policy & Regulatory Services	Chiller/Boiler Installation (All Building types) (New, Alteration)	N		\$15.50	per \$1000 construction value (min. \$465)	\$16.60	per \$1000 construction value (min. \$500)	\$1.10	7%	7	2023-0198
13		Building	Permit/Policy & Regulatory Services	Conditional Permit Fee	N		\$1,035.00	regular fee plus flat fee of \$1035 per permit	\$1,105.00	regular fee plus flat fee of \$1,105 per permit	\$70.00	7%	7	2023-0198
14		Building	Permit/Policy & Regulatory Services	Cooling Tower Installation (All Building types) (New, Alteration)	N		\$15.50	per \$1000 construction value (min. \$465)	\$16.60	per \$1000 construction value (min. \$500)	\$1.10	7%	7	2023-0198
15		Building	Permit/Policy & Regulatory Services	Copying/Scanning/Printing Fees	Y		\$8.50	per 1/4 hr. of labour	\$9.10	per 1/4 hr. of labour	\$0.60	7%	7	2023-0198
16		Building	Permit/Policy & Regulatory Services	Copying/Scanning/Printing Fees	Y		\$3.00	per 1st page copy	\$3.21	per 1st page copy	\$0.21	7%	7	2023-0198
17		Building	Permit/Policy & Regulatory Services	Copying/Scanning/Printing Fees	Y		\$0.50	per additional page copied	\$0.53	per additional page copied	\$0.03	6%	7	2023-0198
18		Building	Permit/Policy & Regulatory Services	Deck/Porch without a roof, (Ontario Building Code, Part 9, Group C) (New Construction)	N		\$0.80	per sq. ft. (minimum \$250)	\$0.85	per sq. ft. (minimum \$265)	\$0.05	6%	7	2023-0198
19		Building	Permit/Policy & Regulatory Services	Demolition Fee	N		\$0.15	per sq. ft. (minimum \$300.00)	\$0.16	per sq. ft. (minimum \$350.00)	\$0.01	7%	7	2023-0198
20		Building	Permit/Policy & Regulatory Services	Domestic Hot Water Tank Replacement - Non-Residential	N		\$170.00	per tank	\$180.00	per tank	\$10.00	6%	7	2023-0198
21		Building	Permit/Policy & Regulatory Services	Domestic Hot Water Tank Replacement - Residential	N		\$170.00	per tank	\$180.00	per tank	\$10.00	6%	7	2023-0198
22		Building	Permit/Policy & Regulatory Services	Dust Collector (New, Alteration)	N		\$465.00	per unit/system	\$500.00	per unit/system	\$35.00	8%	7	2023-0198



City of Windsor  
User Fee Schedule

Economic Development & Innovation - Building Services														
Ref #	Notes	Category / Division	Sub-Category / Sub-Division	Fee / Service	HST / Appl	HST Notes	2022 Fee Excluding HST (Approved)		2023 Fee Excluding HST (Recommended)		Change Over Prior Year		Budget Issue Detail Report Reference	
							Cost	Unit of Measure	Cost	Unit of Measure	\$	%	Page #	Issue #
23		Building	Permit/Policy & Regulatory Services	<b>Finished Basement Floor Area (Ontario Building Code, House – Part 9, Group C)</b> (not including Additional Dwelling Units) (New and Existing Construction)	N		\$0.52	per sq. ft. Plus mechanical and plumbing fees, as applicable	\$0.55	per sq. ft. Plus mechanical and plumbing fees, as applicable	\$0.03	6%	7	2023-0198
24		Building	Permit/Policy & Regulatory Services	Fire Alarm System (All Building types) (New, Alteration)	N		\$15.50	per \$1000 construction value (min. \$465)	\$16.60	per \$1000 construction value (min. \$500)	\$1.10	7%	7	2023-0198
25		Building	Permit/Policy & Regulatory Services	Fire Suppression System (All Building types) (New, Alteration)	N		\$15.50	per \$1000 construction value (min. \$465)	\$16.60	per \$1000 construction value (min. \$500)	\$1.10	7%	7	2023-0198
26		Building	Permit/Policy & Regulatory Services	House (Ontario Building Code Part 9, Group C) (New, Alteration, and Additional Dwelling Units) (Fee calculation to include the sum of all roofed areas (i.e.: attached garages, carports, covered porches, and supported roofs over attached decks or landings)	N		\$1.55	per sq. ft. (min fee \$220) Plus \$465.00 Mechanical Fee per dwelling unit -Plus applicable extras: attached Deck/Porch (without a roof), Basement Floor Area Fee (3), Plumbing Fees, Finished Basement Floor Area Fee (4) and, any other applicable fees indicated in this by-law/schedule.	\$1.65	per sq. ft. (min fee \$235) Plus \$500 Mechanical Fee per dwelling unit -Plus applicable extras: attached Deck/Porch (without a roof), Basement Floor Area Fee (3), Plumbing Fees, Finished Basement Floor Area Fee (4) and, any other applicable fees indicated in this by-law/schedule.	\$0.10	6%	7	2023-0198
27		Building	Permit/Policy & Regulatory Services	<b>HVAC All Other Group "C" occupancies as set out in the Ontario Building Code</b>	N		\$465.00	per unit/system	\$500.00	per unit/system	\$35.00	8%	7	2023-0198
28		Building	Permit/Policy & Regulatory Services	HVAC House (Ontario Building Code Part 9, Group C)	N		\$465.00	per unit/system	\$500.00	per unit/system	\$35.00	8%	7	2023-0198

City of Windsor  
User Fee Schedule

Economic Development & Innovation - Building Services														
Ref #	Notes	Category / Division	Sub-Category / Sub-Division	Fee / Service	HST / Appl	HST Notes	2022 Fee Excluding HST (Approved)		2023 Fee Excluding HST (Recommended)		Change Over Prior Year		Budget Issue Detail Report Reference	
							Cost	Unit of Measure	Cost	Unit of Measure	\$	%	Page #	Issue #
29		Building	Permit/Policy & Regulatory Services	HVAC Industrial/Commercial/Institutional (Ontario Building Code - Groups A, B, D, E, F1, F2, F3)	N		\$15.50	per \$1000 construction value (min. \$465)	\$16.60	per \$1000 construction value (min. \$500)	\$1.10	7%	7	2023-0198
30		Building	Permit/Policy & Regulatory Services	HVAC Post Disaster Buildings (as defined in Division A, Article 1.4.1.2 of the Ontario Building Code)	N		\$15.50	per \$1000 construction value (min. \$465)	\$16.60	per \$1000 construction value (min. \$500)	\$1.10	7%	7	2023-0198
31		Building	Permit/Policy & Regulatory Services	<b>Industrial/Commercial/Institutional – General (Ontario Building Code - Group A, B, D, E, F1, F2, F3)</b> (Fee calculation to include the sum of all floor areas, including floors underground) (New, Alteration)	N		\$2.50	\$2.50 per sq. ft. Plus Plumbing Fees and any other applicable fees indicated in this by-law/schedule.	\$2.65	per sq. ft. Plus Plumbing Fees and any other applicable fees indicated in this by-law/schedule.	\$0.15	6%	7	2023-0198
32		Building	Permit/Policy & Regulatory Services	Interior Alteration Permit Only for Ontario Building Code** Group A, B,D,E, F Occupancies (Fee calculation to include the sum of all floor areas, including underground)	N		\$0.75	per sq. ft. (min fee \$220) -Plus applicable Plumbing Fees, Mechanical Fees and any other applicable fees as indicated in this by-law/schedule	\$0.80	per sq. ft. (min fee \$235) -Plus applicable Plumbing Fees, Mechanical Fees and any other applicable fees as indicated in this by-law/schedule	\$0.05	7%	7	2023-0198
33		Building	Permit/Policy & Regulatory Services	Interior Finishing: where a permit for only the shell of the building was issued	N		\$0.75	per sq. ft. Plus any plumbing and mechanical Fees applicable indicated in this by-law/schedule. (minimum \$220)	\$0.80	per sq. ft. Plus any plumbing and mechanical Fees applicable indicated in this by-law/schedule. (minimum \$235)	\$0.05	7%	7	2023-0198
34		Building	Permit/Policy & Regulatory Services	Kitchen Hood	N		\$465.00	per unit/system	\$500.00	per unit/system	\$35.00	8%	7	2023-0198

City of Windsor  
User Fee Schedule

Economic Development & Innovation - Building Services														
Ref #	Notes	Category / Division	Sub-Category / Sub-Division	Fee / Service	HST / Appl	HST Notes	2022 Fee Excluding HST (Approved)		2023 Fee Excluding HST (Recommended)		Change Over Prior Year		Budget Issue Detail Report Reference	
							Cost	Unit of Measure	Cost	Unit of Measure	\$	%	Page #	Issue #
35		Building	Permit/Policy & Regulatory Services	Laboratory Hood	N		\$15.50	per \$1000 construction value (min. \$465)	\$16.60	per \$1000 construction value (min. \$500)	\$1.10	7%	7	2023-0198
36		Building	Permit/Policy & Regulatory Services	Lot Grading Review including parking areas (not applicable on "House" (Ontario Building Code, Part 9, Group C) permit types)	N		\$465.00	per review	\$500.00	per review	\$35.00	8%	7	2023-0198
37		Building	Permit/Policy & Regulatory Services	Mechanical Roof Top Unit replacement	N		\$260.00	per roof top unit	\$280.00	per roof top unit	\$20.00	8%	7	2023-0198
38		Building	Permit/Policy & Regulatory Services	Mezzanine (All types)	N		Equal to the \$/sqft for the Base Permit Fee per occupancy. Plus mechanical and plumbing fees, as applicable.	per permit	Equal to the \$/sqft for the Base Permit Fee per occupancy. Plus mechanical and plumbing fees, as applicable.	per permit	n/a	n/a	7	2023-0198
39		Building	Permit/Policy & Regulatory Services	Partial Occupancy	N		\$0.05	per sq. ft. for area to be occupied (minimum \$300.00)	\$0.05	per sq. ft. for area to be occupied (minimum \$350.00)	\$0.00	0%	7	2023-0198
40		Building	Permit/Policy & Regulatory Services	Partial Permit Fee	N		\$520.00	The regular fee plus \$520 flat fee per permit	\$550.00	The regular fee plus \$550 flat fee per permit	\$30.00	6%	7	2023-0198
41		Building	Permit/Policy & Regulatory Services	Permit Deposit	N		\$500.00	per dwelling unit	\$500.00	per dwelling unit	\$0.00	0%	7	2023-0198

City of Windsor  
User Fee Schedule

Economic Development & Innovation - Building Services														
Ref #	Notes	Category / Division	Sub-Category / Sub-Division	Fee / Service	HST / Appl	HST Notes	2022 Fee Excluding HST (Approved)		2023 Fee Excluding HST (Recommended)		Change Over Prior Year		Budget Issue Detail Report Reference	
							Cost	Unit of Measure	Cost	Unit of Measure	\$	%	Page #	Issue #
42		Building	Permit/Policy & Regulatory Services	Non refundable Permit Deposit Fee for all other application types	N		\$0.00		Minimum of \$80 to a maximum of \$5,000 based on the building permit application type	per permit	new	new	7	2023-0198
43		Building	Permit/Policy & Regulatory Services	Permit Finalization Letter	N		\$26.00	per letter	\$28.00	per letter	\$2.00	8%	7	2023-0198
44		Building	Permit/Policy & Regulatory Services	<b>Permit Resubmission – AFTER permit is issued</b>	N		\$220.00	per permit resubmission; plus additional permit fees as applicable (no refunds will be issued on original permit)	\$235.00	per permit resubmission; plus additional permit fees as applicable (no refunds will be issued on original permit)	\$15.00	7%	7	2023-0198
45		Building	Permit/Policy & Regulatory Services	<b>Permit Resubmission – BEFORE permit is issued</b>	N		\$220.00	per permit resubmission	\$235.00	per permit resubmission	\$15.00	7%	7	2023-0198
46		Building	Permit/Policy & Regulatory Services	<b>Permit Resubmission – due to application found to be incomplete</b>	N		25% of application fee	per permit resubmission (minimum \$220)	25% of application fee	per permit resubmission (minimum \$235)	n/a	n/a	7	
47		Building	Permit/Policy & Regulatory Services	Plumbing Any Bathroom (only applicable on all New House Construction)	N		\$87.00	per bathroom	\$105.00	per bathroom	\$18.00	21%	7	2023-0198
48		Building	Permit/Policy & Regulatory Services	Plumbing - Any Bathroom - Rough-In (R/I) fixtures - (only applicable on all New House Construction)	N		\$87.00	per roughed in bathroom	\$105.00	per roughed in bathroom	\$18.00	21%	7	2023-0198
49		Building	Permit/Policy & Regulatory Services	Rough-In Plumbing - Applicable on all permit types other than New House Construction (Residential and Non-Residential)	N		\$29.00	per R/I Fixture Unit	\$35.00	per R/I Fixture Unit	\$6.00	21%	7	2023-0198
50		Building	Permit/Policy & Regulatory Services	Post Disaster Buildings (as defined in Ontario Building Code Division A, Article 1.4.1.2 of the Building Code)(New, Alteration, Renovations, Additions and Repairs)	N		\$3.60	per sq. ft. Plus Plumbing Fees and any other applicable fees indicated in this by-law/schedule.	\$3.85	per sq. ft. Plus Plumbing Fees and any other applicable fees indicated in this by-law/schedule.	\$0.25	7%	7	2023-0198

City of Windsor  
User Fee Schedule

Economic Development & Innovation - Building Services														
Ref #	Notes	Category / Division	Sub-Category / Sub-Division	Fee / Service	HST / Appl	HST Notes	2022 Fee Excluding HST (Approved)		2023 Fee Excluding HST (Recommended)		Change Over Prior Year		Budget Issue Detail Report Reference	
							Cost	Unit of Measure	Cost	Unit of Measure	\$	%	Page #	Issue #
51		Building	Permit/Policy & Regulatory Services	Projects and items not specifically listed in this schedule for Ontario Building Code Groups "A", "B", "C", "D", "E" and "F" Occupancies	N		\$15.50	per \$1,000 (or part thereof) of the estimated cost of the work (Minimum \$220)	\$16.60	per \$1,000 of the estimated cost of the work (Minimum \$235)	\$1.10	7%	7	2023-0198
52		Building	Permit/Policy & Regulatory Services	Property Information Letter	N		\$75.00	per letter	\$80.00	per letter	\$5.00	7%	7	2023-0198
53		Building	Permit/Policy & Regulatory Services	Piping Services Agreements	N		\$0.00		\$1,105.00	per agreement	\$1,105.00	new	7	2023-0198
54		Building	Permit/Policy & Regulatory Services	Sanitary drainage piping servicing; All Other Group "C" occupancies as set out in the Ontario Building Code (New, Alteration)	N		\$3.40	per linear foot (minimum \$220)	\$3.65	per linear foot (minimum \$255)	\$0.25	7%	7	2023-0198
55		Building	Permit/Policy & Regulatory Services	Sanitary drainage piping servicing: House (Ontario Building Code Part 9, Group C) (New, Alteration and Additional Dwelling Units)	N		\$205.00	per dwelling unit	\$255.00	per dwelling unit	\$50.00	24%	7	2023-0198
56		Building	Permit/Policy & Regulatory Services	Sanitary drainage piping servicing: Industrial/Commercial/Institutional – (Ontario Building Code - Groups A, B, D, E, F1, F2, or F3) (New, Alteration)	N		\$3.40	per linear foot (minimum \$220)	\$3.65	per linear foot (minimum \$255)	\$0.25	7%	7	2023-0198
57		Building	Permit/Policy & Regulatory Services	Sanitary drainage piping servicing: Post Disaster Buildings (as defined in Division A, Article 1.4.1.2 of the Ontario Building Code) (New, Alteration)	N		\$3.40	per linear foot (minimum \$220)	\$3.65	per linear foot (minimum \$255)	\$0.25	7%	7	2023-0198
58		Building	Permit/Policy & Regulatory Services	Search fees	N		\$40.00	per search	\$43.00	per search	\$3.00	8%	7	2023-0198
59		Building	Permit/Policy & Regulatory Services	Sewage System Fee - Class 4 - (All types new or repair)	N		\$1,035.00	each	\$1,105.00	each	\$70.00	7%	7	2023-0198

City of Windsor  
User Fee Schedule

Economic Development & Innovation - Building Services														
Ref #	Notes	Category / Division	Sub-Category / Sub-Division	Fee / Service	HST / Appl	HST Notes	2022 Fee Excluding HST (Approved)		2023 Fee Excluding HST (Recommended)		Change Over Prior Year		Budget Issue Detail Report Reference	
							Cost	Unit of Measure	Cost	Unit of Measure	\$	%	Page #	Issue #
60		Building	Permit/Policy & Regulatory Services	Sewage System Fee - Class 5 - Holding Tank	N		\$1,035.00	each	\$1,105.00	each	\$70.00	7%	7	2023-0198
61		Building	Permit/Policy & Regulatory Services	Simple Group F (Industrial) Building (8) Occupancies	N		\$1.75	per sq. ft. Plus mechanical and plumbing fees, as applicable	\$1.90	per sq. ft. Plus mechanical and plumbing fees, as applicable	\$0.15	9%	7	2023-0198
62		Building	Permit/Policy & Regulatory Services	Shell Permit Only for Groups "A", "B", "D", "E" and "F" Occupancies	N		\$1.75	per sq. ft. Plus mechanical and plumbing fees as applicable	\$1.85	per sq. ft. Plus mechanical and plumbing fees as applicable	\$0.10	6%	7	2023-0198
63		Building	Permit/Policy & Regulatory Services	Solar Panel System	N		\$15.50	per \$1,000 (or part thereof) of the estimated cost of the work (Minimum \$465)	\$16.60	per \$1,000 of the estimated cost of the work (Minimum \$500)	\$1.10	7%	7	2023-0198
64		Building	Permit/Policy & Regulatory Services	Special Research Request Fee	N		\$310.00	for up to 4 hours and \$100 per hour beyond the 4 hours	\$330.00	for up to 4 hours and \$105 per hour beyond the 4 hours	\$20.00	6%	7	2023-0198
65		Building	Permit/Policy & Regulatory Services	Spray Booth (New, Alteration)	N		\$465.00	per unit/system	\$500.00	per unit/system	\$35.00	8%	7	2023-0198
66		Building	Permit/Policy & Regulatory Services	Sprinkler System (All Building types) (New, Alteration)	N		\$15.50	per \$1000 construction value (min. \$465)	\$16.60	per \$1000 construction value (min. \$500)	\$1.10	7%	7	2023-0198
67		Building	Permit/Policy & Regulatory Services	Stand Pipe System (All Building types) (New, Alteration)	N		\$15.50	per \$1000 construction value (min. \$465)	\$16.60	per \$1000 construction value (min. \$500)	\$1.10	7%	7	2023-0198
68		Building	Permit/Policy & Regulatory Services	Storm Drainage - not connected to a building: (New, Alteration) (all permit types)	N		\$3.40	per linear foot plus \$55 for each additional catch basin after the first catch basin (minimum fee \$255)	\$3.65	per linear foot plus \$60 for each additional catch basin after the first catch basin (minimum fee \$255)	\$0.25	7%	7	2023-0198

City of Windsor  
User Fee Schedule

Economic Development & Innovation - Building Services														
Ref #	Notes	Category / Division	Sub-Category / Sub-Division	Fee / Service	HST / Appl	HST Notes	2022 Fee Excluding HST (Approved)		2023 Fee Excluding HST (Recommended)		Change Over Prior Year		Budget Issue Detail Report Reference	
							Cost	Unit of Measure	Cost	Unit of Measure	\$	%	Page #	Issue #
69		Building	Permit/Policy & Regulatory Services	<b>Storm drainage piping servicing; All Other Group "C"</b> occupancies as set out in the Ontario Building Code (New, Alteration)	N		\$3.40	per linear foot (minimum \$220)	\$3.65	per linear foot (minimum \$255)	\$0.25	7%	7	2023-0198
70		Building	Permit/Policy & Regulatory Services	Storm drainage piping servicing; House (Ontario Building Code, Part 9, Group C) (New); (As applicable on Alteration, and Additional Dwelling Units)	N		\$255.00	per dwelling unit	\$255.00	per dwelling unit	\$0.00	0%	7	2023-0198
71		Building	Permit/Policy & Regulatory Services	Storm drainage piping servicing; <b>Industrial/Commercial/Institutional – (Ontario Building Code - Groups A, B, D, E, F1, F2, or F3)</b> (New, Alteration)	N		\$3.40	per linear foot (minimum \$220)	\$3.65	per linear foot (minimum \$255)	\$0.25	7%	7	2023-0198
72		Building	Permit/Policy & Regulatory Services	Storm drainage piping servicing; Post Disaster Buildings (as defined in Division A, Article 1.4.1.2 of the Ontario Building Code) (New, Alteration)	N		\$3.40	per linear foot (minimum \$220)	\$3.65	per linear foot (minimum \$255)	\$0.25	7%	7	2023-0198
73		Building	Permit/Policy & Regulatory Services	Supplementary Plans Review Fee	N		\$310.00	for up to 4 hours and \$100 per hour beyond the 4 hours	\$330.00	for up to 4 hours and \$105 per hour beyond the 4 hours	\$20.00	6%	7	2023-0198
74		Building	Permit/Policy & Regulatory Services	Tents	N		\$165.00	per permit	\$180.00	per permit	\$15.00	9%	7	2023-0198
75		Building	Permit/Policy & Regulatory Services	Transfer of permit and/or application	N		\$110.00	per transfer	\$115.00	per transfer	\$5.00	5%	7	2023-0198
76		Building	Permit/Policy & Regulatory Services	Water Service Permit House (Ontario Building Code, Part 9, Group C) New, Alteration and Additional Dwelling Units	N		\$80.00	per dwelling unit	\$90.00	per dwelling unit	\$10.00	13%	7	2023-0198
77		Building	Permit/Policy & Regulatory Services	<b>Water Service Permit House All Other Group "C" occupancies</b> as set out in the Ontario Building Code (New, Alteration)	N		\$3.40	per ft. (minimum \$220)	\$3.65	per ft. (minimum \$255)	\$0.25	7%	7	2023-0198
78		Building	Permit/Policy & Regulatory Services	<b>Water Service Permit Industrial/Commercial/Institutional – (Ontario Building Code - Groups A, B, D, E, F1, F2, or F3)</b> (New, Alteration)	N		\$3.40	per ft. (minimum \$220)	\$3.65	per ft. (minimum \$255)	\$0.25	7%	7	2023-0198

City of Windsor  
User Fee Schedule

Economic Development & Innovation - Building Services														
Ref #	Notes	Category / Division	Sub-Category / Sub-Division	Fee / Service	HST / Appl	HST Notes	2022 Fee Excluding HST (Approved)		2023 Fee Excluding HST (Recommended)		Change Over Prior Year		Budget Issue Detail Report Reference	
							Cost	Unit of Measure	Cost	Unit of Measure	\$	%	Page #	Issue #
79		Building	Permit/Policy & Regulatory Services	Water Service Permit Post Disaster Buildings (as defined in Division A, Article 1.4.1.2 of the Ontario Building Code) (New, Alteration)	N		\$3.40	per ft. (minimum \$220)	\$3.65	per ft. (minimum \$255)	\$0.25	7%	7	2023-0198
80		Building	Permit/Policy & Regulatory Services	Work without a Permit - for projects commenced <u>prior</u> to permit issuance	N		1.5 times the applicable max. building permit fee	(max. \$5,000 add'l. fee, minimum \$500 add'l. fee)	1.5 times the applicable max. building permit fee	(max. \$5,000 add'l. fee, minimum \$500 add'l. fee)	n/a	n/a		
81		Building	Permit/Policy & Regulatory Services	WUC Temporary Institutional/Commercial/Industrial Construction Water Fee - set by WUC & collected for WUC by Windsor Building Services Staff. A cooperative operating efficiency measure.	N		\$300.00	per construction permit	\$300.00	per construction permit	\$0.00	0%		
82		Building	Permit/Policy & Regulatory Services	WUC Temporary Residential Construction Water Fee - set by WUC & collected for WUC by Windsor Building Services Staff. A cooperative operating efficiency measure.	N		\$180.00	per construction permit	\$180.00	per construction permit	\$0.00	0%		
83		Building	Permit/Policy & Regulatory Services	<b>Zoning Certificate Fee – New Home Construction</b>	N		\$100.00	per applicable permit	\$110.00	per applicable permit	\$10.00	10%	7	2023-0198
84		Building	Permit/Policy & Regulatory Services	Zoning Certificate Fee - Small Residential Permits (alterations, decks, pools, backwater valves, etc.), Tent Permits and, non-structural Mechanical Roof Top Unit Replacement Permits	N		\$50.00	per applicable permit	\$55.00	per applicable permit	\$5.00	10%	7	2023-0198
85		Building	Permit/Policy & Regulatory Services	<b>Zoning Certificate Fee– All other Permits not listed above</b>	N		\$200.00	per applicable permit	\$215.00	per applicable permit	\$15.00	8%	7	2023-0198
86		Building	Permit/Policy & Regulatory Services	Geomatics GIS user fee to be applied to Permit services	N		7%	per applicable permit	7%	per applicable permit	\$0.00	0%		
87		Building	Permit/Policy & Regulatory Services	Furnace Replacement Only (located in individual residential unit)	N		\$260.00	per furnace unit	\$280.00	per furnace unit	\$20.00	8%	7	2023-0198
	Notes:													
			There is a \$3.00 service fee for on-line transactions											



City of Windsor  
User Fee Schedule

Economic Development & Innovation - Planning & Development														
Ref #	Notes	Category / Division	Sub-Category / Sub-Division	Fee / Service	HST / Appl	HST Notes	2022 Fee Excluding HST (Approved)		2023 Fee Excluding HST (Recommended)		Change Over Prior Year		Budget Issue Detail Report Reference	
							Cost	Unit of Measure	Cost	Unit of Measure	\$	%	Page #	Issue #
							1		Development	Development Review Services	Additional Fee: For Condominium	N		\$181.15
2		Development	Development Review Services	Additional Fee: For Subdivision	N		\$609.65	per lot	\$609.65	per lot	\$0.00	0%		



**Subject: 2023 10-Year Recommended Capital Budget - City Wide**

**Reference:**

Date to Council: April 3, 2023  
Author: Natasha Gabbana  
Senior Manager, Asset Planning  
[ngabban@citywindsor.ca](mailto:ngabban@citywindsor.ca)  
519-255-6100 x6111

Mike Dennis  
Financial Manager, Asset Planning  
[mdennis@citywindsor.ca](mailto:mdennis@citywindsor.ca)  
519-255-6100 x6343

Asset Planning  
Report Date: 2/16/2023  
Clerk's File #: AF/14372

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

**Recommendation:**

THAT City Council **RECEIVE** the 2023 10-Year Capital Budget documents reflective of \$1,756,783,528 in total funding; and,

THAT City Council **APPROVE** the recommended allocation of the 2023 available funding, inclusive of funding required for pre-commitments and placeholders previously approved by City Council, for capital projects totalling \$178,530,254; and,

THAT City Council **APPROVE IN PRINCIPLE** the recommended allocation of the 2024 through 2032 available funding, inclusive of funding required for pre-commitments and placeholders previously approved by City Council, for capital projects totalling \$1,578,253,274; and,

That City Council **APPROVE** the reallocation of funding sources for previously approved pre-committed funding, as well as the pre-commitment of additional funding, as identified in the Financial Matters section of this report; and,

That City Council **APPROVE** an extension of the Asset Management Plan levy of 1.16% for one additional year in 2026 to support the City's commitment under the Social Housing Repair & Renewal funding agreement and to provide additional, dedicated funding to support housing and homelessness initiatives.

## Executive Summary:

N/A

## Background:

On December 13, 2021, City Council approved the 2022 10-Year Capital Budget (B28/2021). The 2023 Capital Budget being submitted to Council updates that plan for 2023 through to 2032.

At its meeting of May 9, 2022, Council adopted Council Resolution CR203/2022 which directed, in part, the following:

*“That the report of the Chief Financial Officer & City Treasurer dated May 9, 2022 regarding the 2023 Proposed Budget Process & Timeline **BE RECEIVED** for information.”*

In addition, CR203/2022 contained the following recommendation:

*“That City Council **CONFIRMS** that Administration is to develop the 2023 10-year Capital Budget based on current funding level projections, inclusive of the operational (tax levy based) transfers to capital being maintained at current 2022 levels.”*

Through the 2023 budget process, the 10-Year Capital Budget was updated to reflect changes to projects previously presented as part of the 2022 capital plan and to bring forward new projects contemplated from 2023 through to 2032. The budget has also been developed to reflect the guidelines and principles established within the approved Asset Management Plan (AMP) (CR424/2019).

## Discussion:

### Overview of the Capital Budget Documents

The recommended 2023 10-Year Capital Budget identifies investments totalling almost \$1.8 billion in spending. A summary of the capital budget expenditures by year and their funding sources is provided in **Section 2 – Capital Budget Executive Summary**. It also provides information on the impact of the AMP on the capital plan since the inception of the Asset Management levy in 2020 and the continued investment in road and sewer work. Continuing a feature which was introduced as part of the 2020 Capital Budget, and in order to ensure consistency with the AMP, the Executive Summary document also includes the categorization of various capital investments into Investment Classification types. This provides an alternate view of the types of investments included in the capital budget, aside from the traditional Major Categories into which projects are typically placed. Details and definitions for each of the capital investment categorizations are provided in Section 2 as well. It should be noted that several projects have both restricted (Class 1) and unrestricted (Class 2 to 5) funding associated with them. In these cases, the project will be identified in Class 1 for the restricted portion of the funding and the appropriate Classification for the unrestricted funding portion.

**Section 3 – 10-Year Capital Project Listing by Major Category** identifies all recommended capital investments by Major Category: Roads Infrastructure; Sewers Infrastructure; Transportation; Parks and Recreation; Corporate Property Infrastructure; Corporate Technology; Community and Economic Development; Corporate Reserve Replenishment and Agencies, Boards and Committees (ABC's). These categories are important to understanding how the capital budget is allocated across all municipal service areas.

Finally, **Section 4 – Capital Project Summaries**, provides detailed information on each of the individually recommended projects inclusive of project description, total funding, and funding source.

### **Capital Budget Development**

Total funds of approximately \$1.8 billion are projected to be available in this 2023 10-year Capital Budget (2023 – 2032) as detailed within the 2023 Recommended Capital Budget documents.

The process for Capital Budget development includes the identification of changes which impact the previous capital budget projects that were approved in principle. These changes can be the result of several factors including, but not limited to, changing demands, higher than expected tender prices, unexpected infrastructure needs and/or matching funding requirements for grants. New projects are also brought forward within the 2023 to 2031 period based on new information and Council priorities. Projects are also developed for the 10<sup>th</sup> year of the plan, which in this case, covers 2032.

As is the case in most budget years, the majority of changes to the 2023 Capital Budget represent the movement of funds to accommodate changes in construction schedules, make adjustments for increased pricing and inflation, and address previous pre-commitments of Council. Changes can also occur due to the reallocation of funding so that projects with the ability to proceed are fully funded in order to allow them to be completed. Additionally, as part of this review process, Administration performs an analysis to determine if total funding from the various funding sources is being maximized and, in some cases, projects are allocated additional funding as a result. In other instances, similar projects are consolidated so that they may be addressed under one project. With respect to major road, sewer and other supporting infrastructure work, significant reallocations of funding may be made in order to prepare for and/or advance priority work. An example of this is for the significant works required to support development in the Sandwich South Development area. In these cases, where priority work is identified, funds are reallocated in order to maximize opportunities to build critical infrastructure; however the original work is either reallocated funding from alternative sources or funding is replaced in future years.

Generally, the aforementioned changes will have little or no impact on the overall capital program or the projects identified within it from one year to the next. There are however, some recommended changes to the 2023 10-year plan which are highlighted in the following table as they represent new funding recommendations or projects not previously contemplated by Council.

Project ID	Project Title	Change	Explanation
HCS-001-14	Windsor Essex Community Housing Corporation Capital Improvements	\$ 25,217,872	Adjustments required to City and County contribution to align with \$80M matching obligation previously approved by Council. Funding to be provided from extension of 1.16% AMP levy into 2026.
FRS-003-13	New Fire Headquarters - Station #1	\$ 19,112,631	Previously unallocated funding was directed to this project.
FIN-001-23	Corporate Inflation Mitigation	\$ 15,000,000	Funding has been set aside by Administration to mitigate overages in tender pricing resulting from excess inflation.
HCS-001-23	Housing Hub	\$ 10,000,000	Initial funding needed to acquire property for Housing Hub. Administration will work to secure additional funding from Provincial and Federal governments. Funding to be provided from the extension of the 1.16% AMP levy into 2026.
ENG-002-23	LGES (NextStar Energy Inc) Electric Vehicle Battery Plant – Site Servicing	\$ 8,000,000	Budget required to service property for LGES Battery Plant. Funding coming from PAYG (\$3.89M), Industrial Site Development (\$1.25M), Sewer Surcharge (\$1.36M), and external funds (\$1.5M).
ENG-001-23	Central Library	\$ 4,460,000	Previously unallocated funding was directed to this project.
ECB-039-18	Ward Funds	\$ 1,100,000	Previously unallocated funding was directed to this project.
ENG-014-20	Ojibway Wildlife Overpass	\$ (1,250,000)	Funding has been redirected pending outcome of National Urban Park.

Full details for all projects are included in **Section 4 – Capital Project Summaries** of the 2023 Capital Budget documents, inclusive of project description, current and previous funding allocations, and identification of funding source.

It should be noted that through the development of the 2023 10-Year Capital Budget there were **no significant reductions** to previously presented project budgets that impact project scope; however in some cases, project timing may be impacted to allow for priority work to proceed. In addition, a number of departmental requests for additional program or project funding were not able to be accommodated within the current funding available in the 10 year plan. These requests reflect increases needed to deal with both maintenance of existing infrastructure, along with a number of new project initiatives. Unless additional funding is provided in the overall capital plan, there will continue to be increasing pressure on both existing programs and expansion of service.

## Pre-Committed and Placeholder Funding

Over the past number of years the City has undertaken a practice whereby some capital funds are pre-committed. This allows the City to avoid the issuance of costly long-term debt by utilizing internal funds to fund project work instead. Pre-committed funds are released for immediate use to complete priority projects. In these cases, internal financing costs (paid to the City) are included within the project budgets for the unfunded period.

There are several advantages to the pre-commitment of funds. For example, when projects are several years long, tenders can be issued for larger sections so costs are lower, even if the work will span several years. If work was to be tendered year by year as funding is approved, costs would be much higher as the tenders would be for smaller pieces of work and construction would take longer as the required tendering process would need to be done annually. Tenders or Requests for Proposals cannot be issued without confirmation of approved funding. The ability to commit several years of funding for such a project reduces the overall cost by allowing a current tender for a larger piece of work and reduces construction time as there is no start and stop each season. This also works well for bulk purchases of large assets such as playground and buses to take advantage of current and bulk order pricing.

As per Purchasing Bylaw 93-2012, awards of tenders meeting certain specifications will be awarded directly by Administration through the Delegation of Authority (in order to expedite completion of the projects) subject to the following conditions:

- The tender is being awarded to the low bidder,
- The low tender meets the required specifications for the project,
- The low tender meets all the requirements of the purchasing bylaw, and
- The low tender is within the approved budget for the project.

Administration prepares a Delegation of Authority (DOA) report to award the tenders and then reports the various awards to Council through the normal DOA reporting process.

On an annual basis, Administration also seeks pre-commitments to the next year's capital budget funding so that tenders can be issued for projects ahead of budget deliberations, allowing construction to start in the Spring. While this does not represent a long pre-commitment period prior to the budget year being finalized, it greatly improves our ability to obtain favourable tender pricing and expedite the construction early in the new year.

Another advantage to pre-committing funding for larger multi-year projects is that funding requirements for major projects do not adversely impact any one year of the capital budget. Allocating funding for major projects over the 10 years leaves sufficient funding room in each year for other projects to proceed while still committing the full funds required for major works.

Further, in some instances, the budget includes projects which are not anticipated to start until future years; however assets can and do fail at times sooner than anticipated. The ability to pre-commit future funding for immediate use allows flexibility for the asset to be addressed without the need to defer or cancel other projects.

Finally, grants from senior levels of government often require confirmation of matching funding. Many grants do not fund projects which are already funded and have already been started by the municipality. In these cases, in order to leverage as much grant funding as possible from senior levels of government, we look for appropriate projects which are included in the forecasted capital plan and that meet the required grant guidelines. Often, this requires the pre-commitment of future funds as failure to do so would result in the foregoing of potentially significant grant funding.

Placeholder funding differs from the pre-commitment of funds in that it ensures that projects which City Council has identified as a priority have funding in place should they proceed; however Administration is not able to reallocate placeholder funding to a specific project unless formally approved by City Council to do so. Placeholder funding is typically used to set aside funds in order to avoid the risk of these funds being used while priority projects are further developed or while grant applications are awaiting approval. As previously noted, should the project be ultimately approved by Council or the grant application be successful, these funds are then already set-aside and available to pre-commit.

The recommended 2023 10-Year Capital Budget includes \$394.9 million in pre-committed and placeholder funding, which represents approximately 22.5% of all available funding in the 10-year plan.

### **Asset Management Plan Investments**

The City's current 2018/2019 Asset Management Plan (AMP) outlines the investment requirements to sustain our existing, core infrastructure assets. It lays out a plan for key level of services and provides a financing strategy to allow for those service levels to be maintained. The 2018/2019 AMP focused on our core assets which include:

- Transportation Assets
  - Roads, alleys, sidewalks, bridges, streetlights and traffic signals
- Environmental Protection Assets
  - Pollution control plants, pumping stations, and sanitary and wastewater collection systems
- Parks assets
  - Playgrounds, trees, riverfront shoreline, and other various parks assets
- Facilities, Fleet and Other Assets
  - Corporate facilities, corporate fleets, garages, and other corporate equipment

CR424/2019 approved the City's 2018/2019 Asset Management Plan, with B57/2020 approving the recommendation to establish an AMP levy of 1.16% per year for 6-years (2020 – 2025) in an effort to address the funding shortfalls identified under the AMP. That funding shortfall addresses **existing assets** and has provided increased Service Sustainability funding which allows us to maintain our existing infrastructure.

To date, the AMP levy has provided \$108.7 million in cumulative, incremental funding to the capital budget. Ensuring the capital budget reflects the guidelines, principles and recommendations of the AMP is consistent with O.Reg 588/17 and provides support for the numerous grants which require confirmation that projects are in line with the AMP.

Updates to the AMP in 2024 will address the requirement to consider the balance of all city-owned assets not included in the 2018/2019 AMP, as well as any assets added to the City's core infrastructure inventory since 2018. This requirement will extend to the City's ABC's as well. Recommendations on an appropriate funding strategy to manage any funding gap identified as part of the updated AMP will be addressed at that time, however it is almost certain that additional funding will be required to maintain the service of our existing assets.

### **Investments in Service Enhancements and Growth**

The recommended 2023 10-Year Capital Budget identifies \$597.9 million in funding from 2023 to 2032 for investments in service enhancements, growth, economic development and agencies, boards and commissions. These types of investments are informed through approvals of various master plans, City Council direction and/or legislative requirements. Despite the increase in funding for these initiatives from \$516.4 million (2022 10-Year Capital Budget) to \$597.9 million (2023 10-Year Capital Budget), there remains a number of key projects which may not be funded satisfactorily within the next ten years. Some examples of this include, but are not limited to:

- The development of the Sandwich South lands;
- Banwell/EC Row interchange needs;
- Components relating to the implementation of the various master plans such as Sewer, Parks, Transit, Sewer, Central Riverfront and Active Transportation master plans;

While full capital funding for all of these future projects is not feasible in the current 10-year plan, Administration has recommended a level of funding which would allow for projects in a position to proceed, to do so. The budget also supports recommended funding for other projects which may help to further inform the implementation plan and cost requirements for those investments as they move forward.

While the listing of projects/master plans is not fully exhaustive, it is critical to highlight the magnitude and significant level of future capital investment that is required for the various initiatives noted above. Funding for such complex, long term and costly



service enhancement **cannot be sufficiently accommodated within the existing Capital Budget funding envelope.** It will be necessary in future years to consider a multi-faceted financial plan that will allow us to unlock potential capital funding opportunities in order to achieve the key strategic economic growth and service enhancement capital investment levels desired by City Council.

The upcoming Asset Management Plan updates will be a key component to achieving these investments. The 2025 requirement will require that the City identify and plan for both desired levels of service and growth needs, which directly speaks to the significant projects requiring funding as noted above.

## **Long Term Debt Considerations**

The City's consolidated long-term debt currently stands at approximately \$67.4 million (projected for year-end 2022). While the City's consolidated long term debt levels had fallen on a continual basis since its peak level of \$230 million in 2002, City Council has recently approved funding for various housing-related initiatives through the Windsor Essex Community Housing Corporation as well as land acquisition for Economic Development that will result in increased consolidated debt levels on the City's consolidated financial statements.

More specifically, the Meadowbrook Development and the Repair & Renewal Program which are expected to receive significant funding in the forms of both repayable and non-repayable loans through the Canada Mortgage and Housing Corporation's Co-Investment opportunities will increase consolidated debt levels in the upcoming years as these significant investments in affordable housing are made. The \$45 million in debt that was issued in February 2023 for land acquisition relative to the battery plant will increase debt levels as well.

It is noted that while these estimates reflect an increase to consolidated long-term debt levels, the projected levels continue to remain well below the peak debt level of \$230 million back in 2002. In fact, when considering the long term debt level in 2003 as a percentage of total financial assets at that time, it was approximately 68%. Based on the most recent 2021 audited consolidated financial statements, the City's long term debt levels as a percentage of total financial assets has fallen significantly to a level of approximately 4.3% in 2021. Even with the projected increase in debt levels as identified above, the long-term debt level as a percentage of total financial assets in 2029 would only nominally increase to approximately 9.5%. Given these extremely low debt levels resulting from City Council's longstanding fiscal prudence and debt reduction strategies over many years, the City is now in an enviable position that affords some degree of flexibility relative to debt as one of several potential longer term funding strategies that will assist to address the significant long-term capital funding gap that was noted earlier. Put simply, the quantum of infrastructure demands over the coming years, including large new or replacement facilities, cannot be met without debt financing being one part of the solution.

## Inflationary Pressures

As Council is aware, rising prices are a concern that all municipalities, including the City, must consider due to the unprecedented inflation currently being experienced. Although the City generally considers inflation as part of all capital project cost estimates, the volatility in pricing experienced by the City in recent years presents a more significant challenge.

Through the budget development process, all projects in the capital plan are reviewed for inflationary impacts and adjusted accordingly; however current projects could not have contemplated the rate of inflation that we are currently experiencing. While longer term forecasts are projecting a tapering of inflation, current prices remain high. To mitigate the potential impact of current inflation rates on individual projects, Administration has set aside a provisional amount of \$5 million for each of the PAYG, Service Sustainability and Sewer Surcharge funds. While the amount is nominal and represents, in total, less than 1% of the funding provided in the overall capital plan, these funds which can be drawn upon to address inflationary price increases will ensure to some level that priority work can be completed as scheduled, despite higher than anticipated pricing.

Administration recommends that the Chief Administrative Officer be responsible to approve the allocation of these funds, subject to the review of the CFO/City Treasurer. Any allocation of funds will be reported to Council via the semi-annual capital variance report. To ensure these funds are available for immediate use, Administration is requesting that Council pre-commit these funds, which are all available in the 2023 to 2027 funding years.

## Social Housing Requirements

As part of Council Report C191/2020 regarding the municipal funding requirements for the Windsor-Essex Community Housing Corporation (CHC) Repair and Renew capital project, CR15/2021 directed the following:

*“THAT City Council **REFER** the proposed capital funding Plan (Option 2) that will address the additional capital request in the amount of \$40.1 million required to support and complete the Repair and Renewal plan as requested by the Windsor-Essex Community Housing Corporation to the 2023 Capital Budget review and deliberation process.”*

CHC’s action plan for the repair and renewal of their existing public housing stock requires a total cost commitment of approximately \$170 million. For CMHC funding, the collective expenditure of \$170 million for approved project work is required to be completed within a ten-year period, effective 2019.

A breakdown of the Repair and Renew capital funding of \$40.1 million, as previously report to Council in 2020, is as follows:

	\$
Total Estimated Costs (City/County)	170,000,000
CMHC Repair & Renewal Funding	(90,000,000)
Current Municipal Annual Capital Funding Allocation from existing subsidy (City/County)	(28,800,000)
Municipal Capital Placeholder Funding (City/County) within 5-year window	(7,500,000)
CHC capital contribution	(3,600,000)
Additional Capital Funding Requirement (City/County)	\$40,100,000

In that report, several proposed options were identified as possible ways in which to fund the City's obligation. After considering its options, Administration is recommending the extension of the current AMP levy of 1.16% for one additional year in 2026. If approved, the incremental funds, estimated at approximately \$5.1 million per year, will be used to address the remaining portion of City funding required for the Repair & Renew project. The City's share of the unfunded balance in this project is currently estimated at approximately \$26.4 million.

As Council was previously advised, the City is required to incorporate the asset management needs of agencies, boards and commissions into its AMP in order to meet the 2024 requirements of O. Reg 588/17 and that as a result, there would be a need to determine if the Asset Management levy would need to be extended to address those needs. CHC has been working on their asset management data for some time and the needs outlined in the Repair & Renew program are reflective of that work. The Repair & Renew capital project will assist the CHC in addressing the unfunded liability for capital repairs and maintenance that has been deferred due to limited financial resources dedicated to existing housing stock in the community. The extension of the AMP levy for one additional year, with the dedication of those funds allocated to this program allows the City to meet our previously approved funding commitment while at the same time meeting our O. Reg 588/17 requirements in advance of a formal update to the AMP.

Further, recognizing the need for additional investment in infrastructure to address homelessness within the City, the recommended 2023 Capital Budget, through the extension of the AMP levy noted above, also provides for \$10 million in initial funding for the development and implementation of a permanent Housing Hub. Since opening in 2020, The Homelessness & Housing Help Hub (H4) has successfully provided individuals experiencing homelessness with low barrier service connections to a number of critical resources in the community. The proposed Housing Hub expands on the success of the H4 program to build a permanent facility that will support those facing homelessness and assist the City in achieving its mandate to reduce and end chronic homelessness by 2028. While the development of this facility is incremental to our existing asset base, it meets the level of service defined by Council. This proposed service level would normally be incorporated into the 2025 AMP update however given the priority of this work, use of AMP funds made available in 2026 as a commitment to this proposed level of service in our community is appropriate.

It is noted that without this proposed advance extension of the AMP for one additional year in 2026 that it would not be possible to fund the above noted commitments to housing and homelessness without a significant review and reduction to other priority capital projects already included in the 10 year capital plan. The magnitude of these investments could not be funded without reductions and re-prioritization of other important initiatives.

### Public Consultation Process

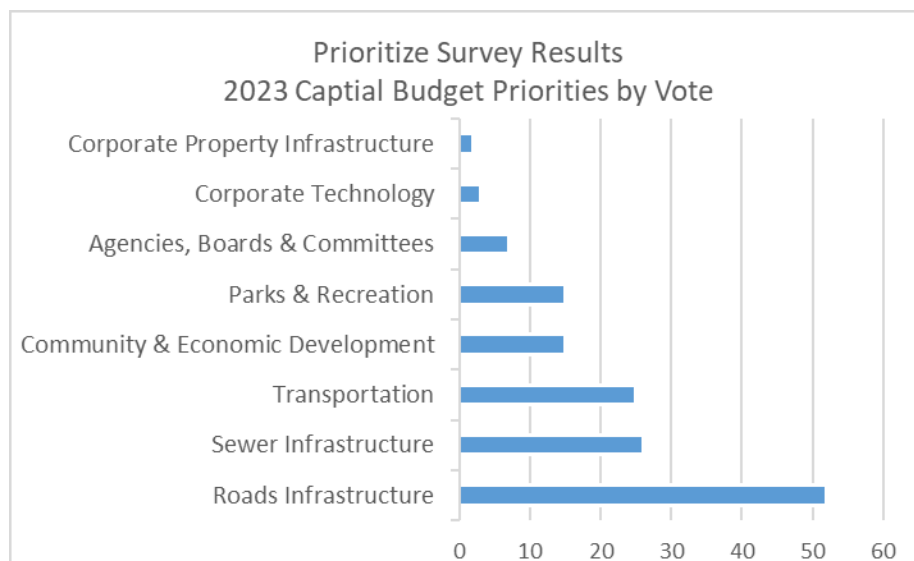
The 2023 budget process provided an opportunity for public input sessions at the beginning of the process on May 9, 2022 when the Budget Process and Timelines document was brought before Council.

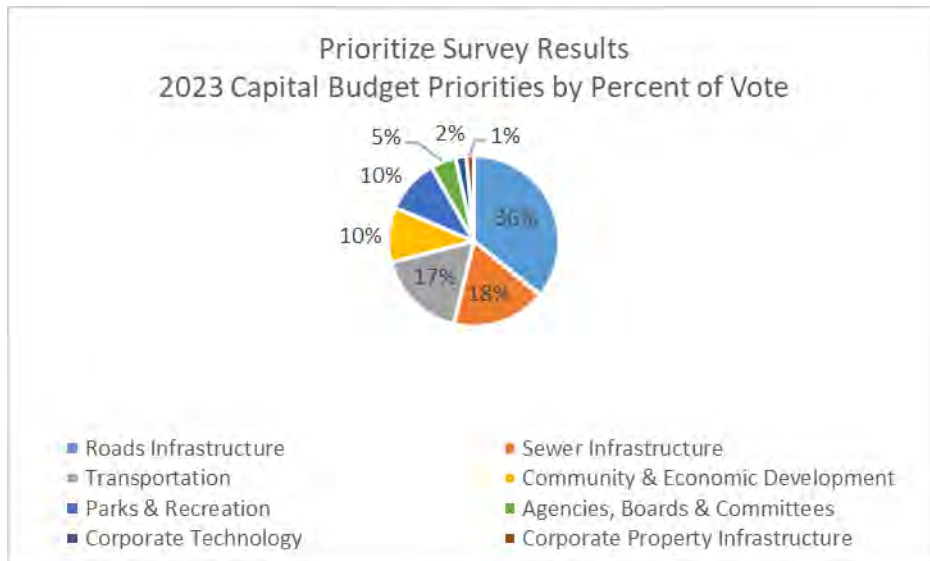
The capital budget recommendations are also informed by the various approved master plans such as Sewer Master Plan, Parks, Recreation, Transit Windsor, Active Transportation and the City’s Official Plan, to name a few. These master plans include extensive consultation processes with the public.

A further opportunity for input is provided through the public budget deliberations. To facilitate the review of the documents prior to budget deliberations, the budget will be publicly released in mid-March. Once released, the 2023 Budget Documents will be available for viewing through the City’s website at [www.citywindsor.ca/cityhall/Budget](http://www.citywindsor.ca/cityhall/Budget).

Public input was also welcomed by Administration through the introduction of a third-party hosted website called Prioritize, which was made available to residents as an opportunity to provide feedback on the major capital budget funding categories important to them. The Prioritize survey was launched in late November and was available for public input for 7 weeks. During that time, the survey received 912 page views, with 150 surveys being submitted.

As part of the survey, residents were asked to select the top 5 major capital funding categories that were important to them and then rank their choices in priority order. The results of that survey are as follows:





As illustrated in **Section 2 – Capital Budget Executive Summary**, the allocation of capital dollars is in general alignment with the survey responses noted above, with the bulk of City capital budget dollars funding Roads Infrastructure and Sewer Infrastructure projects.

**Risk Analysis:**

As is the case in any budget, there are a number of risks that are inherent in the capital plan being recommended. The more potentially significant risks include:

- The only way to truly know the actual costs of the various projects is after the completion of the related tenders. Therefore, the primary risk at this time is the actual costs of some of the projects could be greater than budgeted. This risk is likely to almost certain to occur and the consequences based on the actual issues experienced during the COVID-19 pandemic are considered moderate, classifying this as a significant risk. This risk is mitigated by ensuring cost estimates are being made by experienced people and using professional judgment, and the inclusion of appropriate inflationary provisions in the capital plan.
- There is a risk that the funding stream projections over the 10-year planning horizon will not materialize to the full extent projected. This risk is likely to materialize but the seriousness of the consequences is expected to be low as most funding streams are known and under the control of the City itself. It should be noted however, that there may be financial implications resulting from the COVID-19 Pandemic. At this time, it is difficult to assess and quantify what the impact will be. However, it is becoming clear that there will be long-term impacts (e.g. facility design standards).
- There is also a risk that the future capital funding plan approved in principle may need to be revised or revisited in future years should competing or

significant financial demands arise as a result of major ongoing litigation matters, significant capital and development initiatives, etc. This can be mitigated to some extent by setting aside sufficient reserves and/or, use of new and alternative funding strategies.

- The Provincial government introduced Bill 23, the More Homes Built Faster Act. Among other changes, this legislation greatly restricts the City's ability to offset costs incurred to install infrastructure with development charge revenues collected from developers. Analysis of the anticipated ramifications of this legislation is ongoing and is difficult to quantify at this time, however, Administration expects that future development charge revenues will be negatively impacted. This will result in additional pressure being applied to other sources of funding to pay for work that previously would have been paid for with development charge funding. This could result in some projects being reduced in scope / scale, delayed, or cancelled altogether.

### **Climate Change Risks**

The 2023 capital budget projects were assessed to determine if they contribute to climate change resilience or energy and greenhouse gas (GHG) reduction. There are many projects in the Capital Budget that help the Windsor Community adapt to our changing climate, particularly increasing temperatures as well as increasing intensity, duration and frequency of rainfall events. Projects that help to reduce flooding risk due to climate change include Sewer and Coastal Flooding Master Plan projects, municipal drain enhancement and naturalization, and flood protection barrier improvements. Splash pads help to improve human health during the hot summer months, and natural areas management and urban forest enhancement help mitigate a number of climate change risks, as well as enhance human health and biodiversity.

While there are currently a limited number of projects in the Capital Budget that implement a commitment to decreased energy consumption and greenhouse gas emissions, projects that provide a climate change resilience opportunity, or that might be eligible for funding if these measures were included, are also noted. Facility retrofits and new building construction projects could be eligible for funding opportunities if designed to incorporate energy reduction or include renewable energy production. Once electric vehicle capacity is explored for corporate fleet vehicles, there may also be an opportunity to apply for electrification infrastructure or vehicle funding.

Further details are provided in **Appendix A – Capital Budget Projects Screened for Climate Change Impact**.

### **Climate Change Mitigation:**

Adoption of the 2023 10-Year Capital Budget does not pose a climate change mitigation risk. However, there is a risk of not including energy improvements, enhancements or a transition to renewable energy when budgeting and designing capital projects. Corporate Buildings and Corporate Fleet accounted for 51% and 27% respectively of our corporate GHG emissions in 2020. As many funding applications are dedicated to these issues in buildings and fleet, planning to incorporate energy reduction measures

is becoming prudent financial planning and also imperative when seeking government funding. Work to include additional funding for capital projects to reduce energy consumption and move towards net zero for buildings and fleet should be considered in future budgets.

### **Climate Change Adaptation:**

Adoption of the 2023 Capital budget does not pose a climate change adaptation risk. Windsor's Climate Change Adaptation Plan addresses climate change impacts, particularly those from increasing temperatures and the intensity, duration and frequency of rainfall events. There are several projects identified in this Capital Budget that contribute to climate change adaptation. Windsor has also been the recipient of funding to contribute to climate change adaptation projects. Continuing to implement the Coastal and Sewer Flood Protection Master Plan as well as working to improve heat health in Windsor is necessary to help our community adapt to the changing climate. There are also opportunities in this area for funding and administration will continue to pursue these opportunities.

### **Financial Matters:**

Administration has identified approximately \$112.6 million in additional funding over the 2023 to 2031 timeframe, over what had previously been presented in the 2022 capital plan. These additional funds are largely due to three factors:

1. Optimizing the use of Development Charge funding allocated to projects identified in the January 2021 approved DC study, which were previously funded by PAYG, Service Sustainability and or Sewer Surcharge;
2. The release of PAYG funding previously held as a potential funding source for COVID relief measures; and,
3. Leveraging funding from various dedicated reserves.

As a result of completing the 2023 Capital Budget development process, Administration is also recommending the following changes in committed funding.

1. For administrative ease, Administration is recommending that all pre-committed funding tied to Fund 028 - Sewer Surcharge be instead changed to Fund 153 - Sewer Surcharge Reserve. Fund 028 is an operating fund used to record current year transactions, whereas Fund 153 is a reserve fund used to accumulate, amongst other entries, prior year deficits or surpluses and completed project surpluses or deficits. Undertaking this change will allow for the funding of Sewer Surcharge-funded projects to mirror the process used for projects funded with Fund 169 - Pay-As-You-Go or Fund 221 - Service Sustainability.
2. As part of the annual budgeting process, Administration analyzes the various funding sources already identified for projects and assesses whether funding could be used more effectively elsewhere as some funding can only be used for particular types of projects such as Sewer Surcharge funds for example,

which can only be used for sewer-related work. The proposed changes below will give Administration more flexibility in allocating capital funds **while ensuring that total funding for projects that had previously committed funding is not impacted.**

Project #	Title	Revenue Funding Source	2023	2024	2025	2026	Total
ECP-003-08	Howard Ave. Corridor Infrastructure Improvements	169CF-Committed Funding	(50,000)	(417,000)			(467,000)
ECP-003-08	Howard Ave. Corridor Infrastructure Improvements	115CF-Committed Funding	50,000	417,000			467,000
ECP-003-08	Howard Ave. Corridor Infrastructure Improvements	176CF-Committed Funding		(2,334,000)			(2,334,000)
ECP-003-08	Howard Ave. Corridor Infrastructure Improvements	221CF-Committed Funding		2,334,000			2,334,000
		<b>Net</b>	-	-	-	-	-
ECP-002-08	Provincial Rd./Division Rd. Corridor Inf. Improvements	169CF-Committed Funding			(4,033,120)	(2,200,000)	(6,233,120)
ECP-002-08	Provincial Rd./Division Rd. Corridor Inf. Improvements	115CF-Committed Funding			4,033,120	2,200,000	6,233,120
		<b>Net</b>	-	-	-	-	-
PFO-012-12	Park Trails Capital Rehabilitation Program	151CF-Committed Funding				(200,000)	(200,000)
PFO-012-12	Park Trails Capital Rehabilitation Program	221CF-Committed Funding				200,000	200,000
		<b>Net</b>	-	-	-	-	-

3. In addition to the recommended changes noted above, Administration is recommending the immediate pre-commitment of the following funds to ensure that funding is available as required:

- i. ECB-039-18 – Ward Funds
  - a. \$1,100,000 in 2027 Pay-As-You-Go funds (Fund 169)
- ii. FIN-001-23 – Corporate Inflation Mitigation
  - a. \$5,000,000 in Pay-As-You-Go funds (Fund 169) as follows:
    - i. 2026 - \$1,897,416
    - ii. 2027 - \$3,102,584
  - b. \$5,000,000 in Service Sustainability funds (Fund 221) as follows:
    - i. 2027 - \$5,000,000
  - c. \$5,000,000 in Sewer Surcharge funds (Fund 153) as follows:
    - i. 2023 - \$1,265,000
    - ii. 2024 - \$574,388
    - iii. 2025 - \$999,630
    - iv. 2026 - \$764,939
    - v. 2027 - \$1,396,043
- iii. FRS-002-19 – Fire & Rescue – Forcible Entry Prop
  - a. \$20,000 in 2024 Service Sustainability funds (Fund 221)
- iv. FRS-002-21 – Training Towers Stair Replacement
  - a. \$200,000 in 2026 Service Sustainability funds (Fund 221)

**Consultations:**

All City departments, as well as a number of City agencies, boards and committees, contributed to the development of the 2023 10-Year Capital Budget.

**Conclusion:**

The total recommended funding over the 2023 10-year plan is approximately \$1.8 billion for an average of \$175.7 million per year. This is an average increase of \$10.2



million per year compared to the average of \$165.5 million per year approved in the 2022 10-year plan. The focus of the 2023 10-Year Capital Budget continues to be the roads and sewers categories, with a total of approximately \$958.6 million in funding, (55% of total available funding) being recommended for these types of projects. It is recommended that City Council approve the recommendations for the 2023 10-Year Capital Budget identified in this report.

**Planning Act Matters:**

N/A

**Approvals:**

Name	Title
Mike Dennis	Financial Manager, Asset Planning
Natasha Gabbana	Senior Manager, Asset Planning
Joe Mancina	Commissioner, Corporate Services / Chief Financial Officer
Onorio Colucci	Chief Administrative Officer (A)

**Notifications:**

Name	Address	Email

**Appendices:**

- Appendix A – Capital Budget Projects Screened for Climate Change Impact
- Section 2 – Capital Budget Executive Summary
- Section 3 – 10-Year Capital Project Listing by Major Category
- Section 4 – Capital Project Summaries

## Appendix A – Capital Budget Projects Screened for Climate Change Impact

### Summary

The 2023 Capital Budget projects were assessed to determine their climate impact. This included climate change *mitigation* and climate change *adaptation* risks and opportunities. The analysis comments on the following questions:

#### **Climate Change Mitigation**

Will the project result in an overall increase or decrease of energy consumption/greenhouse gas (GHG) emissions?

#### **Climate Change Adaptation**

Based on Windsor’s future climate projections, will the project result in an increased or decreased risk of flooding, heat health or other impacts?

Projects that had little or no climate impact are not identified in this analysis. Projects listed in Table 1 contribute towards climate change mitigation or adaptation and therefore have a positive climate change impact. Projects listed in Table 2 provide an opportunity to incorporate climate change mitigation and adaptation measures with staff expertise and/or additional funding. Projects listed in Table 3 contribute to climate change risk.

Many projects in the 2023 Capital Budget contribute to decreased risk of flooding and improved heat health for Windsor residents. There are very few projects that contribute to decreasing energy consumption and greenhouse gas emissions. Corporate buildings and fleet accounted for 51% and 27% respectively of the Corporation’s greenhouse gas emissions in 2020.

Table 1. Projects that contribute to climate change mitigation or adaptation

Page #	Project #	Title	Climate Change Impact
4-269	PFO-002-21	Parks Drainage Improvements	This project contributes to climate change adaptation by decreasing flooding risk.
4-271	PFO-003-18	Fred Thomas Splash Pad (Glengarry)	This project contributes to climate change adaptation by providing access to cooling opportunities
4-289	PFO-005-20	Natural Areas Management Program	This project contributes to climate change adaptation and mitigation. Thriving natural areas decrease greenhouse gas emissions, improve air quality, decrease flooding risk and improve biodiversity and human health.
4-291	PFO-005-21	Park Splash Pads	This project contributes to climate change adaptation by providing access to cooling opportunities.
4-301	PFO-007-11	Tree Maintenance and Urban Forest Enhancement Program	This project contributes to climate change adaptation and mitigation. The urban forest decreases greenhouse gas emissions, improve air quality, decrease flooding risk and improve biodiversity and human health.
4-191	HCS-001-14	Windsor Essex Community Housing Corporation Capital Repair & Renewal	This project contributes to energy and greenhouse gas reduction by incorporating major energy reduction measures.  Climate Change Mitigation Risk: Low  Climate Change Adaptation Risk: Low
4-482	ECP-004-08	Municipal Drains Capital Rehabilitation Program	This project contributes to climate change adaptation. Drains in good condition help to reduce flooding risk.
4-484	ECP-004-09	Stormwater and Sanitary Master Plan Development (SMP)	This project contributes to climate change adaptation by considering climate change risks when developing sewer infrastructure.
4-486	ECP-005-08	Grand Marais Drain Improvements (Concrete Channel)	This project contributes to climate change adaptation by decreasing flooding risk.
4-445	ECP-022-07	Prince Rd./Totten St. Storm Sewer Improvements – (SMP)	This project contributes to climate change adaptation by decreasing flooding risk.
4-447	ECP-023-07	Parent Ave./McDougall Ave. Storm Sewer (SMP)	This project contributes to climate change adaptation by decreasing flooding risk.

4-488	ECP-028-07	Grand Marais Drain Rehabilitation Program (Existing Naturalized Channel)	This project contributes to climate change adaptation. Thriving natural areas decrease greenhouse gas emissions, improve air quality, decrease flooding risk and improve biodiversity and human health.
4-494	ENG-001-13	Capital Rehabilitation Program for Little River Steel Retaining Walls	This project contributes to climate change adaptation by decreasing flooding risk.
4-455	ENG-001-22	Cameron Ave Storm Trunk Sewer (SMP)	This project contributes to climate change adaptation through the separation of combined sewers to decrease flooding risk.
4-496	ENG-002-16	Improvements to Little River Municipal Drain (Lauzon Rd. to VIA Tracks)	This project contributes to climate change adaptation. Thriving natural areas decrease greenhouse gas emissions, improve air quality, decrease flooding risk and improve biodiversity and human health.
4-459	ENG-002-19	Sewer Master Plan Implementation (SMP)	This project contributes to climate change adaptation by considering climate change risks when developing sewer infrastructure.
4-462	ENG-002-22	Jefferson Drainage Area (SMP)	This project contributes to climate change adaptation by decreasing flooding risk.
4-500	ENG-003-13	Sixth Concession Municipal Drain - Land Acquisition & Capital Improvements	This project contributes to climate change adaptation by decreasing flooding risk.
4-470	ENG-005-19	Enhanced Flooding Mitigation Program - DMAF 1	This project contributes to climate change adaptation by decreasing flooding risk.
4-472	ENG-005-22	DMAF 4 Large-Scale Stream Retention Treatment Basin LRWRP	This project contributes to climate change adaptation by decreasing flooding risk. Measures to ensure the facility is energy efficient and protected from flooding should be incorporated at the design phase.
4-512	ENG-009-21	Inflow & Infiltration Program (SMP)	This project contributes to climate change adaptation by decreasing flooding risk.
4-514	ENG-012-20	Capital Improvements to East Riverside Flood Protection Dikes (SMP)	This project contributes to climate change adaptation by decreasing flooding risk.
4-540	ENG-007-16	Basement Flooding Abatement Measures	This project contributes to climate change adaptation by providing opportunities for homeowners to decrease their flooding risk.
4-154	LGL-002-16	Environmentally Significant Lands Acquisition Placeholder	This project contributes to climate change adaptation and mitigation. Environmentally significant lands can be enhanced or restored to become thriving natural areas. Thriving natural areas decrease greenhouse gas emissions, improve air quality, decrease flooding risk and improve biodiversity and human health.
4-466	ENG-004-23	Dominion – Ojibway to Totten/Ojibway Storm Outlet	This project contributes to climate change adaptation by decreasing flooding risk.
4-83	PBG-001-18	Official Plan Review	This project contributes to climate change adaptation and mitigation by considering climate change risks and opportunities when reviewing the Official Plan.
4-85	PBG-002-18	Comprehensive Zoning By-Law	This project contributes to climate change adaptation and mitigation by considering climate change risks and opportunities when reviewing the Zoning By-law.
4-87	PLN-007-07	Growth Management Plan Review and Implementation	This project provides an opportunity to improve climate change adaptation and mitigation by considering climate change risks and opportunities when developing a growth management plan.
4-89	PLN-008-07	Natural Areas Valuation Study	This project provides an opportunity to improve climate change adaptation and mitigation by further understanding the value natural areas provide to the community.

Table 2. Projects that provide an opportunity to incorporate climate change mitigation and adaptation measures with staff expertise and/or additional funding

Page #	Project #	Title	Climate Change Impact
4-373	OPS-006-19	Food and Organic Waste Collection and Treatment	This project provides a substantial opportunity to contribute to the City's climate change goals as well as be a good candidate for grant funding. If an anaerobic digester is proposed to produce renewable natural gas from organics, substantial energy and greenhouse gas reduction would be achieved as well as renewable energy generation through renewable natural gas production. Measures to ensure the facility is energy efficient and protected from flooding should be incorporated at the design phase. Corporate Buildings contribute 51% of greenhouse gas emissions in the Corporate Inventory.
4-480	ECP-001-10	Upper Little River SMP Implementation	This project provides an opportunity to reduce flooding risk by considering our future climate when developing sewer infrastructure.
4-502	ENG-003-19	New Development- Engineering Studies and EAs	This project provides an opportunity to reduce flooding risk by considering our future climate when developing sewer infrastructure.
4-506	ENG-005-21	East West Arterial Drain Diversion	This project provides an opportunity to reduce flooding risk by considering our future climate when developing sewer infrastructure.
4-601	OPS-005-08	Corporate Fleet Replacement Program	Currently, fleet replacement with electric vehicles is only considered where feasible. This project provides an opportunity to reduce energy and greenhouse gas emissions if electric vehicles are incorporated into our fleet. The Corporate Fleet contribute 27% of greenhouse gas emissions in the Corporate Inventory.
4-613	OPS-022-07	Purchase of Fleet Additions and Upgrades	New gas powered vehicles and equipment will increase corporate energy consumption and greenhouse gas emissions. This project provides an opportunity to reduce energy and greenhouse gas emissions if electric vehicles are incorporated into our fleet.
4-619	OPS-027-18	Greening the Fleet	This project provides an opportunity to reduce energy and greenhouse gas emissions if used to incorporate electric vehicles into our fleet. The Corporate Fleet contribute 27% of greenhouse gas emissions in the Corporate Inventory.
4-653	TRN-001-07	Transit Windsor Fleet Replacement Program	Transit Windsor is currently developing an electrification plan. This project provides an opportunity to reduce energy and greenhouse gas emissions if electric vehicles are incorporated into the Transit Windsor fleet. The Corporate Fleet contribute 27% of greenhouse gas emissions in the Corporate Inventory.
4-662	TRN-007-21	Support Vehicles	Transit Windsor is currently developing an electrification plan. This project provides an opportunity to reduce energy and greenhouse gas emissions if electric vehicles are incorporated into the Transit Windsor fleet.
4-647	TRN-001-22	Transit Windsor Garage	Transit Windsor is currently developing an electrification plan. This project provides an opportunity to reduce energy consumption and greenhouse gas emissions if building design considers climate change risks and opportunities. Corporate Buildings contribute 51% of greenhouse gas emissions in the Corporate Inventory.

4-361	ENG-011-17	400 City Hall Square - Capital Repairs	This project provides an opportunity to reduce energy consumption and greenhouse gas emissions if capital repairs are designed to improve energy efficiency. Corporate Buildings contribute 51% of greenhouse gas emissions in the Corporate Inventory.
4-126	FRS-003-13	New Fire Headquarters - Station #1	This project provides an opportunity to reduce energy consumption and greenhouse gas emissions if building design considers energy efficiency. Corporate Buildings contribute 51% of greenhouse gas emissions in the Corporate Inventory. As an essential service, climate change risks should be identified early and mitigated where possible.
4-194	HCS-001-23	Housing Hub	This project provides an opportunity to reduce energy consumption and greenhouse gas emissions if building design considers energy efficiency. Corporate Buildings contribute 51% of greenhouse gas emissions in the Corporate Inventory. As an essential service, climate change risks should be identified early and mitigated where possible.
4-353	ENG-001-23	Central Library	This project provides an opportunity to reduce energy consumption and greenhouse gas emissions if building design considers energy efficiency. Corporate Buildings contribute 51% of greenhouse gas emissions in the Corporate Inventory. As an essential service, climate change risks should be identified early and mitigated where possible.

[Table 3. Projects that contribute to climate change risk](#)

Page #	Project #	Title	Climate Change Impact
4-379	PFO-001-21	Legacy Beacon/Streetcar #351	This project will be built to Ontario Building Code standards and will increase corporate energy consumption and greenhouse gas emissions.
4-409	REC-002-21	Adie Knox Herman Reimagining	This project will be built to Ontario Building Code standards and will increase corporate energy consumption and greenhouse gas emissions.

# **2023 Recommended Capital Budget**



## **Capital Budget Executive Summary**

Summary of Recommended Capital Budget Funding Source Allocations - for Budget Year 2023 (10 Year Capital Plan)

Year		Service Sustainability Investments						Economic Development, Growth, Service Enhancements and Agencies, Boards & Committees						Total
		Service Sust. Invest.	Dev. Charge Reserves	Dedicated Reserves	Sewer Surcharge	Grants & Other	Canada Comm.- Building Fund	Pay-As-You-Go	Dev. Charge Reserves	Dedicated Reserves	Sewer Surcharge	Grants & Other	Canada Comm.- Building Fund	
2023	Funding Available	46,870,761	5,000	21,604,123	34,326,595	4,276,384	11,268,520	38,278,321	3,622,000	6,733,707	4,861,156	3,576,577	3,107,110	178,530,254
	Less: Pre-Commitments & Placeholders	23,257,810	-	1,561,542	26,817,095	-	2,501,536	22,533,935	3,120,000	530,000	401,095	-	300,000	81,023,013
	Less: Funding allocated to (Recommended) Expenditures	23,612,951	5,000	20,042,581	7,509,500	4,276,384	8,766,984	15,744,386	502,000	6,203,707	4,460,061	3,576,577	2,807,110	97,507,241
	Funding Surplus/(Deficit)	-	-	-	-	-	-	-	-	-	-	-	-	-
2024	Funding Available	53,928,901	5,000	21,157,800	32,859,693	5,343,777	10,671,734	28,902,191	10,898,000	5,263,707	6,328,058	2,318,145	3,104,266	180,781,272
	Less: Pre-Commitments & Placeholders	24,340,117	-	-	20,472,443	-	-	19,929,793	2,517,000	-	295,305	-	1,000,000	68,554,658
	Less: Funding allocated to (Recommended) Expenditures	29,588,784	5,000	21,157,800	12,387,250	5,343,777	10,671,734	8,972,398	8,381,000	5,263,707	6,032,753	2,318,145	2,104,266	112,226,614
	Funding Surplus/(Deficit)	-	-	-	-	-	-	-	-	-	-	-	-	-
2025	Funding Available	55,513,924	5,000	8,158,500	35,327,734	7,005,834	7,912,800	33,533,832	10,671,220	7,823,707	3,860,017	3,834,831	5,863,200	179,510,599
	Less: Pre-Commitments & Placeholders	17,571,677	-	-	19,611,784	-	-	19,715,940	4,533,120	-	337,154	1,105,730	2,654,000	65,529,405
	Less: Funding allocated to (Recommended) Expenditures	37,942,247	5,000	8,158,500	15,715,950	7,005,834	7,912,800	13,817,892	6,138,100	7,823,707	3,522,863	2,729,101	3,209,200	113,981,194
	Funding Surplus/(Deficit)	-	-	-	-	-	-	-	-	-	-	-	-	-
2026	Funding Available	54,983,208	94,950	9,631,000	36,780,564	3,727,382	9,322,000	38,011,716	12,131,513	5,253,707	2,407,187	5,090,584	4,454,250	181,888,061
	Less: Pre-Commitments & Placeholders	11,165,927	-	-	18,155,939	-	-	13,041,385	4,599,000	-	-	-	-	46,962,251
	Less: Funding allocated to (Recommended) Expenditures	43,817,281	94,950	9,631,000	18,624,625	3,727,382	9,322,000	24,970,331	7,532,513	5,253,707	2,407,187	5,090,584	4,454,250	134,925,810
	Funding Surplus/(Deficit)	-	-	-	-	-	-	-	-	-	-	-	-	-
2027	Funding Available	56,363,008	-	10,856,000	35,819,165	385,923	12,546,110	35,231,916	9,193,132	5,203,707	3,368,586	8,650,875	1,230,140	178,848,562
	Less: Pre-Commitments & Placeholders	13,858,059	-	-	16,697,744	-	-	14,779,307	-	-	-	-	-	45,335,110
	Less: Funding allocated to (Recommended) Expenditures	42,504,949	-	10,856,000	19,121,421	385,923	12,546,110	20,452,609	9,193,132	5,203,707	3,368,586	8,650,875	1,230,140	133,513,452
	Funding Surplus/(Deficit)	-	-	-	-	-	-	-	-	-	-	-	-	-

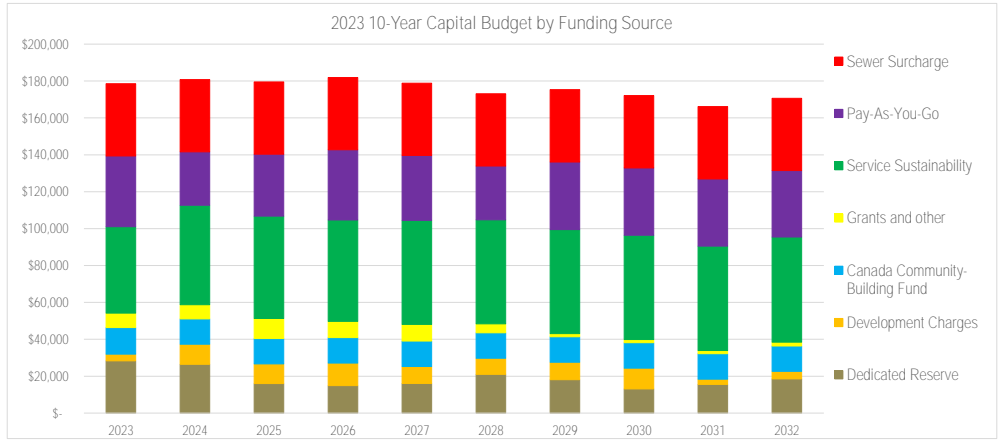
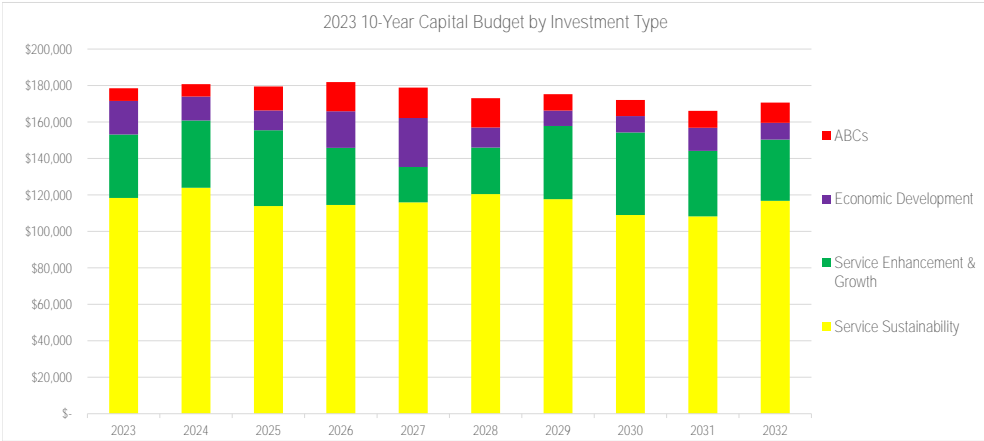


Summary of Recommended Capital Budget Funding Source Allocations - for Budget Year 2023 (10 Year Capital Plan)

Year		Service Sustainability Investments						Economic Development, Growth, Service Enhancements and Agencies, Boards & Committees						Total
		Service Sust. Invest.	Dev. Charge Reserves	Dedicated Reserves	Sewer Surcharge	Grants & Other	Canada Comm.- Building Fund	Pay-As-You-Go	Dev. Charge Reserves	Dedicated Reserves	Sewer Surcharge	Grants & Other	Canada Comm.- Building Fund	
2028	Funding Available	56,363,008	2,550,000	14,481,000	35,237,751	540,046	11,263,312	29,131,916	6,242,400	6,488,707	3,950,000	4,332,281	2,512,989	173,093,410
	Less: Pre-Commitments & Placeholders	5,226,000	-	-	17,437,751	-	-	8,483,649	-	-	-	-	-	31,147,400
	Less: Funding allocated to (Recommended) Expenditures	51,137,008	2,550,000	14,481,000	17,800,000	540,046	11,263,312	20,648,267	6,242,400	6,488,707	3,950,000	4,332,281	2,512,989	141,946,010
	Funding Surplus/(Deficit)	-	-	-	-	-	-	-	-	-	-	-	-	-
2029	Funding Available	56,363,008	150,000	13,004,000	35,139,751	85,550	12,926,250	36,631,916	9,277,908	5,128,707	4,048,000	1,680,293	850,051	175,285,434
	Less: Pre-Commitments & Placeholders	-	-	-	13,587,751	-	-	418,037	-	-	-	-	-	14,005,788
	Less: Funding allocated to (Recommended) Expenditures	56,363,008	150,000	13,004,000	21,552,000	85,550	12,926,250	36,213,879	9,277,908	5,128,707	4,048,000	1,680,293	850,051	161,279,646
	Funding Surplus/(Deficit)	-	-	-	-	-	-	-	-	-	-	-	-	-
2030	Funding Available	56,513,008	150,000	8,293,000	33,962,751	78,500	10,032,442	36,481,916	11,139,572	4,788,707	5,225,000	1,680,293	3,743,859	172,089,048
	Less: Pre-Commitments & Placeholders	-	-	-	16,987,751	-	-	-	-	-	-	-	-	16,987,751
	Less: Funding allocated to (Recommended) Expenditures	56,513,008	150,000	8,293,000	16,975,000	78,500	10,032,442	36,481,916	11,139,572	4,788,707	5,225,000	1,680,293	3,743,859	155,101,297
	Funding Surplus/(Deficit)	-	-	-	-	-	-	-	-	-	-	-	-	-
2031	Funding Available	56,563,008	50,000	10,400,000	31,260,049	79,450	9,897,000	36,431,916	2,790,894	5,178,707	7,927,702	1,655,293	3,879,301	166,113,320
	Less: Pre-Commitments & Placeholders	-	-	-	12,000,000	-	-	-	-	-	-	-	-	12,000,000
	Less: Funding allocated to (Recommended) Expenditures	56,563,008	50,000	10,400,000	19,260,049	79,450	9,897,000	36,431,916	2,790,894	5,178,707	7,927,702	1,655,293	3,879,301	154,113,320
	Funding Surplus/(Deficit)	-	-	-	-	-	-	-	-	-	-	-	-	-
2032	Funding Available	57,014,969	-	11,816,480	33,547,751	625,000	13,776,301	35,979,955	4,052,112	6,743,707	5,640,000	1,447,293	-	170,643,568
	Less: Pre-Commitments & Placeholders	-	-	-	13,585,046	-	-	-	-	-	-	-	-	13,585,046
	Less: Funding allocated to (Recommended) Expenditures	57,014,969	-	11,816,480	19,962,705	625,000	13,776,301	35,979,955	4,052,112	6,743,707	5,640,000	1,447,293	-	157,058,522
	Funding Surplus/(Deficit)	-	-	-	-	-	-	-	-	-	-	-	-	-

Summary of Recommended Capital Budget Funding by Major Category - for Budget Year 2023 (10 Year Capital Plan)

Allocation of Available Funding - by Major Category:	Allocation by Year, in \$000's																					
	2023	% of Budget	2024	% of Budget	2025	% of Budget	2026	% of Budget	2027	% of Budget	2028	% of Budget	2029	% of Budget	2030	% of Budget	2031	% of Budget	2032	% of Budget	TOTAL 2023 - 2032	% of Budget
Roads Infrastructure	\$ 38,118	21%	\$ 48,565	27%	\$ 57,321	32%	\$ 48,398	27%	\$ 47,617	27%	\$ 48,113	28%	\$ 47,747	27%	\$ 49,966	29%	\$ 50,878	31%	\$ 54,509	32%	\$ 491,234	28%
Sewers Infrastructure	\$ 67,962	38%	\$ 59,856	33%	\$ 48,660	27%	\$ 39,971	22%	\$ 38,252	21%	\$ 45,146	26%	\$ 45,920	26%	\$ 42,608	25%	\$ 39,653	24%	\$ 39,336	23%	\$ 467,363	27%
Transportation	\$ 13,377	7%	\$ 18,754	10%	\$ 10,781	6%	\$ 14,162	8%	\$ 18,085	10%	\$ 22,206	13%	\$ 19,636	11%	\$ 16,129	9%	\$ 16,731	10%	\$ 13,444	8%	\$ 163,304	9%
Parks & Recreation	\$ 21,059	12%	\$ 20,546	11%	\$ 22,291	12%	\$ 20,189	11%	\$ 16,357	9%	\$ 14,104	8%	\$ 17,929	10%	\$ 12,690	7%	\$ 13,737	8%	\$ 16,534	10%	\$ 175,436	10%
Corporate Property Infrastructure	\$ 8,796	5%	\$ 11,353	6%	\$ 12,649	7%	\$ 18,742	10%	\$ 10,361	6%	\$ 11,948	7%	\$ 21,297	12%	\$ 26,793	16%	\$ 16,655	10%	\$ 19,085	11%	\$ 157,678	9%
Corporate Technology	\$ 3,816	2%	\$ 1,778	1%	\$ 3,752	2%	\$ 4,365	2%	\$ 4,659	3%	\$ 4,425	3%	\$ 5,270	3%	\$ 4,368	3%	\$ 4,797	3%	\$ 4,205	2%	\$ 41,435	2%
Community & Economic Development	\$ 15,508	9%	\$ 10,860	6%	\$ 8,204	5%	\$ 15,730	9%	\$ 15,668	9%	\$ 9,300	5%	\$ 6,747	4%	\$ 8,985	5%	\$ 12,673	8%	\$ 9,200	5%	\$ 112,876	6%
Capital Reserve Replenishment	\$ 2,935	2%	\$ 2,244	1%	\$ 2,670	1%	\$ 4,332	2%	\$ 11,169	6%	\$ 1,710	1%	\$ 1,710	1%	\$ 1,710	1%	\$ 1,710	1%	\$ 3,210	2%	\$ 33,400	2%
Agencies, Boards and Committees (ABC's)	\$ 6,959	4%	\$ 6,824	4%	\$ 13,183	7%	\$ 15,999	9%	\$ 16,680	9%	\$ 16,142	9%	\$ 9,030	5%	\$ 8,840	5%	\$ 9,280	6%	\$ 11,121	7%	\$ 114,057	6%
<b>Total Allocation of Available Funding</b>	<b>\$ 178,530</b>	<b>100%</b>	<b>\$ 180,781</b>	<b>100%</b>	<b>\$ 179,511</b>	<b>100%</b>	<b>\$ 181,888</b>	<b>100%</b>	<b>\$ 178,849</b>	<b>100%</b>	<b>\$ 173,093</b>	<b>100%</b>	<b>\$ 175,285</b>	<b>100%</b>	<b>\$ 172,089</b>	<b>100%</b>	<b>\$ 166,113</b>	<b>100%</b>	<b>\$ 170,644</b>	<b>100%</b>	<b>\$ 1,756,784</b>	<b>100%</b>



Service Sustainability Investments

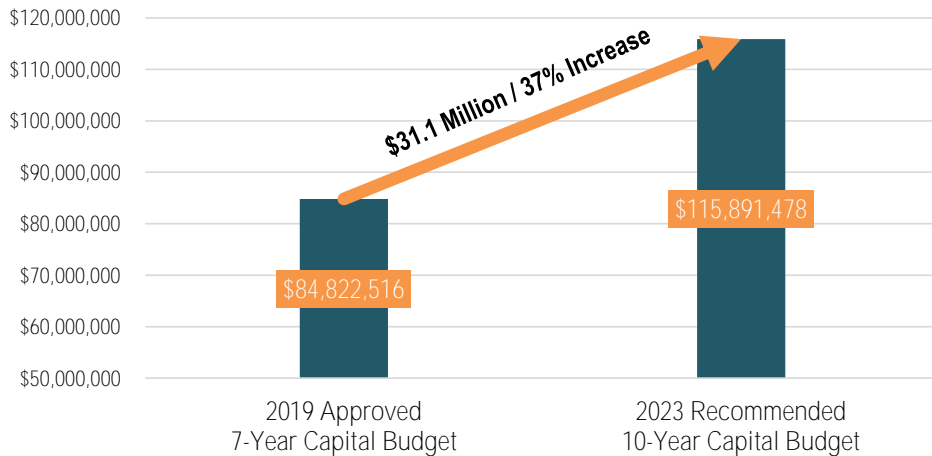
2019 Approved 7-Year Capital Budget	\$84,822,516
2023 Recommended 10-Year Capital Budget	\$115,891,478

Roads & Sewer Infrastructure

2019 Approved 7-Year Capital Budget	\$71,383,714
2023 Recommended 10-Year Capital Budget	\$95,859,678

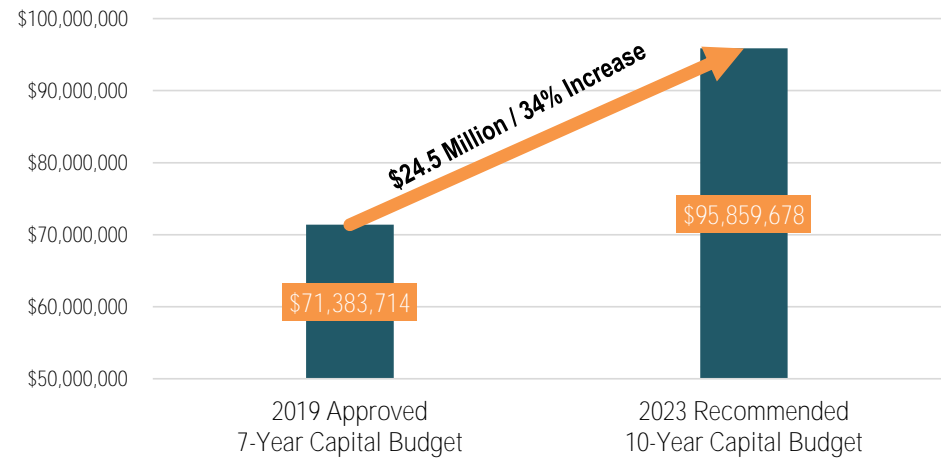
Service Sustainability Investments

2019 Capital Budget vs. 2023 Capital Budget (Annual Average)



Roads & Sewers Infrastructure Increase

2019 Capital Budget vs. 2023 Capital Budget (Annual Average)



Capital Budget Recommendations - Investment Classification Types

1	Non Discretionary Investments and or Pre-Commitments of Council	These are projects for which the funding source is not City funding, such as grants and or third-party recoveries and therefore is not able to be allocated to other projects. In addition, this includes project funding which has been previously pre-committed by City Council to a specific project and approved for immediate use, thereby restricting the ability to reallocate funding.
2	Service Sustainability Investments	These are investments which are consistent with the AMP to address service sustainability investments for existing assets, for which there is no enhancement or growth elements to the project.
3	Investments with components of both Sustainability and Enhancement	These are investments which are consistent with the AMP to address service sustainability investments for existing assets and also provide an element of service enhancement and or growth.
4	Enhanced Services and or Non Infrastructure Investments	These investments result in the creation of new assets or enhanced services for the community as well as investments in non-infrastructure type projects.
5	Agencies, Boards & Committees (ABC's) Investments	<b>This includes all classification of capital investments in ABC's.</b>

## Capital Budget Recommendations by Investment Classification Type

		Current Year 2023	Actionable Years 2024-2027	Future Years 2028-2032
2023 Capital Budget	Total Available Funding	178,530,254	721,028,494	857,224,780
Class 1	Non Discretionary Investments and or Pre-Commitments of Council	81,023,013	223,275,694	87,725,985
Class 2	Service Sustainability Investments	52,310,433	254,001,609	414,485,148
		133,333,446	477,277,303	502,211,133
Class 3	Investments with components of both Sustainability and Enhancement	19,522,495	141,240,052	203,739,381
Class 4	Enhanced Service Level Investments	18,715,561	49,825,232	84,061,698
Class 5	Agencies, Boards & Committees (ABC's) Investments	6,958,752	52,685,907	67,212,568
		45,196,808	243,751,191	355,013,647

## Class 1: Non Discretionary Investments and or Pre-Commitments of Council

Project Number	Project Title	Major Category	Project Detail Page #	Econ. Dev., Growth, and Serv. Enhance. %	Serv. Sust. Investments %	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
FIN-001-23	Corporate Inflation Mitigation	Capital Reserve Replenishment	4-167	33%	67%	1,265,000	574,388	999,630	2,662,355	9,498,627	-	-	-	-	-	15,000,000
CAO-001-16	Paul Martin Bldg. Placeholder	Community & Economic Development	4-27	100%	0%	-	-	1,004,384	-	-	-	-	-	-	-	1,004,384
CAO-002-18	New Windsor-Essex Hospital System Plan	Community & Economic Development	4-29	100%	0%	6,900,000	6,900,000	6,900,000	6,900,000	6,900,000	6,200,000	-	-	-	-	40,700,000
ECB-039-18	Ward Funds	Community & Economic Development	4-114	100%	0%	1,600,000	-	-	-	1,100,000	-	-	-	-	-	2,700,000
ECB-042-18	Theme Districting	Community & Economic Development	4-93	100%	0%	3,595,000	-	-	-	-	-	-	-	-	-	3,595,000
ECB-044-18	Financing Charges	Community & Economic Development	4-161	100%	0%	75,000	-	-	-	-	-	-	-	-	-	75,000
ENG-004-21	Airport Employment Lands	Community & Economic Development	4-504	100%	0%	-	1,967,000	-	2,298,329	-	-	-	-	-	-	4,265,329
ENG-027-17	Walkerville Theming Implementation	Community & Economic Development	4-478	100%	0%	-	1,000,000	-	-	-	-	-	-	-	-	1,000,000
ENG-005-23	Lanspeary Lions Outdoor Pool and Change Room - Green & Inclusive Buildings Grant	Corporate Property Infrastructure	4-357	0%	100%	-	-	1,250,000	-	-	-	-	-	-	-	1,250,000
FRS-002-19	Fire & Rescue - Forcible Entry Prop	Corporate Property Infrastructure	4-122	0%	100%	-	20,000	-	-	-	-	-	-	-	-	20,000
FRS-002-21	Training Towers Stair Replacement	Corporate Property Infrastructure	4-124	0%	100%	-	-	-	200,000	-	-	-	-	-	-	200,000
HCP-005-08	Corporate Facilities Paving Program	Corporate Property Infrastructure	4-369	0%	100%	-	315,000	-	-	-	-	-	-	-	-	315,000
FRS-004-19	WFRS - Next Gen 911 Telecommunications Rehabilitation Program	Corporate Technology	4-144	26%	74%	-	300,000	1,600,000	-	-	-	-	-	-	-	1,900,000
ITC-002-19	Municipal Tax System	Corporate Technology	4-62	0%	100%	1,341,000	-	-	530,000	-	-	-	-	-	-	1,871,000
ECB-004-18	Wigle Park Capital Improvements	Parks & Recreation	4-249	100%	0%	175,000	-	-	-	-	-	-	-	-	-	175,000
ECB-011-18	Stodgell Park Redevelopment	Parks & Recreation	4-251	100%	0%	460,000	-	-	-	-	-	-	-	-	-	460,000
ECB-026-18	Elizabeth Kishkon Park - Install Washroom	Parks & Recreation	4-253	100%	0%	450,000	-	-	-	-	-	-	-	-	-	450,000
ECB-028-18	Improvements to Peche Island and Boat Access	Parks & Recreation	4-255	100%	0%	800,000	-	-	-	-	-	-	-	-	-	800,000
ECB-029-18	Wayfinding Signage and Markers - Ganatchio Trail/Little River	Parks & Recreation	4-257	100%	0%	100,000	-	-	-	-	-	-	-	-	-	100,000
ECB-041-18	Off-Road Cycling Trails	Parks & Recreation	4-259	100%	0%	700,000	-	-	-	-	-	-	-	-	-	700,000
OPS-001-15	Parks Equipment Replacement Program	Parks & Recreation	4-586	0%	100%	639,169	-	-	-	-	-	-	-	-	-	639,169
PFO-001-21	Legacy Beacon/Streetcar #351	Parks & Recreation	4-379	100%	0%	50,955	-	-	-	-	-	-	-	-	-	50,955
PFO-002-15	Playgrounds Replacement Program	Parks & Recreation	4-267	0%	100%	1,343,875	2,510,302	2,226,728	1,771,647	-	-	-	-	-	-	7,852,552
PFO-002-21	Parks Drainage Improvements	Parks & Recreation	4-269	0%	100%	175,000	-	-	-	-	-	-	-	-	-	175,000
PFO-003-18	Fred Thomas Splash Pad (Glengarry)	Parks & Recreation	4-271	100%	0%	150,000	-	-	-	-	-	-	-	-	-	150,000
PFO-003-19	Parks Lighting	Parks & Recreation	4-273	0%	100%	100,000	-	-	-	-	-	-	-	-	-	100,000
PFO-003-20	Holiday Lights Capital Maintenance	Parks & Recreation	4-332	0%	100%	105,801	-	-	-	-	-	-	-	-	-	105,801
PFO-004-21	Parks Sports Courts Improvements	Parks & Recreation	4-279	100%	0%	300,000	-	50,000	-	-	-	-	-	-	-	350,000
PFO-005-19	Parks & Recreation Service and Infrastructure Program	Parks & Recreation	4-287	0%	100%	105,000	-	-	-	-	-	-	-	-	-	105,000

## Class 1: Non Discretionary Investments and or Pre-Commitments of Council

Project Number	Project Title	Major Category	Project Detail Page #	Econ. Dev., Growth, and Serv. Enhance. %	Serv. Sust. Investments %	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
PFO-005-21	Park Splash Pads	Parks & Recreation	4-291	100%	0%	50,000	50,000	-	-	-	-	-	-	-	-	100,000
PFO-006-19	Recycling Silos in Parks	Parks & Recreation	4-297	100%	0%	64,000	-	-	-	-	-	-	-	-	-	64,000
PFO-007-11	Tree Maintenance and Urban Forest Enhancement Program	Parks & Recreation	4-301	0%	100%	1,851,959	-	-	-	-	-	-	-	-	-	1,851,959
PFO-008-12	New Park Design/Development/Construction	Parks & Recreation	4-306	100%	0%	400,000	-	-	-	-	-	-	-	-	-	400,000
PFO-009-12	Park Bridges/Shelters/Buildings/Capital Rehabilitation Program	Parks & Recreation	4-310	100%	0%	130,000	-	-	-	-	-	-	-	-	-	130,000
PFO-010-17	Dog Park Development	Parks & Recreation	4-314	100%	0%	130,000	-	-	-	-	-	-	-	-	-	130,000
PFO-010-20	Park Bench Replacement Program	Parks & Recreation	4-316	0%	100%	50,000	-	-	-	-	-	-	-	-	-	50,000
PFO-013-12	Park-Related Parking Lots Capital Upgrades	Parks & Recreation	4-322	25%	75%	200,000	-	-	-	-	-	-	-	-	-	200,000
REC-001-18	Monument and Memorial Capital Repairs	Parks & Recreation	4-340	0%	100%	75,000	-	-	-	-	-	-	-	-	-	75,000
REC-002-07	Lakeview Park Marina Rehabilitation Program	Parks & Recreation	4-344	0%	100%	950,000	-	-	-	-	-	-	-	-	-	950,000
REC-002-14	Relocation of Sandpoint Beach	Parks & Recreation	4-334	18%	82%	-	227,500	-	-	-	-	-	-	-	-	227,500
REC-002-21	Adie Knox Herman Reimagining Project	Parks & Recreation	4-409	56%	44%	2,938,045	8,598,088	5,422,045	2,655,450	6,076,723	1,309,649	-	-	-	-	27,000,000
REC-003-07	Municipal Pools Refurbishment Program	Parks & Recreation	4-336	0%	100%	-	-	2,000,000	-	-	-	-	-	-	-	2,000,000
ECB-001-18	California/Pulford - Norfolk to Daytona	Roads Infrastructure	4-413	0%	100%	1,200,000	-	-	-	-	-	-	-	-	-	1,200,000
ECB-017-18	Pillette Rd. - Seminole to VIA Tracks - Reconstruction	Roads Infrastructure	4-415	0%	100%	950,000	-	-	-	-	-	-	-	-	-	950,000
ECB-030-18	Wyandotte St. - St. Rose to Janisse - Repair WB, Reconstruct EB	Roads Infrastructure	4-534	0%	100%	440,000	-	-	-	-	-	-	-	-	-	440,000
ECB-031-18	Courtland Cres. - South National to South National - Mill and Pave	Roads Infrastructure	4-536	0%	100%	120,000	-	-	-	-	-	-	-	-	-	120,000
ECB-032-18	Annie St. - Tecumseh to Cul-de-sac - Mill and Pave	Roads Infrastructure	4-538	0%	100%	90,000	-	-	-	-	-	-	-	-	-	90,000
ECB-034-18	Byng Rd. - Lappan to Melinda - Reconstruction	Roads Infrastructure	4-417	0%	100%	650,000	-	-	-	-	-	-	-	-	-	650,000
ECP-002-08	Provincial Rd./Division Rd. Corridor Infrastructure Improvements	Roads Infrastructure	4-419	46%	54%	-	-	13,582,800	10,000,000	-	-	-	-	-	-	23,582,800
ECP-002-10	Banwell Rd. Infrastructure Improvements	Roads Infrastructure	4-421	95%	5%	70,000	2,100,000	500,000	2,600,832	-	-	-	-	-	-	5,270,832
ECP-003-08	Howard Avenue Corridor Infrastructure Improvements- S Cameron Boulevard to Herb Gray	Roads Infrastructure	4-425	20%	80%	100,000	2,834,000	-	-	-	-	-	-	-	-	2,934,000
ECP-003-09	Cabana Road Infrastructure Improvements	Roads Infrastructure	4-427	50%	50%	1,291,746	3,765,980	3,849,659	-	-	-	-	-	-	-	8,907,385
ECP-013-09	La Bella Strada - Erie St. Business Improvement Area Streetscaping (SMP)	Roads Infrastructure	4-439	100%	0%	300,000	-	-	-	-	-	-	-	-	-	300,000
ECP-023-07	Parent Ave./McDougall Ave. Storm Sewer (SMP)	Roads Infrastructure	4-447	0%	100%	-	139,000	500,000	561,000	-	-	-	-	-	-	1,200,000
EDG-001-11	Lauzon Parkway & County Rd. 42 Infrastructure Improvements	Roads Infrastructure	4-492	100%	0%	1,000,000	-	-	-	-	-	-	-	-	-	1,000,000
ENG-001-16	Sixth Concession Rd./North Talbot Rd. Infrastructure Improvements	Roads Infrastructure	4-453	75%	25%	1,000	-	-	-	-	-	-	-	-	-	1,000
ENG-003-23	E.C Row/Banwell Interchange	Roads Infrastructure	4-464	100%	0%	-	1,000,000	4,000,000	-	-	-	-	-	-	-	5,000,000
ENG-005-17	Central Box EA Road and Infrastructure Improvements (SMP)	Roads Infrastructure	4-468	69%	31%	3,560,000	3,200,000	300,000	500,000	-	-	-	-	-	-	7,560,000

## Class 1: Non Discretionary Investments and or Pre-Commitments of Council

Project Number	Project Title	Major Category	Project Detail Page #	Econ. Dev., Growth, and Serv. Enhance. %	Serv. Sust. Investments %	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
ENG-026-17	Sandwich Street - Roundabout and Archeological Study	Roads Infrastructure	4-476	0%	100%	375,000	-	-	-	-	-	-	-	-	-	375,000
OPS-001-07	Road Rehabilitation - Various Locations Program	Roads Infrastructure	4-542	0%	100%	2,401,536	2,870,399	-	-	-	-	-	-	-	-	5,271,935
OPS-003-14	University Avenue Environmental Assessment Placeholder	Roads Infrastructure	4-36	12%	88%	401,000	600,000	-	-	-	-	-	-	-	-	1,001,000
OPS-004-07	Sidewalk Rehabilitation Program	Roads Infrastructure	4-555	0%	100%	305,000	-	-	-	-	-	-	-	-	-	305,000
OPS-007-19	Connecting Link 4 2019-2020 Grant - Huron Church Rd.	Roads Infrastructure	4-570	50%	50%	2,560,814	-	-	-	-	-	-	-	-	-	2,560,814
OPS-007-20	ICIP - City Wide Sidewalks (Intake 1)	Roads Infrastructure	4-572	0%	100%	451,506	-	-	-	-	-	-	-	-	-	451,506
OPS-009-20	Connecting Link Intake 5 Project - Huron Church Rd.	Roads Infrastructure	4-574	0%	100%	1,019,930	-	-	-	-	-	-	-	-	-	1,019,930
ECP-001-10	Upper Little River Stormwater Management Plan and Implementation	Sewers Infrastructure	4-480	100%	0%	2,000,000	-	-	-	-	-	-	-	-	-	2,000,000
ECP-004-09	Stormwater and Sanitary Master Plan Development (SMP)	Sewers Infrastructure	4-484	25%	75%	250,000	-	-	-	-	-	-	-	-	-	250,000
ECP-035-07	City Wide Sewer Rehabilitation Program	Sewers Infrastructure	4-449	0%	100%	8,851,000	-	2,335,000	780,000	-	-	-	-	-	-	11,966,000
ECP-036-07	Ojibway Sanitary Sewer Rehabilitation	Sewers Infrastructure	4-451	0%	100%	3,000,000	-	-	-	-	-	-	-	-	-	3,000,000
ENG-002-19	Sewer Master Plan Implementation (SMP)	Sewers Infrastructure	4-459	0%	100%	8,970,000	11,500,000	6,268,750	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	-	-	51,738,750
ENG-005-19	Enhanced Flooding Mitigation Program - DMAF 1	Sewers Infrastructure	4-470	4%	96%	5,350,000	10,265,000	6,550,000	6,550,000	6,550,000	6,550,000	-	-	-	-	41,815,000
ENG-005-22	DMAF 4 Large-Scale Stream Retention Treatment Basin LRWRP	Sewers Infrastructure	4-472	0%	100%	-	-	-	-	3,751,701	5,887,751	8,587,751	11,987,751	12,000,000	13,585,046	55,800,000
ENG-013-20	Sandwich St. Sewer Rehabilitation	Sewers Infrastructure	4-363	0%	100%	2,030,000	1,713,750	-	-	-	-	-	-	-	-	3,743,750
FRS-001-07	Fire & Rescue First Response Vehicle Replacement Program	Transportation	4-582	0%	100%	73,695	-	-	-	-	-	-	-	-	-	73,695
FRS-004-22	Fire & Rescue Emergency Vehicle Pre-Emption (EVP)	Transportation	4-146	0%	100%	-	-	600,000	-	-	-	-	-	-	-	600,000
OPS-001-21	Streetlight Pole Replacement Program	Transportation	4-638	0%	100%	292,304	292,304	292,304	-	-	-	-	-	-	-	876,912
OPS-005-08	Corporate Fleet Replacement Program	Transportation	4-601	0%	100%	848,678	-	-	-	-	-	-	-	-	-	848,678
TRN-001-07	Transit Windsor Fleet Replacement Program	Transportation	4-653	0%	100%	726,426	-	1,167,896	3,952,638	6,458,059	5,200,000	-	-	-	-	17,505,019
TRN-001-22	Transit Windsor Garage	Transportation	4-647	12%	88%	4,073,574	5,701,947	1,024,479	-	-	1,000,000	418,037	-	-	-	12,218,037
TRN-003-22	Automated Passenger Counter	Transportation	4-651	0%	100%	-	110,000	-	-	-	-	-	-	-	-	110,000
Total Class 1: Non Discretionary Investments and or Pre-Commitments of Council						\$ 81,023,013	\$ 68,554,658	\$ 62,423,675	\$ 46,962,251	\$ 45,335,110	\$ 31,147,400	\$ 14,005,788	\$ 16,987,751	\$ 12,000,000	\$ 13,585,046	\$ 392,024,692



## Class 2: Service Sustainability Investments

Project Number	Project Title	Major Category	Project Detail Page #	Econ. Dev., Growth, and Serv. Enhance. %	Serv. Sust. Investments %	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
ECP-009-08	Corporate Properties Site Assessments/Clean-ups/Demolitions	Corporate Property Infrastructure	4-351	0%	100%	-	-	-	-	-	-	-	-	200,000	200,000	400,000
ENG-006-17	<b>Windsor International Aquatic Training Centre –</b> Ongoing Capital Maintenance	Corporate Property Infrastructure	4-232	0%	100%	150,000	971,500	568,500	150,000	150,000	300,000	300,000	300,000	350,000	180,000	3,420,000
ENG-007-17	Facility Equipment Replacement Program	Corporate Property Infrastructure	4-234	0%	100%	50,000	50,000	50,000	50,000	50,000	50,000	-	-	50,000	50,000	400,000
ENG-010-17	Capitol Theatre Capital Rehabilitation Program	Corporate Property Infrastructure	4-359	0%	100%	-	750,000	750,000	-	-	100,000	100,000	100,000	-	750,000	2,550,000
ENG-011-17	400 City Hall Square - Capital Repairs	Corporate Property Infrastructure	4-361	0%	100%	129,700	1,690,300	-	500,000	500,000	100,000	100,000	100,000	100,000	225,000	3,445,000
FRS-001-19	Water Rescue Equipment - Fire & Rescue Division	Corporate Property Infrastructure	4-116	0%	100%	-	-	-	-	-	-	-	130,000	-	-	130,000
FRS-001-23	Replacement of Mobile Live Fire Training Unit (MLFTU)	Corporate Property Infrastructure	4-120	0%	100%	-	-	-	-	-	-	-	-	-	850,000	850,000
FRS-003-16	Fire Education Materials, Displays & Equipment	Corporate Property Infrastructure	4-140	0%	100%	-	-	20,000	-	-	-	-	20,000	-	-	40,000
FRS-003-19	Re-alignment of Fire & Rescue Training & Apparatus Facility	Corporate Property Infrastructure	4-128	0%	100%	-	-	-	-	-	-	-	-	400,000	-	400,000
FRS-003-20	Fire & Rescue Washer Extractor	Corporate Property Infrastructure	4-130	0%	100%	-	-	-	-	-	25,000	-	50,000	-	-	75,000
FRS-003-22	Decontamination Unit for Personal Protective Equipment (PPE)	Corporate Property Infrastructure	4-132	0%	100%	-	-	-	40,000	-	-	-	50,000	-	-	90,000
FRS-004-07	Firefighter Self-Contained Breathing Apparatus (SCBA) Replacement	Corporate Property Infrastructure	4-142	0%	100%	-	-	-	-	-	-	1,400,000	-	-	-	1,400,000
FRS-005-07	Heavy Hydraulics Replacement-Auto Extrication	Corporate Property Infrastructure	4-134	0%	100%	-	-	-	50,000	-	200,000	-	50,000	-	-	300,000
FRS-005-18	Shop Air-Compressor	Corporate Property Infrastructure	4-148	0%	100%	-	25,000	-	-	-	-	-	-	-	-	25,000
FRS-006-18	Hoist Replacement	Corporate Property Infrastructure	4-150	0%	100%	-	-	-	-	-	240,000	60,000	-	-	-	300,000
FRS-007-18	Thermal Imaging Camera - Fire & Rescue Services	Corporate Property Infrastructure	4-136	0%	100%	50,000	-	-	-	-	50,000	50,000	-	-	-	150,000
HCP-002-07	Corporate Facilities Roof Replacement Program	Corporate Property Infrastructure	4-236	0%	100%	400,000	400,000	400,000	1,200,000	200,000	1,150,000	2,820,000	1,560,000	1,525,000	2,300,000	11,955,000
HCP-002-09	Fire Hall Capital Refurbishment Program	Corporate Property Infrastructure	4-367	0%	100%	150,000	-	-	-	150,000	-	-	-	-	-	300,000
HCP-005-08	Corporate Facilities Paving Program	Corporate Property Infrastructure	4-369	0%	100%	100,000	2,000,000	100,000	-	100,000	1,000,000	4,050,000	1,000,000	850,000	250,000	9,450,000
HCP-010-07	Willistead Complex Capital Rehabilitation Program	Corporate Property Infrastructure	4-371	0%	100%	-	-	-	-	50,000	75,000	575,000	1,075,000	500,000	100,000	2,375,000
HLD-001-12	Huron Lodge Nursing Equipment Replacement Program	Corporate Property Infrastructure	4-201	0%	100%	50,000	50,000	50,000	75,000	75,000	200,000	200,000	200,000	200,000	85,000	1,185,000
HLD-001-13	Huron Lodge Beds/Mattresses/Furniture Replacement Program	Corporate Property Infrastructure	4-217	0%	100%	100,000	100,000	100,000	200,000	200,000	-	300,000	200,000	100,000	400,000	1,700,000
HLD-001-15	Huron Lodge Ceiling Mounted Resident Lift Replacement Program	Corporate Property Infrastructure	4-203	0%	100%	100,000	100,000	110,000	120,000	120,000	110,000	-	-	115,000	115,000	890,000
HLD-001-17	Huron Lodge Dietary Servery and Cafe Updates and Equipment Replacement	Corporate Property Infrastructure	4-207	0%	100%	35,000	35,000	35,000	50,000	50,000	40,000	-	50,000	50,000	-	345,000
HLD-002-12	Huron Lodge Cooking and Food Preparation Equipment Replacement Program	Corporate Property Infrastructure	4-209	0%	100%	40,000	-	42,000	45,000	45,000	-	-	50,000	50,000	100,000	372,000
HLD-002-17	Huron Lodge Resident Services Equipment Replacement	Corporate Property Infrastructure	4-219	0%	100%	-	-	-	40,000	150,000	-	-	40,000	60,000	150,000	440,000
HLD-003-15	Huron Lodge Dish Machines and Industrial Kitchen Equipment	Corporate Property Infrastructure	4-211	0%	100%	40,000	-	50,000	50,000	50,000	110,000	70,000	100,000	100,000	-	570,000
HLD-004-15	Huron Lodge Refrigeration and Freezer Equipment Replacement	Corporate Property Infrastructure	4-213	0%	100%	-	-	-	175,000	100,000	-	-	250,000	250,000	-	775,000
LGL-002-17	Demolition of Transitional Buildings	Corporate Property Infrastructure	4-156	0%	100%	-	100,000	100,000	-	-	100,000	100,000	100,000	100,000	-	600,000

## Class 2: Service Sustainability Investments

Project Number	Project Title	Major Category	Project Detail Page #	Econ. Dev., Growth, and Serv. Enhance. %	Serv. Sust. Investments %	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
OPS-004-22	Waste Disposal Bins	Corporate Property Infrastructure	4-580	0%	100%	-	-	-	-	-	-	60,550	53,500	54,450	-	168,500
OPS-005-22	Orphan Monuments, Gateways and Miscellaneous Installations and Maintenance	Corporate Property Infrastructure	4-566	0%	100%	-	200,000	25,000	-	-	25,000	25,000	25,000	-	-	300,000
OPS-007-07	Public Works Operations Facilities Refurbishment	Corporate Property Infrastructure	4-375	0%	100%	653,899	25,000	25,000	25,000	25,000	100,000	800,000	100,000	25,000	365,000	2,143,899
PFO-001-15	Huron Lodge Environmental Services Equipment Replacement	Corporate Property Infrastructure	4-239	0%	100%	-	-	-	175,000	175,000	50,000	50,000	50,000	-	100,000	600,000
PFO-001-23	Parks & Facilities Maintenance Funding	Corporate Property Infrastructure	4-241	0%	100%	-	-	-	40,000	-	-	-	-	-	100,000	140,000
PFO-002-12	Facility Structural & Building Envelope Maintenance Program	Corporate Property Infrastructure	4-381	0%	100%	50,000	50,000	550,000	150,000	500,000	750,000	1,000,000	1,500,000	500,000	500,000	5,550,000
PFO-002-14	Huron Lodge Facility Rehabilitation Program	Corporate Property Infrastructure	4-383	0%	100%	-	-	750,000	750,000	100,000	100,000	100,000	100,000	900,000	900,000	3,700,000
PFO-002-18	Facility & Parks Building Demolitions	Corporate Property Infrastructure	4-385	0%	100%	-	100,000	-	100,000	100,000	-	-	-	-	100,000	400,000
PFO-003-13	401 Riverside Drive W Capital Refurbishment	Corporate Property Infrastructure	4-387	0%	100%	125,000	-	-	125,000	125,000	125,000	100,000	100,000	-	125,000	825,000
PFO-003-14	Corporate Facilities Boiler Replacement Program	Corporate Property Infrastructure	4-389	0%	100%	50,000	50,000	50,000	150,000	150,000	50,000	50,000	50,000	500,000	-	1,100,000
PFO-004-12	Corporate Facilities Building Condition Assessments	Corporate Property Infrastructure	4-393	0%	100%	50,000	-	-	200,000	200,000	200,000	100,000	100,000	-	-	850,000
PFO-004-20	Windsor Lawn Bowling and Tennis Club Exterior Repairs	Corporate Property Infrastructure	4-395	0%	100%	100,000	-	-	-	-	100,000	50,000	50,000	-	-	300,000
PFO-008-21	Corporate Electrical Replacement/Repair Program	Corporate Property Infrastructure	4-397	0%	100%	-	-	-	-	-	750,000	150,000	150,000	150,000	1,000,000	2,200,000
PFO-009-11	Corporate Heating & Cooling Replacement/Repair Program	Corporate Property Infrastructure	4-399	0%	100%	800,000	200,000	500,000	1,130,000	600,000	1,000,000	1,500,000	1,800,000	1,000,000	1,000,000	9,530,000
PFO-010-11	Corporate Facilities Interior Renovation Program	Corporate Property Infrastructure	4-401	0%	100%	-	50,000	50,000	100,000	100,000	750,000	750,000	750,000	395,000	1,139,689	4,084,689
PFO-011-21	Public Works Truck Wash Bays	Corporate Property Infrastructure	4-405	0%	100%	-	-	-	200,000	-	-	-	50,000	-	-	250,000
PFO-013-21	Corporate Facility Equipment Maintenance Program	Corporate Property Infrastructure	4-245	0%	100%	48,000	50,000	10,000	1,050,000	-	150,000	-	-	50,000	75,000	1,433,000
PFO-014-07	Corporate Facilities Health & Safety Compliance	Corporate Property Infrastructure	4-247	0%	100%	100,000	125,000	100,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	1,375,000
PFO-014-21	Access Control/Building Automation System Replacements	Corporate Property Infrastructure	4-407	0%	100%	-	-	-	-	-	1,850,000	-	-	1,100,000	750,000	3,700,000
REC-005-07	Corporate Arena Refurbishments	Corporate Property Infrastructure	4-348	0%	100%	200,000	1,000,000	200,000	1,090,000	1,000,000	-	-	-	700,000	-	4,190,000
REC-006-07	Mackenzie Hall Repair and Maintenance	Corporate Property Infrastructure	4-411	0%	100%	-	-	-	-	865,461	-	-	675,000	1,284,539	100,000	2,925,000
FRS-001-20	Technology Replacements - Emergency Operations Centre (EOC)	Corporate Technology	4-118	0%	100%	-	-	-	150,000	150,000	-	-	50,000	-	-	350,000
FRS-002-07	Fire & Rescue Computer-aided Dispatch System (CRISYS)	Corporate Technology	4-138	0%	100%	-	-	-	50,000	-	-	50,000	-	-	50,000	150,000
HLD-001-11	Huron Lodge Point of Care Technology Implementation and upgrades including Wireless	Corporate Technology	4-199	0%	100%	100,000	-	-	-	100,000	-	-	-	500,000	-	700,000
HLD-002-15	Huron Lodge Resident Monitoring & Nurse Bedside Call System	Corporate Technology	4-205	0%	100%	-	-	25,000	20,000	20,000	-	120,000	-	20,000	20,000	225,000
HLD-006-15	Huron Lodge Dietary Management System Maintenance	Corporate Technology	4-215	0%	100%	105,000	-	35,000	-	70,000	-	-	-	50,000	60,000	320,000
ECB-028-18	Improvements to Peche Island and Boat Access	Parks & Recreation	4-255	0%	100%	-	-	-	-	-	-	500,000	-	263,670	-	763,670
OPS-001-15	Parks Equipment Replacement Program	Parks & Recreation	4-586	0%	100%	112,831	1,188,000	390,000	744,000	595,000	512,000	808,000	1,127,000	777,000	1,436,000	7,689,831
PFO-001-22	Self-Watering Planters	Parks & Recreation	4-265	0%	100%	-	-	-	-	-	-	-	-	60,000	72,000	132,000

## Class 2: Service Sustainability Investments

Project Number	Project Title	Major Category	Project Detail Page #	Econ. Dev., Growth, and Serv. Enhance. %	Serv. Sust. Investments %	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
PFO-002-15	Playgrounds Replacement Program	Parks & Recreation	4-267	0%	100%	-	-	-	1,131,353	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	13,131,353
PFO-002-21	Parks Drainage Improvements	Parks & Recreation	4-269	0%	100%	-	175,000	175,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	1,750,000
PFO-003-20	Holiday Lights Capital Maintenance	Parks & Recreation	4-332	0%	100%	-	50,000	50,000	50,000	50,000	-	50,000	-	-	50,000	300,000
PFO-003-21	Parks Fencing and Railings	Parks & Recreation	4-275	0%	100%	-	-	-	-	-	-	-	-	225,000	325,000	550,000
PFO-005-12	Regional Parks Rehabilitation Program	Parks & Recreation	4-283	0%	100%	-	400,000	300,000	500,000	600,000	300,000	300,000	300,000	300,000	-	3,000,000
PFO-005-18	Shorewall Capital Rehabilitation Program	Parks & Recreation	4-285	0%	100%	8,885	-	-	-	592,000	2,295,266	600,000	600,000	600,000	600,000	5,296,151
PFO-005-19	Parks & Recreation Service and Infrastructure Program	Parks & Recreation	4-287	0%	100%	-	395,000	500,000	-	-	-	-	-	-	-	895,000
PFO-005-20	Natural Areas Management Program	Parks & Recreation	4-289	0%	100%	200,000	100,000	100,000	100,000	100,000	150,000	150,000	150,000	200,000	200,000	1,450,000
PFO-006-12	Community Parks Rehabilitation Program	Parks & Recreation	4-295	0%	100%	500,000	-	-	500,000	1,300,000	-	-	-	-	-	2,300,000
PFO-006-20	Riverfront Walkway Stabilization	Parks & Recreation	4-299	0%	100%	-	-	1,500,000	500,000	-	500,000	500,000	500,000	500,000	-	4,000,000
PFO-007-11	Tree Maintenance and Urban Forest Enhancement Program	Parks & Recreation	4-301	0%	100%	142,184	2,245,143	1,994,143	2,080,000	2,080,000	2,080,000	2,080,000	2,080,000	2,080,000	2,100,000	18,961,470
PFO-010-20	Park Bench Replacement Program	Parks & Recreation	4-316	0%	100%	-	50,000	50,000	50,000	50,000	50,000	50,000	50,000	75,000	100,000	525,000
PFO-012-12	Park Trails Capital Rehabilitation Program	Parks & Recreation	4-320	0%	100%	-	100,000	100,000	300,000	100,000	250,000	250,000	325,000	340,000	440,000	2,205,000
PFO-015-12	Parks Master Plan	Parks & Recreation	4-326	0%	100%	-	-	-	125,000	50,000	50,000	-	-	-	-	225,000
PFO-017-12	Playground Equipment Removal	Parks & Recreation	4-330	0%	100%	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	150,000	50,000	1,000,000
REC-001-18	Monument and Memorial Capital Repairs	Parks & Recreation	4-340	0%	100%	-	-	75,000	75,000	75,000	75,000	75,000	-	75,000	75,000	525,000
REC-001-21	Spirit of Windsor Train	Parks & Recreation	4-342	0%	100%	-	-	-	-	-	-	-	-	50,000	50,000	100,000
REC-002-07	Lakeview Park Marina Rehabilitation Program	Parks & Recreation	4-344	0%	100%	-	50,000	50,000	34,000	34,000	275,000	275,000	275,000	275,000	-	1,268,000
REC-003-07	Municipal Pools Refurbishment Program	Parks & Recreation	4-336	0%	100%	132,000	75,000	305,201	2,610,000	-	474,000	500,000	500,000	-	187,500	4,783,701
REC-004-07	Recreation Facility Refurbishment Program	Parks & Recreation	4-338	0%	100%	50,000	300,000	50,000	100,000	50,000	300,000	300,000	300,000	185,000	112,500	1,747,500
REC-004-08	The WFCU Centre Capital Rehabilitation Program	Parks & Recreation	4-346	0%	100%	1,100,000	-	200,000	540,000	790,000	300,000	300,000	300,000	290,000	185,000	4,005,000
OPS-001-07	Road Rehabilitation - Various Locations Program	Roads Infrastructure	4-542	0%	100%	9,690,805	13,753,568	18,255,201	9,171,462	12,250,396	18,645,000	18,645,000	18,645,000	22,880,060	21,780,000	163,716,492
OPS-001-11	Minor Alley Maintenance Program	Roads Infrastructure	4-549	0%	100%	200,000	200,000	200,000	200,000	200,000	250,000	250,000	250,000	250,000	250,000	2,250,000
OPS-002-11	Minor Road Deficiencies Rehabilitation Program	Roads Infrastructure	4-551	0%	100%	2,967,386	4,075,660	4,133,934	3,800,000	3,800,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	33,776,980
OPS-003-07	Bridge Rehabilitation Program	Roads Infrastructure	4-553	0%	100%	3,160,770	500,000	500,000	2,500,000	5,000,000	1,000,000	1,000,000	1,000,000	1,000,000	2,000,000	17,660,770
OPS-003-14	University Avenue Environmental Assessment Placeholder	Roads Infrastructure	4-36	0%	100%	-	250,000	-	-	-	-	-	-	-	-	250,000
OPS-004-07	Sidewalk Rehabilitation Program	Roads Infrastructure	4-555	0%	100%	451,190	1,207,696	1,207,696	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	13,366,582
OPS-006-07	"At-Grade" Railway Crossings	Roads Infrastructure	4-568	0%	100%	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	1,250,000
OPS-007-16	Cabana Rd. Pavement Markings	Roads Infrastructure	4-38	0%	100%	-	110,000	-	-	-	110,000	-	-	-	-	220,000

## Class 2: Service Sustainability Investments

Project Number	Project Title	Major Category	Project Detail Page #	Econ. Dev., Growth, and Serv. Enhance. %	Serv. Sust. Investments %	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
OPS-007-20	ICIP - City Wide Sidewalks (Intake 1)	Roads Infrastructure	4-572	0%	100%	1,067,630	533,815	355,876	177,939	-	-	-	-	-	-	2,135,260
OPS-028-18	Concrete Road Panel Repair Program	Roads Infrastructure	4-576	0%	100%	1,500,000	1,500,000	500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	14,000,000
ECP-004-08	Municipal Drains Capital Rehabilitation Program	Sewers Infrastructure	4-482	0%	100%	419,000	250,000	336,000	500,000	500,000	-	600,000	600,000	800,000	500,000	4,505,000
ECP-005-08	Grand Marais Drain Improvements (Concrete Channel)	Sewers Infrastructure	4-486	0%	100%	-	-	-	-	-	-	1,169,500	1,098,420	350,000	800,000	3,417,920
ECP-028-07	Grand Marais Drain Rehabilitation Program (Existing Naturalized Channel)	Sewers Infrastructure	4-488	0%	100%	-	-	-	200,250	999,750	1,300,000	650,000	150,000	300,000	-	3,600,000
ECP-035-07	City Wide Sewer Rehabilitation Program	Sewers Infrastructure	4-449	0%	100%	1,492,000	6,037,000	6,220,000	8,586,624	5,463,550	9,700,000	9,300,000	9,000,000	9,000,000	9,044,705	73,843,879
ENG-001-13	Capital Rehabilitation Program for Little River Steel Retaining Walls	Sewers Infrastructure	4-494	0%	100%	600,000	500,000	400,000	-	-	1,500,000	500,000	500,000	700,000	1,300,000	6,000,000
ENG-001-22	Cameron Ave Storm Trunk Sewer (SMP)	Sewers Infrastructure	4-455	0%	100%	-	-	-	-	-	-	-	-	800,000	-	800,000
ENG-002-19	Sewer Master Plan Implementation (SMP)	Sewers Infrastructure	4-459	0%	100%	-	-	1,524,471	2,500,000	6,627,801	1,100,000	3,012,820	226,580	732,799	-	15,724,471
ENG-007-16	Basement Flooding Abatement Measures	Sewers Infrastructure	4-540	0%	100%	4,500,000	4,500,000	4,500,000	4,500,000	4,500,000	4,500,000	4,500,000	4,500,000	4,514,750	4,658,000	45,172,750
ENG-009-21	Inflow & Infiltration Program (SMP)	Sewers Infrastructure	4-512	0%	100%	175,000	175,000	175,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	1,925,000
ENG-012-20	Capital Improvements to East Riverside Flood Protection Dikes (SMP)	Sewers Infrastructure	4-514	0%	100%	-	-	-	-	-	-	2,399,680	1,880,000	1,000,000	1,000,000	6,279,680
ENV-001-08	Lou Romano Water Reclamation Plant	Sewers Infrastructure	4-525	0%	100%	5,388,000	3,215,000	2,120,000	2,503,000	1,420,000	2,395,000	1,028,000	2,020,000	3,570,000	1,703,000	25,362,000
ENV-001-23	Little River Landfill	Sewers Infrastructure	4-518	0%	100%	100,000	-	-	-	-	-	-	-	-	-	100,000
ENV-002-08	Little River Pollution Control Plant	Sewers Infrastructure	4-522	0%	100%	8,647,423	4,950,000	570,000	800,000	920,000	800,000	570,000	350,000	570,000	750,000	18,927,423
ENV-002-23	East Riverside Landfill	Sewers Infrastructure	4-520	0%	100%	100,000	-	-	-	-	-	-	-	-	-	100,000
ENV-003-08	Pumping Stations Maintenance	Sewers Infrastructure	4-529	0%	100%	1,625,000	1,500,000	1,630,000	780,000	220,000	320,000	320,000	820,000	520,000	345,000	8,080,000
OPS-005-19	Gravel Alley Drainage Improvements	Sewers Infrastructure	4-564	0%	100%	-	-	-	-	-	200,000	200,000	200,000	200,000	200,000	1,000,000
OPS-029-18	Curb Replacement Program	Sewers Infrastructure	4-578	0%	100%	-	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	2,700,000
ENG-007-20	Streetlights on Ottawa Street - Pierre to Howard	Transportation	4-636	0%	100%	462,753	136,589	-	-	-	-	-	-	-	-	599,342
FRS-001-07	Fire & Rescue First Response Vehicle Replacement Program	Transportation	4-582	0%	100%	15,305	3,434,000	53,000	-	2,399,000	7,117,000	5,174,000	184,000	163,000	2,666,000	21,205,305
OPS-001-13	Parking Equipment Replacement Program	Transportation	4-621	0%	100%	108,000	110,000	112,000	114,000	116,000	118,000	120,000	122,000	124,000	126,480	1,170,480
OPS-001-17	Fuel Site Equipment Replacement	Transportation	4-592	0%	100%	36,300	62,000	17,780	-	19,950	50,000	50,000	50,000	50,000	122,200	458,230
OPS-001-21	Streetlight Pole Replacement Program	Transportation	4-638	0%	100%	50,000	150,000	150,000	100,000	100,000	638,790	940,450	722,310	501,940	500,000	3,853,490
OPS-001-23	Fleet Garage Equipment	Transportation	4-597	0%	100%	-	-	-	-	-	-	-	-	-	250,000	250,000
OPS-002-17	Fuel Site Program	Transportation	4-599	0%	100%	6,050	50,000	50,000	50,000	50,000	25,000	25,000	25,000	25,000	25,000	331,050
OPS-005-08	Corporate Fleet Replacement Program	Transportation	4-601	0%	100%	1,649,322	3,132,000	1,515,000	2,500,000	2,796,000	1,569,000	2,034,000	2,170,000	3,136,000	3,350,000	23,851,322
OPS-010-07	Advanced Traffic Management System (ATMS) - System Maintenance	Transportation	4-645	0%	100%	234,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	3,834,000
OPS-018-07	Parking Garage Capital Rehabilitation Program	Transportation	4-623	0%	100%	717,000	717,000	750,000	750,000	750,000	750,000	600,000	600,000	600,000	600,000	6,834,000

## Class 2: Service Sustainability Investments

Project Number	Project Title	Major Category	Project Detail Page #	Econ. Dev., Growth, and Serv. Enhance. %	Serv. Sust. Investments %	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
OPS-020-07	Parking Lot Rehabilitation Program	Transportation	4-627	0%	100%	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	2,000,000
TRN-001-07	Transit Windsor Fleet Replacement Program	Transportation	4-653	0%	100%	-	-	(0)	-	-	-	5,200,000	5,200,000	5,200,000	-	15,600,000
TRN-001-16	Transit Windsor Fleet Refurbishment/Repair Costs	Transportation	4-656	0%	100%	300,000	300,000	300,000	300,000	300,000	400,000	400,000	400,000	400,000	500,000	3,600,000
TRN-002-08	TW Hybrid Life Extension	Transportation	4-660	0%	100%	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	2,000,000
Total Class 2: Service Sustainability Investments						\$ 52,310,433	\$ 65,924,271	\$ 57,435,802	\$ 62,597,628	\$ 68,043,908	\$ 79,824,056	\$ 90,332,000	\$ 78,123,810	\$ 85,837,208	\$ 80,368,074	\$ 720,797,190

### Class 3: Investments with components of both Sustainability and Enhancement

Project Number	Project Title	Major Category	Project Detail Page #	Econ. Dev., Growth, and Serv. Enhance. %	Serv. Sust. Investments %	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
ENG-001-23	Central Library	Corporate Property Infrastructure	4-353	13%	87%	-	-	1,619,775	2,736,008	104,217	-	-	-	-	680,000	5,140,000
FRS-003-13	New Fire Headquarters - Station #1	Corporate Property Infrastructure	4-126	59%	41%	1,127,483	372,517	-	-	1,500,000	56,816	4,394,971	12,356,045	2,304,799	5,887,369	28,000,000
PFO-001-12	Corporate Properties Security Systems and Infrastructure	Corporate Property Infrastructure	4-377	23%	77%	75,000	150,000	150,000	150,000	150,000	75,000	75,000	75,000	325,000	100,000	1,325,000
PFO-002-19	Fountain Restoration and Repairs	Corporate Property Infrastructure	4-243	65%	35%	2,206,182	250,000	2,874,046	5,009,772	660,000	-	-	-	-	-	11,000,000
PFO-010-21	Public Works Traffic Signals Control Centre Relocation Project	Corporate Property Infrastructure	4-403	23%	77%	-	-	-	600,000	-	-	-	750,000	400,000	-	1,750,000
FIN-001-17	Asset Planning Service Design and Implementation	Corporate Technology	4-163	65%	35%	520,000	-	-	-	250,000	150,000	400,000	150,000	-	-	1,470,000
ITC-001-08	Information Technology Business Continuity Improvements	Corporate Technology	4-48	54%	46%	150,000	75,000	100,000	-	-	75,000	50,000	50,000	50,000	50,000	600,000
ITC-001-19	Funding for Microsoft Software	Corporate Technology	4-60	11%	89%	-	-	-	600,000	600,000	900,000	900,000	900,000	200,000	-	4,100,000
ITC-001-22	Data & Insights	Corporate Technology	4-69	50%	50%	100,000	100,000	-	-	-	-	-	-	-	50,000	250,000
ITC-002-07	Corporate Electronic Storage and Retrieval Systems Upgrades	Corporate Technology	4-71	67%	33%	150,000	150,000	100,000	100,000	100,000	125,000	100,000	100,000	125,000	125,000	1,175,000
ITC-003-07	Information Technology Network Infrastructure Improvements	Corporate Technology	4-73	48%	52%	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	270,000	250,000	2,120,000
ITC-005-07	Corporate Data & Network Security Initiatives	Corporate Technology	4-75	58%	42%	300,000	300,000	100,000	100,000	100,000	100,000	100,000	100,000	230,000	230,000	1,660,000
ITC-006-07	Information Technology Disaster Recovery Initiatives	Corporate Technology	4-77	56%	44%	100,000	75,000	100,000	100,000	100,000	150,000	150,000	150,000	300,000	300,000	1,525,000
ITC-007-07	Corporate Intranet Redesign & Internet Accessibility Improvements	Corporate Technology	4-54	54%	46%	-	-	425,000	-	-	150,000	125,000	150,000	150,000	575,000	1,575,000
ITC-008-07	Corporate Enterprise Resource Planning (ERP) System	Corporate Technology	4-65	22%	78%	250,000	-	516,696	2,000,000	2,154,473	1,750,000	2,250,000	1,718,079	1,381,921	1,555,000	13,576,169
ITC-011-07	AMANDA Information System Upgrades and Improvements	Corporate Technology	4-67	3%	97%	200,000	200,000	200,000	-	-	250,000	250,000	250,000	250,000	250,000	1,850,000
ITC-012-07	Corporate Communications Technology	Corporate Technology	4-79	50%	50%	-	50,000	50,000	50,000	50,000	100,000	100,000	100,000	100,000	300,000	900,000
OPS-003-22	Traffic Asset Management Program	Corporate Technology	4-640	90%	10%	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	500,000
PFO-003-15	Central Riverfront Improvement Plan & Civic Esplanade / Plaza	Parks & Recreation	4-391	95%	5%	6,144,540	3,469,806	4,793,654	727,000	300,000	1,682,969	7,342,935	1,381,096	-	1,678,000	27,520,000
PFO-003-19	Parks Lighting	Parks & Recreation	4-273	27%	73%	-	100,000	100,000	100,000	100,000	100,000	100,000	100,000	500,000	300,000	1,500,000
PFO-007-12	Neighbourhood Parks Rehabilitation Program	Parks & Recreation	4-304	76%	24%	-	-	348,000	-	-	100,000	448,000	752,000	400,000	600,000	2,648,000
PFO-009-12	Park Bridges/Shelters/Buildings/Capital Rehabilitation Program	Parks & Recreation	4-310	39%	61%	-	100,000	-	132,000	500,000	300,000	300,000	150,000	500,000	943,000	2,925,000
PFO-009-20	Parks Signage	Parks & Recreation	4-312	80%	20%	-	-	-	-	-	-	-	-	400,000	100,000	500,000
PFO-013-12	Park-Related Parking Lots Capital Upgrades	Parks & Recreation	4-322	5%	95%	-	100,000	350,000	500,000	200,000	300,000	300,000	300,000	375,000	900,000	3,325,000
REC-002-14	Relocation of Sandpoint Beach	Parks & Recreation	4-334	47%	53%	-	23,000	777,000	-	-	300,000	300,000	300,000	-	-	1,700,000
ECP-002-08	Provincial Rd./Division Rd. Corridor Infrastructure Improvements	Roads Infrastructure	4-419	95%	5%	-	-	-	-	-	392,000	2,442,159	681,872	1,500,000	3,257,169	8,273,200
ECP-002-10	Banwell Rd. Infrastructure Improvements	Roads Infrastructure	4-421	67%	33%	300,000	1,003,793	2,494,375	-	-	-	-	-	-	-	3,798,168
ECP-003-08	Howard Avenue Corridor Infrastructure Improvements- S Cameron Boulevard to Herb Gray	Roads Infrastructure	4-425	85%	15%	-	2,000,000	-	2,798,000	9,368,000	-	100,000	1,350,000	-	2,140,000	17,756,000
ECP-003-09	Cabana Road Infrastructure Improvements	Roads Infrastructure	4-427	41%	59%	-	-	-	-	-	450,000	450,000	1,800,000	-	2,605,000	5,305,000

### Class 3: Investments with components of both Sustainability and Enhancement

Project Number	Project Title	Major Category	Project Detail Page #	Econ. Dev., Growth, and Serv. Enhance. %	Serv. Sust. Investments %	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
ECP-004-07	Walker Rd. Infrastructure Improvements	Roads Infrastructure	4-429	35%	65%	-	-	-	-	-	847,988	200,051	-	800,000	6,351,961	8,200,000
ECP-005-07	Tecumseh Rd. E. Infrastructure Improvements	Roads Infrastructure	4-431	23%	77%	-	-	-	873,168	1,125,000	-	1,000,000	2,701,832	-	400,000	6,100,000
ECP-014-07	University Avenue/Victoria Avenue	Roads Infrastructure	4-441	46%	54%	1,100,000	400,000	-	-	-	5,000,000	-	-	-	-	6,500,000
ECP-016-07	The Riverside Drive Vista Improvement	Roads Infrastructure	4-443	34%	66%	-	2,215,000	2,400,000	1,875,000	4,000,000	2,000,000	2,000,000	2,625,000	6,000,000	2,000,000	25,115,000
ECP-023-07	Parent Ave./McDougall Ave. Storm Sewer (SMP)	Roads Infrastructure	4-447	74%	26%	-	-	-	1,485,000	95,000	-	-	-	4,000,000	500,000	6,080,000
EDG-001-11	Lauzon Parkway & County Rd. 42 Infrastructure Improvements	Roads Infrastructure	4-492	93%	7%	-	-	3,000,000	6,103,313	5,845,714	-	6,000,000	8,050,000	500,000	500,000	29,999,027
ENG-001-16	Sixth Concession Rd./North Talbot Rd. Infrastructure Improvements	Roads Infrastructure	4-453	56%	44%	-	-	-	700,000	969,813	1,425,187	1,750,000	1,400,000	1,000,000	1,500,000	8,745,000
ENG-004-23	Dominion - Ojibway to Totten/ Ojibway Storm Outlet	Roads Infrastructure	4-466	63%	37%	-	-	-	-	298,520	1,778,051	1,250,000	500,000	2,973,429	2,000,000	8,800,000
ENG-006-20	Local Improvement Program	Roads Infrastructure	4-474	64%	36%	28,000	2,991,282	726,282	1,637,000	1,250,000	1,550,000	1,295,000	1,897,436	1,250,000	1,500,000	14,125,000
ENG-006-21	Sandwich South Road Network Improvements	Roads Infrastructure	4-508	72%	28%	-	-	-	-	-	8,000,000	2,200,000	150,000	-	-	10,350,000
ECP-001-10	Upper Little River Stormwater Management Plan and Implementation	Sewers Infrastructure	4-480	86%	14%	-	3,300,000	4,151,200	3,496,687	1,688,086	1,500,000	1,725,000	2,275,000	2,500,000	3,000,000	23,635,973
ECP-022-07	Prince Rd./Totten St. Storm Sewer Improvements – (SMP)	Sewers Infrastructure	4-445	31%	69%	-	1,898,750	1,721,250	-	-	1,000,000	2,600,000	-	750,000	700,000	8,670,000
ENG-003-13	Sixth Concession Municipal Drain - Land Acquisition & Capital Improvements	Sewers Infrastructure	4-500	76%	24%	485,000	1,145,000	100,000	-	-	-	-	-	-	-	1,730,000
ENG-003-19	New Development- Engineering Studies and EAs	Sewers Infrastructure	4-502	68%	32%	250,000	-	-	-	-	540,000	-	-	-	-	790,000
ENG-005-19	Enhanced Flooding Mitigation Program - DMAF 1	Sewers Infrastructure	4-470	6%	94%	3,705,038	5,292,094	6,624,958	3,274,443	110,923	515,046	-	-	-	-	19,522,502
ECP-001-07	Citywide Streetlight Rehabilitation & Relocations Including E.C. Row Expressway	Transportation	4-632	4%	96%	593,375	943,615	1,266,280	1,360,000	1,360,000	1,357,460	1,010,800	1,298,940	870,000	1,120,000	11,180,470
OPS-008-20	Traffic Signal Upgrades and Replacements	Transportation	4-642	23%	77%	804,673	1,721,405	1,778,137	2,430,000	2,330,000	2,100,000	2,100,000	2,100,000	2,100,000	2,100,000	19,564,215
OPS-009-07	Transportation Planning Environmental Study Reports (ESRs)	Transportation	4-40	53%	47%	100,000	100,000	100,000	100,000	-	-	-	-	200,000	45,000	645,000
TRN-001-21	Transit Windsor Master Plan Implementation	Transportation	4-658	59%	41%	583,204	-	-	400,000	-	-	-	-	-	-	983,204
Total Class 3: Investments with components of both Sustainability and Enhancement						\$ 19,522,495	\$ 28,776,262	\$ 37,216,653	\$ 39,687,391	\$ 35,559,746	\$ 35,370,517	\$ 44,058,916	\$ 46,912,300	\$ 32,755,149	\$ 44,642,499	\$ 364,501,928

## Class 4: Enhanced Service and Non Infrastructure Investments

Project Number	Project Title	Major Category	Project Detail Page #	Econ. Dev., Growth, and Serv. Enhance. %	Serv. Sust. Investments %	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
FIN-009-15	Capital Reserve Replenishment Allocation	Capital Reserve Replenishment	4-171	100%	0%	1,670,000	1,670,000	1,670,000	1,670,000	1,670,000	1,710,000	1,710,000	1,710,000	1,710,000	3,210,000	18,400,000
ECB-042-18	Theme Districting	Community & Economic Development	4-93	100%	0%	-	-	-	-	-	-	-	-	-	2,130,000	2,130,000
ENG-004-21	Airport Employment Lands	Community & Economic Development	4-504	100%	0%	-	-	-	-	-	-	-	-	934,671	-	934,671
FIN-001-14	Development Charges Study and Bylaw Update	Community & Economic Development	4-173	100%	0%	-	50,000	50,000	-	-	-	60,000	60,000	-	-	220,000
FIN-001-19	Grant Matching Funding and Mitigating Inflationary Pressures	Community & Economic Development	4-165	100%	0%	1,037,751	913,253	250,000	300,000	2,750,000	1,000,000	1,471,665	1,475,000	1,200,000	-	10,397,669
HCS-001-07	City Housing Reserve Fund	Community & Economic Development	4-188	100%	0%	1,250,000	-	-	-	-	600,000	600,000	600,000	3,000,000	3,000,000	9,050,000
HCS-001-23	Housing Hub	Community & Economic Development	4-194	100%	0%	-	-	-	5,081,916	4,918,084	-	-	-	-	250,000	10,250,000
HRS-001-19	Diversity and Inclusion Initiative (Phases 1 and 2)	Community & Economic Development	4-178	100%	0%	50,000	30,000	-	-	-	-	-	-	-	-	80,000
LGL-002-16	Environmentally Significant Lands Acquisition Placeholder	Community & Economic Development	4-154	100%	0%	-	-	-	-	-	1,500,000	-	-	-	-	1,500,000
PBG-001-18	Official Plan Review	Community & Economic Development	4-83	100%	0%	-	-	-	550,000	-	-	-	300,000	200,000	-	1,050,000
PBG-001-21	Affordable Housing Community Improvement Plan Incentives	Community & Economic Development	4-95	100%	0%	-	-	-	-	-	-	250,000	-	-	150,000	400,000
PBG-002-18	Comprehensive Zoning B-Law	Community & Economic Development	4-85	100%	0%	-	-	-	-	-	-	350,000	100,000	-	-	450,000
PBG-002-21	University Avenue West/Wyandotte St West CIP Incentives	Community & Economic Development	4-97	100%	0%	-	-	-	-	-	-	100,000	-	-	150,000	250,000
PBG-003-21	Ford City CIP	Community & Economic Development	4-99	100%	0%	-	-	-	-	-	-	100,000	-	-	50,000	150,000
PBG-004-21	Sandwich Community Development Plan	Community & Economic Development	4-101	100%	0%	-	-	-	-	-	-	100,000	-	-	100,000	200,000
PLN-001-23	Building Façade and Main St. CIP	Community & Economic Development	4-103	100%	0%	-	-	-	-	-	-	-	-	-	100,000	100,000
PLN-007-07	Growth Management Plan Review and Implementation	Community & Economic Development	4-87	100%	0%	-	-	-	-	-	-	100,000	-	200,000	-	300,000
PLN-008-07	Natural Areas Valuation Study	Community & Economic Development	4-89	100%	0%	-	-	-	100,000	-	-	-	-	-	-	100,000
PLN-010-07	Heritage Preservation Study and Identification of Incentives	Community & Economic Development	4-91	100%	0%	-	-	-	-	-	-	-	-	159,000	-	159,000
PLN-011-07	City-wide Brownfields Redevelopment	Community & Economic Development	4-107	100%	0%	-	-	-	-	-	-	-	-	-	70,000	70,000
PLN-012-07	City Centre Community Development Plan	Community & Economic Development	4-109	100%	0%	-	-	-	500,000	-	-	415,000	250,000	-	-	1,165,000
PLN-018-07	Neighbourhood Studies and Design Guidelines	Community & Economic Development	4-111	100%	0%	-	-	-	-	-	-	-	-	250,000	-	250,000
FIN-004-18	Enterprise Wide Energy Management System Software	Corporate Property Infrastructure	4-169	100%	0%	-	-	-	-	-	-	-	300,000	-	-	300,000
HCP-001-07	Accessibility - ODA Compliance	Corporate Property Infrastructure	4-175	100%	0%	-	50,000	50,000	50,000	50,000	-	-	250,000	-	-	450,000
HRS-002-08	Corporate Health and Safety Program - Assessments	Corporate Property Infrastructure	4-184	100%	0%	-	-	-	-	-	-	-	117,250	-	-	117,250
HRS-002-17	Corporate Ergonomic Equipment	Corporate Property Infrastructure	4-181	100%	0%	-	35,000	-	-	-	-	-	-	-	-	35,000
LGL-001-20	Provincial Offences Division Renovations 350 City Hall	Corporate Property Infrastructure	4-158	100%	0%	316,000	316,000	316,000	316,000	316,000	316,000	316,000	316,000	316,000	258,000	3,102,000
LGL-001-22	Confidential Legal Matter (In-Camera)	Corporate Property Infrastructure	4-152	100%	0%	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	-	13,500,000
OPS-006-19	Food and Organic Waste Collection and Treatment	Corporate Property Infrastructure	4-373	100%	0%	-	223,000	254,000	-	-	-	-	-	-	-	477,000



## Class 4: Enhanced Service and Non Infrastructure Investments

Project Number	Project Title	Major Category	Project Detail Page #	Econ. Dev., Growth, and Serv. Enhance. %	Serv. Sust. Investments %	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
ITC-001-09	Corporate Facilities Content Access Improvements	Corporate Technology	4-58	100%	0%	-	-	-	-	-	75,000	75,000	50,000	50,000	50,000	300,000
ITC-001-10	Smart Community Initiative	Corporate Technology	4-50	100%	0%	200,000	200,000	200,000	200,000	200,000	50,000	50,000	50,000	50,000	50,000	1,250,000
ITC-001-12	Fire and Rescue Records Management and Computer Aided Dispatch System Initiatives	Corporate Technology	4-56	100%	0%	-	-	-	100,000	100,000	200,000	200,000	200,000	250,000	100,000	1,150,000
ITC-001-13	Corporate Integration of Mobile Technologies	Corporate Technology	4-52	100%	0%	-	-	-	-	300,000	50,000	50,000	50,000	675,000	50,000	1,175,000
OPS-001-20	Corporate Fleet Software System	Corporate Technology	4-595	100%	0%	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	60,000	510,000
OPS-004-19	Infor Hansen Infrastructure Management System	Corporate Technology	4-629	100%	0%	-	-	-	65,000	65,000	-	-	-	45,000	30,000	205,000
PLN-005-07	Planning & Building E-Plan & E-Permit Review and Implementation	Corporate Technology	4-105	100%	0%	-	28,140	-	-	-	-	-	-	-	-	28,140
MAY-001-19	Windsor Works	Community & Economic Development	4-46	100%	0%	1,000,000	-	-	-	-	-	-	3,000,000	3,529,791	-	7,529,791
ENG-002-14	Riverside Drive Retaining Wall - Design & Construction & Facility Requirements	Parks & Recreation	4-261	100%	0%	-	-	-	-	-	-	-	-	101,982	1,648,018	1,750,000
ENG-004-22	Artificial Turf Sports Field at the McHugh Soccer Complex	Parks & Recreation	4-355	100%	0%	-	-	-	3,000,000	-	-	-	-	-	-	3,000,000
ENG-014-20	Ojibway Wildlife Overpass	Parks & Recreation	4-365	100%	0%	-	-	-	250,000	-	-	-	-	-	-	250,000
PFO-001-17	Adult Exercise Equipment	Parks & Recreation	4-263	100%	0%	-	-	-	-	-	-	-	-	150,000	150,000	300,000
PFO-003-22	Walking Trail in Parks	Parks & Recreation	4-277	100%	0%	-	-	-	-	-	-	-	-	750,000	-	750,000
PFO-004-21	Parks Sports Courts Improvements	Parks & Recreation	4-279	100%	0%	-	-	145,000	-	-	-	-	-	582,000	400,000	1,127,000
PFO-004-22	Pave Parkside Tennis and Jackson Park for Bright Lights	Parks & Recreation	4-281	100%	0%	-	-	-	-	-	-	-	-	450,000	-	450,000
PFO-005-21	Park Splash Pads	Parks & Recreation	4-291	100%	0%	-	-	-	-	-	-	-	-	400,000	500,000	900,000
PFO-005-22	New Multi-Use Trails	Parks & Recreation	4-293	100%	0%	-	-	-	600,000	-	-	-	-	-	450,000	1,050,000
PFO-006-19	Recycling Silos in Parks	Parks & Recreation	4-297	100%	0%	-	64,000	64,000	64,000	64,000	25,000	25,000	25,000	82,000	82,000	495,000
PFO-008-12	New Park Design/Development/Construction	Parks & Recreation	4-306	100%	0%	-	-	-	300,000	-	-	-	-	-	-	300,000
PFO-008-17	Riverfront Exercise Equipment	Parks & Recreation	4-308	100%	0%	-	-	-	-	-	-	-	800,000	-	-	800,000
PFO-010-17	Dog Park Development	Parks & Recreation	4-314	100%	0%	-	-	-	-	-	-	-	-	300,000	500,000	800,000
PFO-011-12	Beautification of Civic Gateways and Other Open Spaces	Parks & Recreation	4-318	100%	0%	-	-	-	300,000	300,000	-	-	-	-	-	600,000
PFO-014-12	Park Community Partnership Initiatives	Parks & Recreation	4-324	100%	0%	25,000	25,000	25,000	-	-	25,000	25,000	25,000	50,000	50,000	250,000
PFO-016-12	Parkland Acquisitions	Parks & Recreation	4-328	100%	0%	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	500,000
ECP-003-07	Grand Marais Rd. Infrastructure Improvements	Roads Infrastructure	4-423	100%	0%	-	-	-	-	-	-	-	2,000,000	2,000,000	1,000,000	5,000,000
ECP-009-07	Intersection Improvements Program	Roads Infrastructure	4-435	100%	0%	-	500,000	500,000	-	-	250,000	750,000	500,000	400,000	400,000	3,300,000
ECP-010-07	East Riverside Planning District Infrastructure Improvements	Roads Infrastructure	4-437	100%	0%	-	400,000	-	-	-	-	2,000,000	-	-	-	2,400,000
ENG-003-17	New Streetlights on Collectors and Arterials	Roads Infrastructure	4-634	100%	0%	100,000	100,000	-	100,000	100,000	100,000	100,000	100,000	100,000	100,000	900,000
OPS-005-07	Railway Lands Fencing	Roads Infrastructure	4-562	100%	0%	100,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	100,000	100,000	1,350,000

Class 4: Enhanced Service and Non Infrastructure Investments

Project Number	Project Title	Major Category	Project Detail Page #	Econ. Dev., Growth, and Serv. Enhance. %	Serv. Sust. Investments %	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
PBG-001-14	Alley Closing Subsidy Pilot Program	Roads Infrastructure	4-81	100%	0%	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	-	-	320,000
ECP-041-07	New Infrastructure Development - Cost Sharing for Infrastructure (Developer-related)	Sewers Infrastructure	4-490	100%	0%	450,000	300,000	200,000	-	-	200,000	500,000	500,000	500,000	500,000	3,150,000
ENG-001-19	Bio-Solids / Source Organics Disposal Study	Sewers Infrastructure	4-516	100%	0%	-	-	-	-	-	-	500,000	-	-	-	500,000
ENG-002-16	Improvements to Little River Municipal Drain (Lauzon Rd. to VIA Tracks)	Sewers Infrastructure	4-496	100%	0%	-	265,000	500,000	-	-	-	-	-	-	-	765,000
ENG-002-22	Jefferson Drainage Area (SMP)	Sewers Infrastructure	4-462	100%	0%	-	324,498	751	-	-	1,637,751	-	-	-	750,000	2,713,000
ENG-002-23	LGES (NextStar Energy Inc) Electric Vehicle Battery Plant – Site Servicing	Sewers Infrastructure	4-498	100%	0%	7,574,810	425,190	-	-	-	-	-	-	-	-	8,000,000
ENG-005-21	East West Arterial Drain Diversion	Sewers Infrastructure	4-506	100%	0%	2,000,000	2,000,000	2,000,000	-	-	-	690,000	-	345,000	-	7,035,000
ENG-007-21	9th Concession- Trunks Sanitary Sewer	Sewers Infrastructure	4-510	100%	0%	-	-	432,800	-	-	-	1,567,200	1,000,000	-	-	3,000,000
ECP-008-07	Pedestrian Safety Improvements	Transportation	4-433	100%	0%	-	100,000	-	100,000	-	100,000	-	100,000	100,000	-	500,000
ENG-002-17	Bus Bay Program	Transportation	4-457	100%	0%	100,000	100,000	-	-	100,000	100,000	100,000	100,000	50,000	-	650,000
OPS-001-18	School Neighbourhood Policy	Transportation	4-32	100%	0%	150,000	40,000	50,000	50,000	50,000	100,000	100,000	107,800	-	-	647,800
OPS-001-19	Pedestrian Crossovers	Transportation	4-34	100%	0%	-	-	-	-	-	100,000	-	-	-	103,000	203,000
OPS-014-07	Citywide Bikeway Development Initiatives	Transportation	4-42	100%	0%	200,000	400,000	400,000	400,000	100,000	100,000	100,000	100,000	600,000	281,000	2,681,000
OPS-019-07	New Parking Lot Development	Transportation	4-625	100%	0%	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	1,000,000
OPS-021-07	Traffic Calming Initiatives	Transportation	4-44	100%	0%	-	-	-	400,000	-	100,000	-	-	1,140,000	281,000	1,921,000
OPS-022-07	Purchase of Fleet Additions and Upgrades	Transportation	4-613	100%	0%	650,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	2,000,000
OPS-027-18	Greening the Fleet	Transportation	4-619	100%	0%	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	250,000	150,000	800,000
TRN-001-22	Transit Windsor Garage	Transportation	4-647	100%	0%	(0)	-	0	-	-	-	-	1,581,963	-	-	1,581,963
TRN-003-07	Transit Windsor - Shelters/Signage/Amenities Maintenance and Replacement	Transportation	4-649	100%	0%	52,000	53,000	54,100	55,200	56,300	77,400	58,500	59,700	60,894	62,112	589,206
TRN-007-21	Support Vehicles	Transportation	4-662	100%	0%	-	-	-	-	-	103,382	105,449	107,558	109,709	111,903	538,001
Total Class 4: Enhanced Service and Non Infrastructure Investments						\$ 18,715,561	\$ 10,702,081	\$ 9,251,651	\$ 16,642,116	\$ 13,229,384	\$ 10,609,533	\$ 14,658,814	\$ 18,025,271	\$ 23,041,047	\$ 17,727,033	\$ 152,602,491

## Class 5: Agencies, Boards & Committees (ABC's) Investments

Project Number	Project Title	Major Category	Project Detail Page #	Econ. Dev., Growth, and Serv. Enhance. %	Serv. Sust. Investments %	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
ECP-010-09	Airport Various Asset Replacement/Refurbishment/Upgrades	Agencies, Boards and Committees (ABC's)	4-6	100%	0%	42,000	275,000	1,000,000	1,000,000	2,500,000	-	-	-	115,000	130,000	5,062,000
ECP-046-07	Airport Drainage and Pavement Improvements	Agencies, Boards and Committees (ABC's)	4-8	100%	0%	195,000	-	-	1,450,000	100,000	100,000	100,000	100,000	100,000	150,000	2,295,000
HCS-001-14	Windsor Essex Community Housing Corporation Capital Repair and Renewal	Agencies, Boards and Committees (ABC's)	4-191	95%	5%	3,200,000	3,200,000	7,373,818	6,760,291	10,484,414	10,783,904	5,081,916	5,081,916	5,081,916	5,081,916	62,130,091
HCS-002-23	Windsor Essex Community Housing Corporation Capital Improvements	Community & Economic Development	4-197	100%	0%	-	-	-	-	-	-	3,200,000	3,200,000	3,200,000	3,200,000	12,800,000
ITC-002-16	Corporate Radio Infrastructure	Agencies, Boards and Committees (ABC's)	4-10	100%	0%	-	-	1,600,000	600,000	-	-	-	-	-	1,590,000	3,790,000
POL-001-09	Windsor Police Service Fleet Replacement/Refurbishment Program	Agencies, Boards and Committees (ABC's)	4-14	100%	0%	1,268,000	1,268,000	1,268,000	1,268,000	1,268,000	1,268,000	1,268,000	1,268,000	1,268,000	1,268,000	12,680,000
POL-001-20	Advanced Analytics and Process Optimization	Agencies, Boards and Committees (ABC's)	4-16	100%	0%	-	-	-	250,000	250,000	640,000	600,000	600,000	-	-	2,340,000
POL-002-19	Windsor Police Service - Specialized Equipment	Agencies, Boards and Committees (ABC's)	4-18	100%	0%	725,000	1,210,000	820,000	350,000	500,000	2,185,000	725,000	535,000	855,000	560,000	8,465,000
POL-003-19	Windsor Police Service - Technology Projects	Agencies, Boards and Committees (ABC's)	4-20	100%	0%	325,000	325,000	325,000	325,000	325,000	325,000	325,000	425,000	425,000	425,000	3,550,000
POL-004-19	Windsor Police Service - Telecommunications	Agencies, Boards and Committees (ABC's)	4-22	100%	0%	425,000	200,000	200,000	200,000	800,000	200,000	200,000	250,000	250,000	250,000	2,975,000
POL-005-19	Windsor Police Service - Facility Projects	Agencies, Boards and Committees (ABC's)	4-24	100%	0%	500,000	150,000	150,000	300,000	100,000	100,000	100,000	200,000	250,000	100,000	1,950,000
RGC-001-18	Roseland/Little River Golf Courses Asset Replacement/Improvements	Agencies, Boards and Committees (ABC's)	4-4	100%	0%	-	-	250,000	2,759,384	-	-	-	-	-	1,000,000	4,009,384
TRN-005-07	Handi-Transit Bus Acquisitions	Agencies, Boards and Committees (ABC's)	4-2	100%	0%	120,000	-	-	555,000	155,000	300,000	300,000	300,000	500,000	-	2,230,000
WPL-001-17	Windsor Public Library Refurbishments	Agencies, Boards and Committees (ABC's)	4-222	100%	0%	33,752	46,000	46,000	31,000	48,000	-	-	-	138,000	98,000	440,752
WPL-001-20	WPL Electronic Signs	Agencies, Boards and Committees (ABC's)	4-224	100%	0%	-	-	-	-	-	-	90,000	-	92,000	68,000	250,000
WPL-001-23	Equipment Upgrades	Agencies, Boards and Committees (ABC's)	4-226	100%	0%	-	-	-	-	17,000	-	-	-	-	25,000	42,000
WPL-002-18	Windsor Public Library Materials Acquisitions	Agencies, Boards and Committees (ABC's)	4-228	100%	0%	125,000	150,000	150,000	150,000	133,000	200,000	200,000	-	150,000	225,000	1,483,000
WPL-002-20	Library Self Checkouts	Agencies, Boards and Committees (ABC's)	4-230	100%	0%	-	-	-	-	-	40,000	40,000	80,000	55,000	150,000	365,000
Total Class 5: Agencies, Boards & Committees (ABC's) Investments						\$ 6,958,752	\$ 6,824,000	\$ 13,182,818	\$ 15,998,675	\$ 16,680,414	\$ 16,141,904	\$ 12,229,916	\$ 12,039,916	\$ 12,479,916	\$ 14,320,916	\$ 126,857,227

# 2023 Recommended Capital Budget



## 10 - Year Capital Project Listing by Major Category



**City Of Windsor**  
**Capital Project Listing By Major Category (Gross)**  
For Budget Year 2023

<b>Sewers Infrastructure</b>													
Page #	Project #	Project Name	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
4-480	ECP-001-10	Upper Little River Stormwater Management Plan and Implementation	2,000,000	3,300,000	4,151,200	3,496,687	1,688,086	1,500,000	1,725,000	2,275,000	2,500,000	3,000,000	25,635,973
4-482	ECP-004-08	Municipal Drains Capital Rehabilitation Program	419,000	250,000	336,000	500,000	500,000	0	600,000	600,000	800,000	500,000	4,505,000
4-484	ECP-004-09	Stormwater and Sanitary Master Plan Development (SMP)	250,000	0	0	0	0	0	0	0	0	0	250,000
4-486	ECP-005-08	Grand Marais Drain Improvements (Concrete Channel)	0	0	0	0	0	0	1,169,500	1,098,420	350,000	800,000	3,417,920
4-445	ECP-022-07	Prince Rd./Totten St. Storm Sewer Improvements – (SMP)	0	1,898,750	1,721,250	0	0	1,000,000	2,600,000	0	750,000	700,000	8,670,000
4-488	ECP-028-07	Grand Marais Drain Rehabilitation Program (Existing Naturalized Channel)	0	0	0	200,250	999,750	1,300,000	650,000	150,000	300,000	0	3,600,000
4-449	ECP-035-07	City Wide Sewer Rehabilitation Program	10,343,000	6,037,000	8,555,000	9,366,624	5,463,550	9,700,000	9,300,000	9,000,000	9,000,000	9,044,705	85,809,879
4-451	ECP-036-07	Ojibway Sanitary Sewer Rehabilitation	3,000,000	0	0	0	0	0	0	0	0	0	3,000,000
4-490	ECP-041-07	New Infrastructure Development - Cost Sharing for Infrastructure (Developer-related)	450,000	300,000	200,000	0	0	200,000	500,000	500,000	500,000	500,000	3,150,000
4-494	ENG-001-13	Capital Rehabilitation Program for Little River Steel Retaining Walls	600,000	500,000	400,000	0	0	1,500,000	500,000	500,000	700,000	1,300,000	6,000,000
4-516	ENG-001-19	Bio-Solids / Source Organics Disposal Study	0	0	0	0	0	0	500,000	0	0	0	500,000
4-455	ENG-001-22	Cameron Ave Storm Trunk Sewer (SMP)	0	0	0	0	0	0	0	0	800,000	0	800,000
4-496	ENG-002-16	Improvements to Little River Municipal Drain (Lauzon Rd. to VIA Tracks)	0	265,000	500,000	0	0	0	0	0	0	0	765,000
4-459	ENG-002-19	Sewer Master Plan Implementation (SMP)	8,970,000	11,500,000	7,793,221	7,500,000	11,627,801	6,100,000	8,012,820	5,226,580	732,799	0	67,463,221
4-462	ENG-002-22	Jefferson Drainage Area (SMP)	0	324,498	751	0	0	1,637,751	0	0	0	750,000	2,713,000
4-498	ENG-002-23	LGES (NextStar Energy Inc) Electric Vehicle Battery Plant – Site Servicing	7,574,810	425,190	0	0	0	0	0	0	0	0	8,000,000
4-500	ENG-003-13	Sixth Concession Municipal Drain - Land Acquisition & Capital Improvements	485,000	1,145,000	100,000	0	0	0	0	0	0	0	1,730,000
4-502	ENG-003-19	New Development- Engineering Studies and EAs	250,000	0	0	0	0	540,000	0	0	0	0	790,000
4-470	ENG-005-19	Enhanced Flooding Mitigation Program - DMAF 1	9,055,038	15,557,094	13,174,958	9,824,443	6,660,923	7,065,046	0	0	0	0	61,337,502
4-506	ENG-005-21	East West Arterial Drain Diversion	2,000,000	2,000,000	2,000,000	0	0	0	690,000	0	345,000	0	7,035,000
4-472	ENG-005-22	DMAF 4 Large-Scale Stream Retention Treatment Basin LRWRP	0	0	0	0	3,751,701	5,887,751	8,587,751	11,987,751	12,000,000	13,585,046	55,800,000
4-540	ENG-007-16	Basement Flooding Abatement Measures	4,500,000	4,500,000	4,500,000	4,500,000	4,500,000	4,500,000	4,500,000	4,500,000	4,514,750	4,658,000	45,172,750
4-510	ENG-007-21	9th Concession- Trunks Sanitary Sewer	0	0	432,800	0	0	0	1,567,200	1,000,000	0	0	3,000,000
4-512	ENG-009-21	Inflow & Infiltration Program (SMP)	175,000	175,000	175,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	1,925,000
4-514	ENG-012-20	Capital Improvements to East Riverside Flood Protection Dikes (SMP)	0	0	0	0	0	0	2,399,680	1,880,000	1,000,000	1,000,000	6,279,680
4-363	ENG-013-20	Sandwich St. Sewer Rehabilitation	2,030,000	1,713,750	0	0	0	0	0	0	0	0	3,743,750
4-525	ENV-001-08	Lou Romano Water Reclamation Plant	5,388,000	3,215,000	2,120,000	2,503,000	1,420,000	2,395,000	1,028,000	2,020,000	3,570,000	1,703,000	25,362,000
4-518	ENV-001-23	Little River Landfill	100,000	0	0	0	0	0	0	0	0	0	100,000
4-522	ENV-002-08	Little River Pollution Control Plant	8,647,423	4,950,000	570,000	800,000	920,000	800,000	570,000	350,000	570,000	750,000	18,927,423
4-520	ENV-002-23	East Riverside Landfill	100,000	0	0	0	0	0	0	0	0	0	100,000
4-529	ENV-003-08	Pumping Stations Maintenance	1,625,000	1,500,000	1,630,000	780,000	220,000	320,000	320,000	820,000	520,000	345,000	8,080,000
4-564	OPS-005-19	Gravel Alley Drainage Improvements	0	0	0	0	0	200,000	200,000	200,000	200,000	200,000	1,000,000
4-578	OPS-029-18	Curb Replacement Program	0	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	2,700,000
<b>Sewers Infrastructure Total</b>			<b>67,962,271</b>	<b>59,856,282</b>	<b>48,660,180</b>	<b>39,971,004</b>	<b>38,251,811</b>	<b>45,145,548</b>	<b>45,919,951</b>	<b>42,607,751</b>	<b>39,652,549</b>	<b>39,335,751</b>	<b>467,363,098</b>

**City Of Windsor**  
**Capital Project Listing By Major Category (Gross)**  
For Budget Year 2023

<b>Transportation</b>													
<b>Page #</b>	<b>Project #</b>	<b>Project Name</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>	<b>Total</b>
4-632	ECP-001-07	Citywide Streetlight Rehabilitation & Relocations Including E.C. Row Expressway	593,375	943,615	1,266,280	1,360,000	1,360,000	1,357,460	1,010,800	1,298,940	870,000	1,120,000	11,180,470
4-433	ECP-008-07	Pedestrian Safety Improvements	0	100,000	0	100,000	0	100,000	0	100,000	100,000	0	500,000
4-457	ENG-002-17	Bus Bay Program	100,000	100,000	0	0	100,000	100,000	100,000	100,000	50,000	0	650,000
4-636	ENG-007-20	Streetlights on Ottawa Street - Pierre to Howard	462,753	136,589	0	0	0	0	0	0	0	0	599,342
4-582	FRS-001-07	Fire & Rescue First Response Vehicle Replacement Program	89,000	3,434,000	53,000	0	2,399,000	7,117,000	5,174,000	184,000	163,000	2,666,000	21,279,000
4-146	FRS-004-22	Fire & Rescue Emergency Vehicle Pre-Emption (EVP)	0	0	600,000	0	0	0	0	0	0	0	600,000
4-621	OPS-001-13	Parking Equipment Replacement Program	108,000	110,000	112,000	114,000	116,000	118,000	120,000	122,000	124,000	126,480	1,170,480
4-592	OPS-001-17	Fuel Site Equipment Replacement	36,300	62,000	17,780	0	19,950	50,000	50,000	50,000	50,000	122,200	458,230
4-32	OPS-001-18	School Neighbourhood Policy	150,000	40,000	50,000	50,000	50,000	100,000	100,000	107,800	0	0	647,800
4-34	OPS-001-19	Pedestrian Crossovers	0	0	0	0	0	100,000	0	0	0	103,000	203,000
4-638	OPS-001-21	Streetlight Pole Replacement Program	342,304	442,304	442,304	100,000	100,000	638,790	940,450	722,310	501,940	500,000	4,730,402
4-597	OPS-001-23	Fleet Garage Equipment	0	0	0	0	0	0	0	0	0	250,000	250,000
4-599	OPS-002-17	Fuel Site Program	6,050	50,000	50,000	50,000	50,000	25,000	25,000	25,000	25,000	25,000	331,050
4-601	OPS-005-08	Corporate Fleet Replacement Program	2,498,000	3,132,000	1,515,000	2,500,000	2,796,000	1,569,000	2,034,000	2,170,000	3,136,000	3,350,000	24,700,000
4-642	OPS-008-20	Traffic Signal Upgrades and Replacements	804,673	1,721,405	1,778,137	2,430,000	2,330,000	2,100,000	2,100,000	2,100,000	2,100,000	2,100,000	19,564,215
4-40	OPS-009-07	Transportation Planning Environmental Study Reports (ESRs)	100,000	100,000	100,000	100,000	0	0	0	0	200,000	45,000	645,000
4-645	OPS-010-07	Advanced Traffic Management System (ATMS) - System Maintenance	234,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	3,834,000
4-42	OPS-014-07	Citywide Bikeway Development Initiatives	200,000	400,000	400,000	400,000	100,000	100,000	100,000	100,000	600,000	281,000	2,681,000
4-623	OPS-018-07	Parking Garage Capital Rehabilitation Program	717,000	717,000	750,000	750,000	750,000	750,000	600,000	600,000	600,000	600,000	6,834,000
4-625	OPS-019-07	New Parking Lot Development	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	1,000,000
4-627	OPS-020-07	Parking Lot Rehabilitation Program	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	2,000,000
4-44	OPS-021-07	Traffic Calming Initiatives	0	0	0	400,000	0	100,000	0	0	1,140,000	281,000	1,921,000
4-613	OPS-022-07	Purchase of Fleet Additions and Upgrades	650,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	2,000,000
4-619	OPS-027-18	Greening the Fleet	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	250,000	150,000	800,000
4-653	TRN-001-07	Transit Windsor Fleet Replacement Program	726,426	0	1,167,896	3,952,638	6,458,059	5,200,000	5,200,000	5,200,000	5,200,000	0	33,105,019
4-656	TRN-001-16	Transit Windsor Fleet Refurbishment/Repair Costs	300,000	300,000	300,000	300,000	300,000	400,000	400,000	400,000	400,000	500,000	3,600,000
4-658	TRN-001-21	Transit Windsor Master Plan Implementation	583,204	0	0	400,000	0	0	0	0	0	0	983,204
4-647	TRN-001-22	Transit Windsor Garage	4,073,574	5,701,947	1,024,479	0	0	1,000,000	418,037	1,581,963	0	0	13,800,000
4-660	TRN-002-08	TW Hybrid Life Extension	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	2,000,000
4-649	TRN-003-07	Transit Windsor - Shelters/Signage/Amenities Maintenance and Replacement	52,000	53,000	54,100	55,200	56,300	77,400	58,500	59,700	60,894	62,112	589,206
4-651	TRN-003-22	Automated Passenger Counter	0	110,000	0	0	0	0	0	0	0	0	110,000
4-662	TRN-007-21	Support Vehicles	0	0	0	0	0	103,382	105,449	107,558	109,709	111,903	538,001
<b>Transportation Total</b>			<b>13,376,659</b>	<b>18,753,860</b>	<b>10,780,976</b>	<b>14,161,838</b>	<b>18,085,309</b>	<b>22,206,032</b>	<b>19,636,236</b>	<b>16,129,271</b>	<b>16,730,543</b>	<b>13,443,695</b>	<b>163,304,419</b>





**City Of Windsor**  
**Capital Project Listing By Major Category (Gross)**  
**For Budget Year 2023**

4-330	PFO-017-12	Playground Equipment Removal	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	150,000	50,000	1,000,000
4-340	REC-001-18	Monument and Memorial Capital Repairs	75,000	0	75,000	75,000	75,000	75,000	75,000	0	75,000	75,000	600,000
4-342	REC-001-21	Spirit of Windsor Train	0	0	0	0	0	0	0	0	50,000	50,000	100,000
4-344	REC-002-07	Lakeview Park Marina Rehabilitation Program	950,000	50,000	50,000	34,000	34,000	275,000	275,000	275,000	275,000	0	2,218,000
4-334	REC-002-14	Relocation of Sandpoint Beach	0	250,500	777,000	0	0	300,000	300,000	300,000	0	0	1,927,500
4-409	REC-002-21	Adie Knox Herman Reimagining Project	2,938,045	8,598,088	5,422,045	2,655,450	6,076,723	1,309,649	0	0	0	0	27,000,000
4-336	REC-003-07	Municipal Pools Refurbishment Program	132,000	75,000	2,305,201	2,610,000	0	474,000	500,000	500,000	0	187,500	6,783,701
4-338	REC-004-07	Recreation Facility Refurbishment Program	50,000	300,000	50,000	100,000	50,000	300,000	300,000	300,000	185,000	112,500	1,747,500
4-346	REC-004-08	The WFCU Centre Capital Rehabilitation Program	1,100,000	0	200,000	540,000	790,000	300,000	300,000	300,000	290,000	185,000	4,005,000
<b>Parks &amp; Recreation Total</b>			<b>21,059,244</b>	<b>20,545,839</b>	<b>22,290,771</b>	<b>20,189,450</b>	<b>16,356,723</b>	<b>14,103,884</b>	<b>17,928,935</b>	<b>12,690,096</b>	<b>13,736,652</b>	<b>16,534,018</b>	<b>175,435,612</b>



**City Of Windsor**  
**Capital Project Listing By Major Category (Gross)**  
**For Budget Year 2023**

4-373	OPS-006-19	Food and Organic Waste Collection and Treatment	0	223,000	254,000	0	0	0	0	0	0	0	477,000
4-375	OPS-007-07	Public Works Operations Facilities Refurbishment	653,899	25,000	25,000	25,000	25,000	100,000	800,000	100,000	25,000	365,000	2,143,899
4-377	PFO-001-12	Corporate Properties Security Systems and Infrastructure	75,000	150,000	150,000	150,000	150,000	75,000	75,000	75,000	325,000	100,000	1,325,000
4-239	PFO-001-15	Huron Lodge Environmental Services Equipment Replacement	0	0	0	175,000	175,000	50,000	50,000	50,000	0	100,000	600,000
4-241	PFO-001-23	Parks & Facilities Maintenance Funding	0	0	0	40,000	0	0	0	0	0	100,000	140,000
4-381	PFO-002-12	Facility Structural & Building Envelope Maintenance Program	50,000	50,000	550,000	150,000	500,000	750,000	1,000,000	1,500,000	500,000	500,000	5,550,000
4-383	PFO-002-14	Huron Lodge Facility Rehabilitation Program	0	0	750,000	750,000	100,000	100,000	100,000	100,000	900,000	900,000	3,700,000
4-385	PFO-002-18	Facility & Parks Building Demolitions	0	100,000	0	100,000	100,000	0	0	0	0	100,000	400,000
4-243	PFO-002-19	Fountain Restoration and Repairs	2,206,182	250,000	2,874,046	5,009,772	660,000	0	0	0	0	0	11,000,000
4-387	PFO-003-13	401 Riverside Drive W Capital Refurbishment	125,000	0	0	125,000	125,000	125,000	100,000	100,000	0	125,000	825,000
4-389	PFO-003-14	Corporate Facilities Boiler Replacement Program	50,000	50,000	50,000	150,000	150,000	50,000	50,000	50,000	500,000	0	1,100,000
4-393	PFO-004-12	Corporate Facilities Building Condition Assessments	50,000	0	0	200,000	200,000	200,000	100,000	100,000	0	0	850,000
4-395	PFO-004-20	Windsor Lawn Bowling and Tennis Club Exterior Repairs	100,000	0	0	0	0	100,000	50,000	50,000	0	0	300,000
4-397	PFO-008-21	Corporate Electrical Replacement/Repair Program	0	0	0	0	0	750,000	150,000	150,000	150,000	1,000,000	2,200,000
4-399	PFO-009-11	Corporate Heating & Cooling Replacement/Repair Program	800,000	200,000	500,000	1,130,000	600,000	1,000,000	1,500,000	1,800,000	1,000,000	1,000,000	9,530,000
4-401	PFO-010-11	Corporate Facilities Interior Renovation Program	0	50,000	50,000	100,000	100,000	750,000	750,000	750,000	395,000	1,139,689	4,084,689
4-403	PFO-010-21	Public Works Traffic Signals Control Centre Relocation Project	0	0	0	600,000	0	0	0	750,000	400,000	0	1,750,000
4-405	PFO-011-21	Public Works Truck Wash Bays	0	0	0	200,000	0	0	0	50,000	0	0	250,000
4-245	PFO-013-21	Corporate Facility Equipment Maintenance Program	48,000	50,000	10,000	1,050,000	0	150,000	0	0	50,000	75,000	1,433,000
4-247	PFO-014-07	Corporate Facilities Health & Safety Compliance	100,000	125,000	100,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	1,375,000
4-407	PFO-014-21	Access Control/Building Automation System Replacements	0	0	0	0	0	1,850,000	0	0	1,100,000	750,000	3,700,000
4-348	REC-005-07	Corporate Arena Refurbishments	200,000	1,000,000	200,000	1,090,000	1,000,000	0	0	0	700,000	0	4,190,000
4-411	REC-006-07	Mackenzie Hall Repair and Maintenance	0	0	0	0	865,461	0	0	675,000	1,284,539	100,000	2,925,000
<b>Corporate Property Infrastructure Total</b>			<b>8,796,264</b>	<b>11,353,317</b>	<b>12,649,321</b>	<b>23,823,696</b>	<b>15,278,762</b>	<b>11,947,816</b>	<b>21,296,521</b>	<b>26,792,795</b>	<b>16,654,788</b>	<b>19,335,058</b>	<b>167,928,338</b>

**City Of Windsor**  
**Capital Project Listing By Major Category (Gross)**  
For Budget Year 2023

<b>Corporate Technology</b>													
Page #	Project #	Project Name	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
4-163	FIN-001-17	Asset Planning Service Design and Implementation	520,000	0	0	0	250,000	150,000	400,000	150,000	0	0	1,470,000
4-118	FRS-001-20	Technology Replacements - Emergency Operations Centre (EOC)	0	0	0	150,000	150,000	0	0	50,000	0	0	350,000
4-138	FRS-002-07	Fire & Rescue Computer-aided Dispatch System (CRISYS)	0	0	0	50,000	0	0	50,000	0	0	50,000	150,000
4-144	FRS-004-19	WFRS - Next Gen 911 Telecommunications Rehabilitation Program	0	300,000	1,600,000	0	0	0	0	0	0	0	1,900,000
4-199	HLD-001-11	Huron Lodge Point of Care Technology Implementation and upgrades including Wireless and Wired Care	100,000	0	0	0	100,000	0	0	0	500,000	0	700,000
4-205	HLD-002-15	Huron Lodge Resident Monitoring & Nurse Bedside Call System	0	0	25,000	20,000	20,000	0	120,000	0	20,000	20,000	225,000
4-215	HLD-006-15	Huron Lodge Dietary Management System Maintenance	105,000	0	35,000	0	70,000	0	0	0	50,000	60,000	320,000
4-48	ITC-001-08	Information Technology Business Continuity Improvements	150,000	75,000	100,000	0	0	75,000	50,000	50,000	50,000	50,000	600,000
4-58	ITC-001-09	Corporate Facilities Content Access Improvements	0	0	0	0	0	75,000	75,000	50,000	50,000	50,000	300,000
4-50	ITC-001-10	Smart Community Initiative	200,000	200,000	200,000	200,000	200,000	50,000	50,000	50,000	50,000	50,000	1,250,000
4-56	ITC-001-12	Fire and Rescue Records Management and Computer Aided Dispatch System Initiatives	0	0	0	100,000	100,000	200,000	200,000	200,000	250,000	100,000	1,150,000
4-52	ITC-001-13	Corporate Integration of Mobile Technologies	0	0	0	0	300,000	50,000	50,000	50,000	675,000	50,000	1,175,000
4-60	ITC-001-19	Funding for Microsoft Software	0	0	0	600,000	600,000	900,000	900,000	900,000	200,000	0	4,100,000
4-69	ITC-001-22	Data & Insights	100,000	100,000	0	0	0	0	0	0	0	50,000	250,000
4-71	ITC-002-07	Corporate Electronic Storage and Retrieval Systems Upgrades	150,000	150,000	100,000	100,000	100,000	125,000	100,000	100,000	125,000	125,000	1,175,000
4-62	ITC-002-19	Municipal Tax System	1,341,000	0	0	530,000	0	0	0	0	0	0	1,871,000
4-73	ITC-003-07	Information Technology Network Infrastructure Improvements	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	270,000	250,000	2,120,000
4-75	ITC-005-07	Corporate Data & Network Security Initiatives	300,000	300,000	100,000	100,000	100,000	100,000	100,000	100,000	230,000	230,000	1,660,000
4-77	ITC-006-07	Information Technology Disaster Recovery Initiatives	100,000	75,000	100,000	100,000	100,000	150,000	150,000	150,000	300,000	300,000	1,525,000
4-54	ITC-007-07	Corporate Intranet Redesign & Internet Accessibility Improvements	0	0	425,000	0	0	150,000	125,000	150,000	150,000	575,000	1,575,000
4-65	ITC-008-07	Corporate Enterprise Resource Planning (ERP) System	250,000	0	516,696	2,000,000	2,154,473	1,750,000	2,250,000	1,718,079	1,381,921	1,555,000	13,576,169
4-67	ITC-011-07	AMANDA Information System Upgrades and Improvements	200,000	200,000	200,000	0	0	250,000	250,000	250,000	250,000	250,000	1,850,000
4-79	ITC-012-07	Corporate Communications Technology	0	50,000	50,000	50,000	50,000	100,000	100,000	100,000	100,000	300,000	900,000
4-595	OPS-001-20	Corporate Fleet Software System	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	60,000	510,000
4-640	OPS-003-22	Traffic Asset Management Program	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	500,000
4-629	OPS-004-19	Infor Hansen Infrastructure Management System	0	0	0	65,000	65,000	0	0	0	45,000	30,000	205,000
4-105	PLN-005-07	Planning & Building E-Plan & E-Permit Review and Implementation	0	28,140	0	0	0	0	0	0	0	0	28,140
<b>Corporate Technology Total</b>			<b>3,816,000</b>	<b>1,778,140</b>	<b>3,751,696</b>	<b>4,365,000</b>	<b>4,659,473</b>	<b>4,425,000</b>	<b>5,270,000</b>	<b>4,368,079</b>	<b>4,796,921</b>	<b>4,205,000</b>	<b>41,435,309</b>

**City Of Windsor**  
**Capital Project Listing By Major Category (Gross)**  
For Budget Year 2023

<b>Community &amp; Economic Development</b>													
Page #	Project #	Project Name	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
4-27	CAO-001-16	Paul Martin Bldg. Placeholder	0	0	1,004,384	0	0	0	0	0	0	0	1,004,384
4-29	CAO-002-18	New Windsor-Essex Hospital System Plan	6,900,000	6,900,000	6,900,000	6,900,000	6,900,000	6,200,000	0	0	0	0	40,700,000
4-114	ECB-039-18	Ward Funds	1,600,000	0	0	0	1,100,000	0	0	0	0	0	2,700,000
4-93	ECB-042-18	Theme Districting	3,595,000	0	0	0	0	0	0	0	0	2,130,000	5,725,000
4-161	ECB-044-18	Financing Charges	75,000	0	0	0	0	0	0	0	0	0	75,000
4-504	ENG-004-21	Airport Employment Lands	0	1,967,000	0	2,298,329	0	0	0	0	934,671	0	5,200,000
4-478	ENG-027-17	Walkerville Theming Implementation	0	1,000,000	0	0	0	0	0	0	0	0	1,000,000
4-173	FIN-001-14	Development Charges Study and Bylaw Update	0	50,000	50,000	0	0	0	60,000	60,000	0	0	220,000
4-165	FIN-001-19	Grant Matching Funding and Mitigating Inflationary Pressures	1,037,751	913,253	250,000	300,000	2,750,000	1,000,000	1,471,665	1,475,000	1,200,000	0	10,397,669
4-167	FIN-001-23	Corporate Inflation Mitigation	1,265,000	574,388	999,630	2,662,355	9,498,627	0	0	0	0	0	15,000,000
4-188	HCS-001-07	City Housing Reserve Fund	1,250,000	0	0	0	0	600,000	600,000	600,000	3,000,000	3,000,000	9,050,000
4-178	HRS-001-19	Diversity and Inclusion Initiative (Phases 1 and 2)	50,000	30,000	0	0	0	0	0	0	0	0	80,000
4-154	LGL-002-16	Environmentally Significant Lands Acquisition Placeholder	0	0	0	0	0	1,500,000	0	0	0	0	1,500,000
4-46	MAY-001-19	Windsor Works	1,000,000	0	0	0	0	0	0	3,000,000	3,529,791	0	7,529,791
4-83	PBG-001-18	Official Plan Review	0	0	0	550,000	0	0	0	300,000	200,000	0	1,050,000
4-95	PBG-001-21	Affordable Housing Community Improvement Plan Incentives	0	0	0	0	0	0	250,000	0	0	150,000	400,000
4-85	PBG-002-18	Comprehensive Zoning B-Law	0	0	0	0	0	0	350,000	100,000	0	0	450,000
4-97	PBG-002-21	University Avenue West/Wyandotte St West CIP Incentives	0	0	0	0	0	0	100,000	0	0	150,000	250,000
4-99	PBG-003-21	Ford City CIP	0	0	0	0	0	0	100,000	0	0	50,000	150,000
4-101	PBG-004-21	Sandwich Community Development Plan	0	0	0	0	0	0	100,000	0	0	100,000	200,000
4-103	PLN-001-23	Building Façade and Main St. CIP	0	0	0	0	0	0	0	0	0	100,000	100,000
4-87	PLN-007-07	Growth Management Plan Review and Implementation	0	0	0	0	0	0	100,000	0	200,000	0	300,000
4-89	PLN-008-07	Natural Areas Valuation Study	0	0	0	100,000	0	0	0	0	0	0	100,000
4-91	PLN-010-07	Heritage Preservation Study and Identification of Incentives	0	0	0	0	0	0	0	0	159,000	0	159,000
4-107	PLN-011-07	City-wide Brownfields Redevelopment	0	0	0	0	0	0	0	0	0	70,000	70,000
4-109	PLN-012-07	City Centre Community Development Plan	0	0	0	500,000	0	0	415,000	250,000	0	0	1,165,000
4-111	PLN-018-07	Neighbourhood Studies and Design Guidelines	0	0	0	0	0	0	0	0	250,000	0	250,000
<b>Community &amp; Economic Development Total</b>			<b>16,772,751</b>	<b>11,434,641</b>	<b>9,204,014</b>	<b>13,310,684</b>	<b>20,248,627</b>	<b>9,300,000</b>	<b>3,546,665</b>	<b>5,785,000</b>	<b>9,473,462</b>	<b>5,750,000</b>	<b>104,825,844</b>

**City Of Windsor**  
**Capital Project Listing By Major Category (Gross)**  
For Budget Year 2023

<b>Capital Reserve Replenishment</b>			<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>	<b>Total</b>
<b>Page #</b>	<b>Project #</b>	<b>Project Name</b>											
4-171	FIN-009-15	Capital Reserve Replenishment Allocation	1,670,000	1,670,000	1,670,000	1,670,000	1,670,000	1,710,000	1,710,000	1,710,000	1,710,000	3,210,000	18,400,000
<b>Capital Reserve Replenishment Total</b>			<b>1,670,000</b>	<b>1,670,000</b>	<b>1,670,000</b>	<b>1,670,000</b>	<b>1,670,000</b>	<b>1,710,000</b>	<b>1,710,000</b>	<b>1,710,000</b>	<b>1,710,000</b>	<b>3,210,000</b>	<b>18,400,000</b>

**City Of Windsor**  
**Capital Project Listing By Major Category (Gross)**  
For Budget Year 2023

<b>Agencies, Boards and Committees (ABC's)</b>													
Page #	Project #	Project Name	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
4-6	ECP-010-09	Airport Various Asset Replacement/Refurbishment/Upgrades	42,000	275,000	1,000,000	1,000,000	2,500,000	0	0	0	115,000	130,000	5,062,000
4-8	ECP-046-07	Airport Drainage and Pavement Improvements	195,000	0	0	1,450,000	100,000	100,000	100,000	100,000	100,000	150,000	2,295,000
4-191	HCS-001-14	Windsor Essex Community Housing Corporation Capital Repair and Renewal	3,200,000	3,200,000	7,373,818	6,760,291	10,484,414	10,783,904	5,081,916	5,081,916	5,081,916	5,081,916	62,130,091
4-197	HCS-002-23	Windsor Essex Community Housing Corporation Capital Improvements	0	0	0	0	0	0	3,200,000	3,200,000	3,200,000	3,200,000	12,800,000
4-10	ITC-002-16	Corporate Radio Infrastructure	0	0	1,600,000	600,000	0	0	0	0	0	1,590,000	3,790,000
4-14	POL-001-09	Windsor Police Service Fleet Replacement/Refurbishment Program	1,268,000	1,268,000	1,268,000	1,268,000	1,268,000	1,268,000	1,268,000	1,268,000	1,268,000	1,268,000	12,680,000
4-16	POL-001-20	Advanced Analytics and Process Optimization	0	0	0	250,000	250,000	640,000	600,000	600,000	0	0	2,340,000
4-18	POL-002-19	Windsor Police Service - Specialized Equipment	725,000	1,210,000	820,000	350,000	500,000	2,185,000	725,000	535,000	855,000	560,000	8,465,000
4-20	POL-003-19	Windsor Police Service - Technology Projects	325,000	325,000	325,000	325,000	325,000	325,000	325,000	425,000	425,000	425,000	3,550,000
4-22	POL-004-19	Windsor Police Service - Telecommunications	425,000	200,000	200,000	200,000	800,000	200,000	200,000	250,000	250,000	250,000	2,975,000
4-24	POL-005-19	Windsor Police Service - Facility Projects	500,000	150,000	150,000	300,000	100,000	100,000	100,000	200,000	250,000	100,000	1,950,000
4-4	RGC-001-18	Roseland/Little River Golf Courses Asset Replacement/Improvements	0	0	250,000	2,759,384	0	0	0	0	0	1,000,000	4,009,384
4-2	TRN-005-07	Handi-Transit Bus Acquisitions	120,000	0	0	555,000	155,000	300,000	300,000	300,000	500,000	0	2,230,000
4-222	WPL-001-17	Windsor Public Library Refurbishments	33,752	46,000	46,000	31,000	48,000	0	0	0	138,000	98,000	440,752
4-224	WPL-001-20	WPL Electronic Signs	0	0	0	0	0	0	90,000	0	92,000	68,000	250,000
4-226	WPL-001-23	Equipment Upgrades	0	0	0	0	17,000	0	0	0	0	25,000	42,000
4-228	WPL-002-18	Windsor Public Library Materials Acquisitions	125,000	150,000	150,000	150,000	133,000	200,000	200,000	0	150,000	225,000	1,483,000
4-230	WPL-002-20	Library Self Checkouts	0	0	0	0	0	40,000	40,000	80,000	55,000	150,000	365,000
<b>Agencies, Boards and Committees (ABC's) Total</b>			<b>6,958,752</b>	<b>6,824,000</b>	<b>13,182,818</b>	<b>15,998,675</b>	<b>16,680,414</b>	<b>16,141,904</b>	<b>12,229,916</b>	<b>12,039,916</b>	<b>12,479,916</b>	<b>14,320,916</b>	<b>126,857,227</b>
<b>Grand Total</b>			<b>178,530,254</b>	<b>180,781,272</b>	<b>179,510,599</b>	<b>181,888,061</b>	<b>178,848,562</b>	<b>173,093,410</b>	<b>175,285,434</b>	<b>172,089,048</b>	<b>166,113,320</b>	<b>170,643,568</b>	<b>1,756,783,528</b>

# **2023 Recommended Capital Budget**



## **Capital Project Summaries**

### **Agencies, Boards & Committees**





# Project Version Summary

<b>Project #</b>	TRN-005-07	<b>Service Area</b>	Agencies, Boards & Committees
<b>Budget Year</b>	2023	<b>Department</b>	Agencies
<b>Asset Type</b>	Unassigned	<b>Division</b>	External Agencies
<b>Title</b>	Handi-Transit Bus Acquisitions		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Agencies, Boards and Committees (ABC's)		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

<b>Project Description</b>	Bus replacement vehicles which have been listed annually on the MTO Forms. Cost is estimated based on previous purchases, however, Handi Transit plans to access the Metrolinx project in order to obtain the best price possible before purchasing.
----------------------------	--

<b>Version Description</b>	
----------------------------	--

<b>Project Comments/Reference</b>	<b>Version Comments</b>
(7081003/7091038/7151008/7161043 Closed) 7191019	

<b>Project Detailed Forecast</b>											
<b>GL Account</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>	<b>Total</b>
<b>Expenses</b>											
5110 Machinery & Equipment - TCA	120,000	0	0	555,000	155,000	300,000	300,000	300,000	500,000	0	2,230,000
Total	120,000	0	0	555,000	155,000	300,000	300,000	300,000	500,000	0	2,230,000
<b>Revenues</b>											
169 Pay As You Go - Capital Reserve	120,000	0	0	555,000	155,000	300,000	300,000	300,000	500,000	0	2,230,000
Total	120,000	0	0	555,000	155,000	300,000	300,000	300,000	500,000	0	2,230,000

Related Projects		Historical Approved Budget			Operating Budget Impact				
		Year	Total Expense	Revenue		Effective Date	Unknown	Exp/(Rev)	FTE Impact
				Net City Cost	Subsidies				
		2008	440,000	294,000	146,000				
		2009	210,000	210,000	0				
		2015	360,000	360,000	0				
		2016	480,000	480,000	0				
		2019	480,000	480,000	0				
		2020	240,000	240,000	0				
		2021	400,000	400,000	0				
		2022	120,000	120,000	0				
Year Identified	Start Date	Project Type for 2023		Project Lead		Est. Completion Date			
2007	January 1, 2015	Growth: 100.0 % Maintenance: 0.0 %		Lori Colenutt		TBD`			



# Project Version Summary

<b>Project #</b>	RGC-001-18	<b>Service Area</b>	Agencies, Boards & Committees
<b>Budget Year</b>	2023	<b>Department</b>	Roseland Golf & Country Club
<b>Asset Type</b>	Unassigned	<b>Division</b>	Roseland Operations
<b>Title</b>	Roseland/Little River Golf Courses Asset Replacement/Improvements		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Agencies, Boards and Committees (ABC's)		
<b>Wards</b>	Ward 1		
<b>Version Name</b>	Main (Active)		

**Project Description**

In a recent audit of the Roseland Golf and Curling Club by Price Waterhouse Cooper the need to develop a strategic / business plan as well as an asset management plan in conjunction with the City's Asset Planning Department was identified.

The capital budget request provides for some more of the more immediate capital needs and is supported by reports and conditions of capital assets.

Further, the strategic plan completed in 2020 in conjunction with Global Golf Advisors, a third party industry consultant, highlighted that Roseland required capital support to address the aging and inefficient clubhouse. The consultant is now working on a clubhouse feasibility study in 2021, which will provide a more detailed clubhouse recommendation.

A new clubhouse will allow Roseland to operate more efficiently and to showcase itself as an updated full service facility, and the only municipally owned Donald Ross designed course in Canada.

**Version Description**

<b>Project Comments/Reference</b>	<b>Version Comments</b>
7184003	

<b>Project Detailed Forecast</b>											
GL Account	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>											
5110 Machinery & Equipment - TCA	0	0	250,000	2,759,384	0	0	0	0	0	1,000,000	4,009,384
Total	0	0	250,000	2,759,384	0	0	0	0	0	1,000,000	4,009,384
<b>Revenues</b>											
169 Pay As You Go - Capital Reserve	0	0	250,000	2,759,384	0	0	0	0	0	1,000,000	4,009,384
Total	0	0	250,000	2,759,384	0	0	0	0	0	1,000,000	4,009,384

Related Projects		Historical Approved Budget			Operating Budget Impact	
		Revenue				
Year	Total Expense	Net City Cost	Subsidies			
2021	283,616	188,000	95,616			
2022	2,107,000	2,107,000	0			
Year Identified	Start Date	Project Type for 2023	Project Lead	Est. Completion Date		
2018	January 1, 2018	Growth: 0.0 % Maintenance: 0.0 %	Dave Deluzio	2023+		



# Project Version Summary

<b>Project #</b>	ECP-010-09	<b>Service Area</b>	Agencies, Boards & Committees
<b>Budget Year</b>	2023	<b>Department</b>	Windsor Airport
<b>Asset Type</b>	Unassigned	<b>Division</b>	Windsor-Airport
<b>Title</b>	Airport Various Asset Replacement/Refurbishment/Upgrades		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Agencies, Boards and Committees (ABC's)		
<b>Wards</b>	Ward 9		
<b>Version Name</b>	Main (Active)		

**Project Description**

YQG has a number of projects involving capital improvements and fleet / equipment. All of the assets at YQG are owned by the City of Windsor.

The COVID-19 Pandemic has had a significant financial impact on all airports, including YQG. As such, City funding to sustain and maintain the assets owned by the Corporation is necessary.

As per agreements and past practice, YQG, in concert with the Airport Coordinating Committee, continue to reprioritize projects to ensure health and safety of travelling public.

See attached letter from YQG outlining capital plan.

**Version Description**

YQG has identified the need for \$2.145M in funds for 2023 to undertake the following work:

- Development of an airport strategic plan
- Mechanical assessment of infrastructure at ATB
- Replacement of heating and cooling unit for international wing
- Replacement of international baggage conveyor
- Airport Terminal Building (ATB) - Pre-boarding area improvements

Through existing project surpluses and reprioritizing various preapproved projects, a total of \$1.41 million was reallocated to partially fund these priorities. The balance of funding required to complete the works can be funded within the 5-year window as projects proceed.

As per agreements and past practice, YQG, in concert with the Airport Coordinating Committee, will determine the priority of projects to leverage available funding.

Administration will continue to pursue opportunities for grant funding.

Project Comments/Reference	Version Comments
7141054/7141055	Note: As part of this Capital Budget submission, Administration is requesting Council approval to transfer funding between each of Airport funded project ids within PeopleSoft.

Project Detailed Forecast													
GL Account		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total	
<b>Expenses</b>													
5410	Construction Contracts - TCA	42,000	275,000	1,000,000	1,000,000	2,500,000	0	0	0	115,000	130,000	5,062,000	
Total		42,000	275,000	1,000,000	1,000,000	2,500,000	0	0	0	115,000	130,000	5,062,000	
<b>Revenues</b>													
169	Pay As You Go - Capital Reserve	42,000	275,000	1,000,000	1,000,000	2,500,000	0	0	0	115,000	130,000	5,062,000	
6560	Dividends	0	0	0	0	0	0	0	0	0	0	0	
Total		42,000	275,000	1,000,000	1,000,000	2,500,000	0	0	0	115,000	130,000	5,062,000	
Related Projects		Historical Approved Budget				Operating Budget Impact							
<b>Precedes</b>				<b>Revenue</b>		<b>Effective Date</b>		<b>Unknown</b>		<b>Exp/(Rev)</b>		<b>FTE Impact</b>	
ECP-046-07		<b>Year</b>	<b>Total Expense</b>	<b>Net City Cost</b>	<b>Subsidies</b>	<b>Description</b>						0	0
<b>Project Title</b>		2016	160,000	160,000	0	These works are all related to replacement and refurbishment of existing equipment and are expected to result in decreased maintenance costs.							
		2017	460,000	460,000	0								
		2018	650,000	159,000	491,000								
		2019	4,811,000	0	4,811,000								
		2020	2,900,000	0	2,900,000								
Airport Drainage and Pavement Improvements		2022	1,173,000	1,173,000	0								
Year Identified	Start Date	Project Type for 2023		Project Lead		Est. Completion Date							
2009	January 1, 2016	Growth: 0.0 % Maintenance: 100.0 %		France Isabelle Tunks		Ongoing`							



# Project Version Summary

<b>Project #</b>	ECP-046-07	<b>Service Area</b>	Agencies, Boards & Committees
<b>Budget Year</b>	2023	<b>Department</b>	Windsor Airport
<b>Asset Type</b>	Unassigned	<b>Division</b>	Windsor-Airport
<b>Title</b>	Airport Drainage and Pavement Improvements		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Agencies, Boards and Committees (ABC's)		
<b>Wards</b>	Ward 9		
<b>Version Name</b>	Main (Active)		

**Project Description**  
 YQG has several drainage and pavement related improvements which are being actioned on an ongoing basis.

**Version Description**  
 As per agreements and past practice, YQG, in concert with the Airport Coordinating Committee, will determine the priority of projects to leverage available funding.

<b>Project Comments/Reference</b> (Closed: 7059011/7111009) 7141054 Drainage/Pavement Improv.	<b>Version Comments</b> As part of this Capital Budget submission, Administration is requesting Council approval to transfer funding between each of Airport funded project ids within PeopleSoft.
---	---

<b>Project Detailed Forecast</b>		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>GL Account</b>												
<b>Expenses</b>												
5410	Construction Contracts - TCA	195,000	0	0	1,450,000	100,000	100,000	100,000	100,000	100,000	150,000	2,295,000
	Total	195,000	0	0	1,450,000	100,000	100,000	100,000	100,000	100,000	150,000	2,295,000
<b>Revenues</b>												
028	Sewer Surcharge	0	0	0	0	0	0	0	0	0	0	0
153	Sewer Surcharge	95,000	0	0	1,350,000	0	0	0	0	0	50,000	1,495,000
160	Capital Expenditure Reserve	100,000	0	0	0	0	0	0	0	0	0	100,000
169	Pay As You Go - Capital Reserve	0	0	0	100,000	100,000	100,000	100,000	100,000	100,000	100,000	700,000
	Total	195,000	0	0	1,450,000	100,000	100,000	100,000	100,000	100,000	150,000	2,295,000

Related Projects		Historical Approved Budget			Operating Budget Impact				
Follows		Year	Total Expense	Revenue		Effective Date	Unknown	Exp/(Rev)	FTE Impact
ECP-010-09				Net City Cost	Subsidies				
<b>Project Title</b>		2009	250,000	250,000	0	These works are all related to rehabilitation and repair of existing Airport facilities and are expected to result in decreased operating costs, going forward.			
Airport Various Asset Replacement/Refurbishment/U pgrades		2010	310,000	310,000	0				
		2011	660,000	660,000	0				
		2012	660,000	510,000	150,000				
		2013	260,000	260,000	0				
		2014	400,000	400,000	0				
		2015	150,000	150,000	0				
		2016	650,000	650,000	0				
		2017	460,000	460,000	0				
		2018	140,000	140,000	0				
		2019	345,000	345,000	0				
		2020	380,000	380,000	0				
		2021	380,000	380,000	0				
		2022	300,000	300,000	0				
Year Identified	Start Date	Project Type for 2023	Project Lead	Est. Completion Date					
2007	January 1, 2015	Growth: 51.3 % Maintenance: 48.7 %	France Isabelle Tunks	Ongoing`					





## Project Version Summary

<b>Project #</b>	ITC-002-16	<b>Service Area</b>	Agencies, Boards & Committees
<b>Budget Year</b>	2023	<b>Department</b>	Windsor Police Services
<b>Asset Type</b>	Unassigned	<b>Division</b>	Administration - Police
<b>Title</b>	Corporate Radio Infrastructure		
<b>Budget Status</b>	Capital Bdg. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Agencies, Boards and Committees (ABC's)		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

### Project Description

The corporate radio system is used by Windsor Police Services, Windsor Fire & Rescue Services, Transit Windsor and various operating departments within the Corporation of the City of Windsor. The recommendation is to approve the funds identified in ITC-002-16 for 2021, 2022, 2025 and 2026, all funded from the dedicated funding source Reserve Fund 198 (“Radio Reserve”). The capital funds are required for system upgrades of end user devices and other equipment not covered under the service agreement with the system vendor. Reserve Fund 198 anticipated and is sufficiently funded for these capital expenditures.

Capital Project ITC-002-16 (“Corporate Radio Infrastructure”), and the 2021, 2022, 2025 and 2026 funding requirements, were approved in principle during the 2016 capital budgeting process. This is a corporate-wide project, with many City departments and agencies relying on the corporate radio system. This capital project, ITC-002-16 (“Corporate Radio Infrastructure”), has a dedicated funding source, which is Reserve Fund 198 (“Radio Reserve”). Radio Reserve Fund 198 was created in 2015, through City Council Resolution CR209/2015, to establish a sustainable funding mechanism for the corporate radio system. The City of Windsor Finance Department projected operating and capital requirements from this reserve, through 2033, when establishing Reserve Fund 198 in 2015. The amounts reflected in ITC-002-16 match the capital requirements identified in the reserve fund projection, and as such, have sufficient funding from Reserve Fund 198.

The corporate radio system, an ASTRO P25 Digital Voice Radio Communications System from Motorola Solutions, was purchased in 2008 and implemented in 2009. The digital radio system components can be classified into three categories, Infrastructure (servers, software, networking equipment and emergency dispatch computers), End User Devices (in-vehicle and portable radios), and Transmission Equipment (broadcasting). As part of the annual maintenance agreement with Motorola, the infrastructure has been upgraded in 2016, 2018 and 2020. End User Devices and Transmission Equipment are not upgraded as part of the Motorola maintenance agreement.

The corporate radio system is governed by a Steering Committee that is chaired by the CAO, and includes the Police Chief, the Fire Chief, the Chief Financial Officer/City Treasurer, the City Solicitor, and other senior leadership members. At its May 2020 meeting, the Steering Committee approved the following recommendation: “THAT that the City of Windsor Radio Communications and Dispatch Steering Committee AUTHORIZE the Windsor Police Service and the Windsor Fire and Rescue Service to commence the portable radio replacement plan outlined in the report to the Steering Committee, dated March 15, 2020.” The plan presented to the Steering Committee is as follows:

The City’s End User Devices were implemented in 2009 with an expected useful service life until approximately 2021-2023. The City was aware that Motorola support (parts, software and labour) for the City’s End User Devices was scheduled to cease in 2019. Note: the City did not have a support and maintenance agreement for End User Devices. Maintenance was provided on a time and materials basis. The City anticipated that the End User Devices would have a useful beyond the end of Motorola support. Motorola’s End of Support Notice is attached as APPENDIX “B”.

The costs of new End User Devices have increased since the 2021/2022 projections were developed in 2015. It is not certain if the projected \$6.2 million would be sufficient to fund the replacement of all City radios. However, the radio support team believes that many of the City radios have useful service life remaining. Specifically, they would be suitable for non-first-responder functions for several years. The following is the recommended strategy from WFRS and WPS to reduce the total cost of radio system ownership and to defer expenditures required for the replacement of End User Devices, relative to the original plan to replace all radios in 2021/2022:

- Identify the portable radio needs at WFRS and WPS (quantities, features and model numbers).
- Issue a Request for Tender to replace the portable radios at WFRS and WPS to ensure that the “out-of-support” portable radios do not cause public safety issues.
- Specify “Motorola radios” in the Tender. There are many Motorola certified resellers who will be able to bid on a Tender for Motorola radios. The skills for supporting

Motorola radios and the familiarity of using Motorola radios have been established since the 2009 implementation. Additionally, the radio system Infrastructure is a Motorola system. The radios for the other departments and agencies will remain Motorola radios. All WFRS and WPS in-vehicle radios are Motorola radios. The radios at the WFRS and WPS dispatch centers are Motorola radios. If the City considered accepting other radio manufacturers through this Tender, the potential mixed environment would create risks, support inefficiencies, and user inefficiencies that are not acceptable. The City would also have increased hard and soft supports costs related to maintaining two sets of support tools, support software and training. Most importantly, these radios are for first responders on an emergency communications system. Experimenting with a mixed environment is not an acceptable risk.

- Use the retired portable radios from WFRS and WPS as spare radios for the rest of the corporation. If the “out-of-support” portable radios in other areas of the corporation fail, they can quickly be replaced, at no cost, with the spare radios.
- Noting the points below, the recommendation is to not proceed with replacing mobile radios (in-vehicle radios) at WFRS and WPS at this time.
- Mobile radios (in-vehicle radios) have a high hardware cost per unit.
- Mobile radios (in-vehicle radios) have a high installation cost per unit.
- Replacing all Mobile radios (in-vehicle radios) in the WFRS and WPS fleets would create significant overhead costs and operational disruptions.
- Replacing Mobile radios (in-vehicle radios) in the WFRS and WPS fleet over the course multiple years, based on planned vehicle replacements and radio failure rates, would save hard costs, soft costs and operational disruptions. Further, having upgraded portable radios mitigates the risk of not upgrading all mobile radios at once.

Given that the costs of new End User Devices have increased since the 2021/2022 projections were developed in 2015, the Steering Committee may need to consider authorizing Finance to examine the feasibility of allocating additional funds to radio replacement projections for 2023 – 2026. These funds could be re-allocated from, a) un-allocated funds in the projection model, b) revenue projection surpluses, and c) expense projection savings. The Steering Committee would have a better understanding of these requirements after the Portable Radio Tender closes.

Based on the above, this Memorandum is recommending that the City of Windsor Radio Communications and Dispatch Steering Committee AUTHORIZE the Windsor Police Service and the Windsor Fire and Rescue Service to commence the portable radio replacement plan outlined in the report to the Steering Committee, dated March 15, 2020.

\$1,590,000 is requested for 2032. This capital project (7215003) has a dedicated funding source - Reserve Fund 198 (“Radio Reserve”). As anticipated through reserve fund projections when Reserve Fund 198 was created in 2026, it is estimated that \$1,500,000 is required for the replacement of radio system infrastructure and \$90,000 is required for the replacement of radio system analysis equipment. As identified in the original and ongoing projection model analyses, the reserve fund will have sufficient funds for these capital asset life cycle management investments.

**Version Description**

Recommendations as noted in the November 2, 2015 Corporate Radio System Infrastructure Upgrade Council Report (Report #18016), approved via CR209/2015:

I. THAT City Council AUTHORIZE a one-time initial transfer of \$6,000,000 from the current Pay-As-You-Go Leasing Reserve fund to establish the new corporate radio system Pay-as-You-Go fund, with all current and subsequent annual transfers and expenditures relating to radios to be directed to and funded from this new Pay-as-You-Go reserve fund.

II. THAT City Council AUTHORIZE a Sole Source procurement, in compliance with applicable City of Windsor policies and by-laws, for the following from Motorola Solutions, to be funded from the new corporate radio system Pay-as-You-Go fund as described in item "I" above.

- Infrastructure upgrade, for a cost of \$1,589,205, plus net taxes
- A four-year System Upgrade Agreement with Security Update Service for an annual cost of \$254,777, plus net taxes

III. THAT City Council AUTHORIZE the Chief Administrative Officer and the City Clerk to sign the required agreements for the infrastructure upgrade and a four-year System Upgrade Agreement with Security Update Service with Motorola Solutions, subject to satisfactory review as to form by the City Solicitor, as to technical content by the Chief Information Officer /Executive Director of Information Technology and as to financial content by the Chief Financial Officer/City Treasurer.

IV. THAT City Council AUTHORIZE the Chief Administrative Officer and the City Clerk to sign a new four-year Motorola Communications System Support Agreement, subject to satisfactory review as to form by the City Solicitor, as to technical content by the Chief Information Officer /Executive Director of Information Technology and as to financial content by the Chief Financial Officer/City Treasurer This agreement will replace the existing Motorola Communications System Support Agreement, in order to realize a \$38,000 per year savings.

V. THAT City Council RECEIVE for information, and provide the approvals within this report with the understanding that these recommendations will result in a recommendation for a 2017 operating budget increase of a maximum of \$700,000 as an increased contribution by various departments, into the Corporate Radio system reserve; possibly lower if offset by community partnerships. Administration will bring the required operating budget issue forward during the 2017 operating budget process along with any possible mitigating measures.

VI. THAT City Council RECEIVE for information, the Corporate Radio System Steering Committee will begin the process of investigating a geo-redundant option for the corporate radio system, and will report its findings, including the upfront and ongoing costs, and related funding requirements to City Council for consideration.

**Project Comments/Reference**

7151026 (closed), 7215003  
Funding for these projects is from the Corporate Radio Reserve (#198)

**Version Comments**

**Project Detailed Forecast**

GL Account	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>											
5110 Machinery & Equipment - TCA	0	0	1,600,000	600,000	0	0	0	0	0	1,590,000	3,790,000
Total	0	0	1,600,000	600,000	0	0	0	0	0	1,590,000	3,790,000
<b>Revenues</b>											
198 Pay As You Go Corporate Radios Reserve	0	0	1,600,000	600,000	0	0	0	0	0	1,590,000	3,790,000
Total	0	0	1,600,000	600,000	0	0	0	0	0	1,590,000	3,790,000

Related Projects		Historical Approved Budget			Operating Budget Impact				
		Year	Total Expense	Revenue		Effective Date	Unknown	Exp/(Rev)	FTE Impact
				Net City Cost	Subsidies				
		2016	3,415,235	3,415,235	0				
		2021	3,100,000	3,100,000	0				
		2022	3,100,000	3,100,000	0				
		The radio system upgrade has resulted in a recommendation for a 2019 operating budget increase (2019-0014) as an increased contribution by various departments, into the Corporate Radio System reserve.							
Year Identified	Start Date	Project Type for 2023	Project Lead	Est. Completion Date					
2016	January 1, 2016	Growth: 0.0 % Maintenance: 0.0 %	Matt Caplin	2033					



# Project Version Summary

<b>Project #</b>	POL-001-09	<b>Service Area</b>	Agencies, Boards & Committees
<b>Budget Year</b>	2023	<b>Department</b>	Windsor Police Services
<b>Asset Type</b>	Unassigned	<b>Division</b>	Administration - Police
<b>Title</b>	Windsor Police Service Fleet Replacement/Refurbishment Program		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Agencies, Boards and Committees (ABC's)		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

**Project Description**  
 The Police Fleet reserve was initially created per CR162/2008 dated April 14th, 2008 to fund all future replacements of police vehicles and related major equipment components. This reserve ensures service delivery as it relates to these assets are maintained in an effective manner. Funding of the reserve is accomplished through an annual transfer of funds from the Windsor Police operating budget.

**Version Description**  
 The fleet replacement schedule is a detailed inventory of major fleet components and related equipment for the organization that is reviewed and updated regularly, and approved by the Windsor Police Services Board. It is based on a six year strategic forecast that is updated annually.

Project Comments/Reference	Version Comments
7091014	

Project Detailed Forecast											
GL Account	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>											
5110 Machinery & Equipment - TCA	1,268,000	1,268,000	1,268,000	1,268,000	1,268,000	1,268,000	1,268,000	1,268,000	1,268,000	1,268,000	12,680,000
Total	1,268,000	1,268,000	1,268,000	1,268,000	1,268,000	1,268,000	1,268,000	1,268,000	1,268,000	1,268,000	12,680,000
<b>Revenues</b>											
183 Police Fleet	1,268,000	1,268,000	1,268,000	1,268,000	1,268,000	1,268,000	1,268,000	1,268,000	1,268,000	1,268,000	12,680,000
Total	1,268,000	1,268,000	1,268,000	1,268,000	1,268,000	1,268,000	1,268,000	1,268,000	1,268,000	1,268,000	12,680,000

Related Projects		Historical Approved Budget			Operating Budget Impact				
		Year	Total Expense	Revenue		Effective Date	Unknown	Exp/(Rev)	FTE Impact
				Net City Cost	Subsidies				
		2009	1,100,000	1,100,000	0				
		2010	1,100,000	1,100,000	0				
		2011	1,200,000	1,200,000	0				
		2012	1,200,000	1,200,000	0				
		2013	1,200,000	1,200,000	0				
		2014	1,268,000	1,268,000	0				
		2015	1,268,000	1,268,000	0				
		2016	1,268,000	1,268,000	0				
		2017	1,268,000	1,268,000	0				
		2018	1,268,000	1,268,000	0				
		2019	1,268,000	1,268,000	0				
		2020	1,268,000	1,268,000	0				
		2021	1,268,000	1,268,000	0				
		2022	1,268,000	1,268,000	0				
Year Identified	Start Date	Project Type for 2023		Project Lead	Est. Completion Date				
2009	January 1, 2015	Growth: 0.0 % Maintenance: 100.0 %		Barry Horrobin	Ongoing`				



# Project Version Summary

<b>Project #</b>	POL-001-20	<b>Service Area</b>	Agencies, Boards & Committees
<b>Budget Year</b>	2023	<b>Department</b>	Windsor Police Services
<b>Asset Type</b>	Unassigned	<b>Division</b>	Administration - Police
<b>Title</b>	Advanced Analytics and Process Optimization		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Agencies, Boards and Committees (ABC's)		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

<b>Project Description</b>
Machine learning and artificial intelligence applies advanced analysis and logic-based techniques to interpret events, support and automate decisions, and take actions. Simply, it is the use of advanced computing and logic to improve decisions and processes. A 2019 Gartner CIO Survey shows that the proportion of organizations employing these technologies has "more than tripled from the previous year; 4% versus 14%. Half of the organizations in the survey intend to employ before the end of 2020." Some police services have already implemented machine learning and artificial intelligence technologies successfully, and almost all services have these technologies on their planning radar. These technologies are evolving rapidly, with capabilities predicted to grow exponentially. The opportunities to transform policing operations through these advanced techniques will be significant for the Windsor Police Service and the public. Some examples include enhancements in communications with the public, workload management and predictive staffing, predictive policing, traffic management, investigative processes, public safety; in general, enhanced service delivery. Given the capital budgeting time horizon and the continuous advancements in machine learning and artificial intelligence, it is imperative to set aside capital funds for WPS to keep pace with the modernization of policing. The capabilities of machine learning and artificial intelligence is remarkable; the potential value in the future will be a necessity in policing.

<b>Version Description</b>

<b>Project Comments/Reference</b>	<b>Version Comments</b>

<b>Project Detailed Forecast</b>											
<b>GL Account</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>	<b>Total</b>
<b>Expenses</b>											
5110 Machinery & Equipment - TCA	0	0	0	250,000	250,000	640,000	600,000	600,000	0	0	2,340,000
Total	0	0	0	250,000	250,000	640,000	600,000	600,000	0	0	2,340,000
<b>Revenues</b>											
160 Capital Expenditure Reserve	0	0	0	0	0	0	0	0	0	0	0
169 Pay As You Go - Capital Reserve	0	0	0	250,000	250,000	640,000	600,000	600,000	0	0	2,340,000
Total	0	0	0	250,000	250,000	640,000	600,000	600,000	0	0	2,340,000

Related Projects		Historical Approved Budget		Operating Budget Impact
Year Identified	Start Date	Project Type for 2023	Project Lead	Est. Completion Date
2020	January 1, 2026	Growth: 0.0 % Maintenance: 0.0 %	Matt Caplin	TBD`





# Project Version Summary

<b>Project #</b>	POL-002-19	<b>Service Area</b>	Agencies, Boards & Committees
<b>Budget Year</b>	2023	<b>Department</b>	Windsor Police Services
<b>Asset Type</b>	Unassigned	<b>Division</b>	Administration - Police
<b>Title</b>	Windsor Police Service - Specialized Equipment		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Agencies, Boards and Committees (ABC's)		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

<b>Project Description</b>	Specialized police equipment including items such as personal protective clothing, use of force options, and investigative enhancements.
----------------------------	--

<b>Version Description</b>	
----------------------------	--

<b>Project Comments/Reference</b>	<b>Version Comments</b>
7197003	

<b>Project Detailed Forecast</b>											
GL Account	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>											
5110 Machinery & Equipment - TCA	725,000	1,210,000	820,000	350,000	500,000	2,185,000	725,000	535,000	855,000	560,000	8,465,000
Total	725,000	1,210,000	820,000	350,000	500,000	2,185,000	725,000	535,000	855,000	560,000	8,465,000
<b>Revenues</b>											
124 Dev Chg - Police	0	100,000	0	0	0	100,000	0	0	80,000	100,000	380,000
195 Police Equipment Reserve	725,000	1,110,000	820,000	350,000	500,000	2,085,000	725,000	535,000	775,000	460,000	8,085,000
Total	725,000	1,210,000	820,000	350,000	500,000	2,185,000	725,000	535,000	855,000	560,000	8,465,000

<b>Related Projects</b>	<b>Historical Approved Budget</b>			<b>Operating Budget Impact</b>		
		<b>Revenue</b>				
	<b>Year</b>	<b>Total Expense</b>	<b>Net City Cost</b>	<b>Subsidies</b>		
	2019	180,000	180,000	0		
	2020	100,000	100,000	0		
	2021	335,000	335,000	0		
	2022	150,000	150,000	0		

Year Identified	Start Date	Project Type for 2023	Project Lead	Est. Completion Date
2019	January 1, 2019	Growth: 0.0 % Maintenance: 100.0 %	Melissa Brindley	TBD`



# Project Version Summary

<b>Project #</b>	POL-003-19	<b>Service Area</b>	Agencies, Boards & Committees
<b>Budget Year</b>	2023	<b>Department</b>	Windsor Police Services
<b>Asset Type</b>	Unassigned	<b>Division</b>	Administration - Police
<b>Title</b>	Windsor Police Service - Technology Projects		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Agencies, Boards and Committees (ABC's)		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

## Project Description

Technology is transforming the way policing is conducted worldwide. The modernization of policing services, through investments in tech, is proving to be a force-multiplier, on three fronts: 1) Improved Effectiveness – enhancing the analysis and presentation of the large volumes police service data significantly improves strategic planning, operational planning and front-line policing by providing information that links and predicts criminal activities and information; 2) Improved Accountability and Management – the improved understanding and measurement of the effectiveness of policing strategies, tactical decisions and individual performance provides objective evidence to make adjustments and continuous improvement decisions; 3) Improved Efficiencies – modern policing technologies are reducing non-value-adding activities and increasing the time spent on core policing duties. In addition to the force multiplier effect of technology investments, the complexity of criminal activity is increasing exponentially and requires a sophisticated police service with modern capabilities to effectively protect the public. A consistent and predictive capital budgeting model for technology is essential for strategic planning for policing services. WPS must maintain and upgrade existing technologies, and implement of new transformative technologies in order to realize the benefits noted above and to keep pace with trends in policing.

In addition to projects intended to improve effectiveness, accountability and management, and efficiency, every organization, including WPS, has to make investments into maintaining existing infrastructure, systems and security. These technologies are the foundations of an organization that require continuous improvements through upgrades, expansion and replacement. For every technology that is implemented, life cycle planning for sustainability and continuing to meet organizational needs is required.

## Version Description

## Project Comments/Reference

7197004

## Version Comments

## Project Detailed Forecast

GL Account	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>											
5110 Machinery & Equipment - TCA	325,000	325,000	325,000	325,000	325,000	325,000	325,000	425,000	425,000	425,000	3,550,000
Total	325,000	325,000	325,000	325,000	325,000	325,000	325,000	425,000	425,000	425,000	3,550,000
<b>Revenues</b>											
195 Police Equipment Reserve	325,000	325,000	325,000	325,000	325,000	325,000	325,000	425,000	425,000	425,000	3,550,000
Total	325,000	325,000	325,000	325,000	325,000	325,000	325,000	425,000	425,000	425,000	3,550,000

Related Projects		Historical Approved Budget			Operating Budget Impact
			Revenue		
		Year	Total Expense	Net City Cost	Subsidies
		2019	300,000	300,000	0
		2020	400,000	400,000	0
		2021	501,000	501,000	0
		2022	375,000	375,000	0
Year Identified	Start Date	Project Type for 2023	Project Lead	Est. Completion Date	
2019	January 1, 2019	Growth: 0.0 % Maintenance: 100.0 %	Matt Caplin	TBD`	



## Project Version Summary

<b>Project #</b>	POL-004-19	<b>Service Area</b>	Agencies, Boards & Committees
<b>Budget Year</b>	2023	<b>Department</b>	Windsor Police Services
<b>Asset Type</b>	Unassigned	<b>Division</b>	Administration - Police
<b>Title</b>	Windsor Police Service - Telecommunications		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Agencies, Boards and Committees (ABC's)		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

<b>Project Description</b>	
<p>Effective communications is the most critical aspect of public safety. This consists of communications with the public, communications with patrol officers and WPS staff, and communications with other emergency services. Canada's 911 system is a complex environment of land-based and wireless telephone services, network providers and emergency communications centres. These centres are known as Public Safety Answering Points (PSAP's) and the Windsor Police Service operates the only primary PSAP in our region receiving all 9-1-1 calls for police, fire and ambulance for the City of Windsor and the Town of Amherstburg.</p> <p>Policing communications is in the midst of a significant and sustained period of transformation, which includes a legislated move to Next Generation 911 (NG911). In the NG911 environment, advanced modern technologies will be leveraged and implemented by service providers and emergency service agencies using a phased in approach. The NG911 environment, will begin with the public making a voice or text calls from any communications device via the Emergency Services Internet Protocol Network (ESInet). The next generation PSAP of the future will also receive photos, video calls, advanced location services, telematics and data from personal safety devices such as medic alert systems and sensors of various types as part of 911 calls.</p> <p>The framework for this transition began in 2002 when the Canadian Radio-Television and Telecommunications Commission (CRTC) mandated that the national 9-1-1 legacy system be decommissioned in March of 2025. This meant that all emergency communication centres across Canada were required to completely overhaul their 911 systems in advance of the deadline.</p> <p>On June 30, 2022 the Windsor Police Service reached a major milestone when the PSAP transitioned to an NG911 ready system. In early 2023, the service will connect to the ESInet and be fully compliant as an NG911 PSAP well in advance of the CRTC deadline. The Windsor Police Service continues to be a leader in innovation and as an early adopter of Next Generation 9-1-1, continues to provide industry leading service and excellence in service to the citizens of Windsor and the Town of Amherstburg.</p> <p>All municipalities operating PSAP's are faced with funding the ongoing legislated advancements that will be continuously phased in with NG911, along with the support and lifecycle management of the NG911 assets already purchased. PSAP's are transitioning to high tech operations centres, which is transforming the historic funding requirements for 911.</p>	
<b>Version Description</b>	
<b>Project Comments/Reference</b>	<b>Version Comments</b>
7197005	This project is in conjunction with Fire's capital project FRS-004-19. The two projects will be jointly executed and funding from both projects is required.

Project Detailed Forecast												
GL Account		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>												
5110	Machinery & Equipment - TCA	425,000	200,000	200,000	200,000	800,000	200,000	200,000	250,000	250,000	250,000	2,975,000
Total		425,000	200,000	200,000	200,000	800,000	200,000	200,000	250,000	250,000	250,000	2,975,000
<b>Revenues</b>												
124	Dev Chg - Police	300,000	0	0	0	0	0	0	0	0	0	300,000
195	Police Equipment Reserve	125,000	200,000	200,000	200,000	800,000	200,000	200,000	250,000	250,000	250,000	2,675,000
Total		425,000	200,000	200,000	200,000	800,000	200,000	200,000	250,000	250,000	250,000	2,975,000
<b>Related Projects</b>		<b>Historical Approved Budget</b>				<b>Operating Budget Impact</b>						
				<b>Revenue</b>								
		<b>Year</b>	<b>Total Expense</b>	<b>Net City Cost</b>	<b>Subsidies</b>							
		2019	100,000	100,000	0							
		2020	525,000	525,000	0							
		2021	450,000	450,000	0							
		2022	400,000	400,000	0							
<b>Year Identified</b>	<b>Start Date</b>	<b>Project Type for 2023</b>		<b>Project Lead</b>			<b>Est. Completion Date</b>					
2019	January 1, 2019	Growth: 70.6 % Maintenance: 29.4 %		Laura Smith/Matt Caplin			TBD`					



# Project Version Summary

<b>Project #</b>	POL-005-19	<b>Service Area</b>	Agencies, Boards & Committees
<b>Budget Year</b>	2023	<b>Department</b>	Windsor Police Services
<b>Asset Type</b>	Unassigned	<b>Division</b>	Administration - Police
<b>Title</b>	Windsor Police Service - Facility Projects		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Agencies, Boards and Committees (ABC's)		
<b>Wards</b>			
<b>Version Name</b>	Main (Active)		

**Project Description**

Based on an extensive facility master planning process used to identify capital asset requirements at all WPS facilities, a prioritized list of projects have been identified; many of which at our HQ facility. The overall goal is to make physical changes that will meet ever-changing needs for service delivery. Emphasis will be placed on optimizing energy conservation, work productivity, and workplace health and safety. Some specific sub-projects include a reconfiguration of the Stores area to improve warehousing capacity and related efficiencies through modernized shelving and inventory management solutions; overhaul of the security card access system to gain efficiencies and improve overall security; re-purposing of public reception and Patrol Division spaces to meet changing service delivery needs; upgrades to the outdoor firing range; and renovations to various Operational Support and Investigative Division spaces.

**Version Description**

This overall project is comprised of a number of distinct sub-projects that apply to various locations throughout all WPS facilities – Headquarters, Tilston Training Centre, Sandwich Station, and Jefferson Operational Support Facility

Project Comments/Reference	Version Comments
7197006	

Project Detailed Forecast		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>GL Account</b>												
<b>Expenses</b>												
5110	Machinery & Equipment - TCA	500,000	150,000	150,000	300,000	100,000	100,000	100,000	200,000	250,000	100,000	1,950,000
	Total	500,000	150,000	150,000	300,000	100,000	100,000	100,000	200,000	250,000	100,000	1,950,000
<b>Revenues</b>												
124	Dev Chg - Police	0	0	0	300,000	0	0	0	200,000	0	0	500,000
169	Pay As You Go - Capital Reserve	100,000	0	0	0	0	0	0	0	0	0	100,000
195	Police Equipment Reserve	300,000	150,000	150,000	0	100,000	100,000	100,000	0	250,000	100,000	1,250,000
221	Service Sustainability Investm	100,000	0	0	0	0	0	0	0	0	0	100,000
	Total	500,000	150,000	150,000	300,000	100,000	100,000	100,000	200,000	250,000	100,000	1,950,000

Related Projects		Historical Approved Budget			Operating Budget Impact
			Revenue		
		Year	Total Expense	Net City Cost	Subsidies
		2019	200,000	200,000	0
		2020	475,000	475,000	0
		2021	560,000	560,000	0
		2022	340,000	340,000	0
Year Identified	Start Date	Project Type for 2023		Project Lead	Est. Completion Date
2019		Growth: 20.0 % Maintenance: 80.0 %		Barry Horrobin	TBD`



# 2023 Recommended Capital Budget



## Capital Project Summaries

**CAO's Office**



# Project Version Summary

<b>Project #</b>	CAO-001-16	<b>Service Area</b>	Administration & Respresentation
<b>Budget Year</b>	2023	<b>Department</b>	CAO's Office
<b>Asset Type</b>	Unassigned	<b>Division</b>	Administration - CAO's Office
<b>Title</b>	Paul Martin Bldg. Placeholder		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Community & Economic Development		
<b>Wards</b>	Ward 3		
<b>Version Name</b>	Main (Active)		

**Project Description**  
 This budget is a placeholder for any expenditures that may be required for the Paul Martin Building that was transferred to the City from the federal government.

**Version Description**

<b>Project Comments/Reference</b>	<b>Version Comments</b>
7211061-PMB Elevator Modernization	PLACEHOLDER: B8/2019 - C226/2019: 2025 F169 \$454,384 - 2025 F160 \$550,000.

GL Account	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>											
5410 Construction Contracts - TCA	0	0	1,004,384	0	0	0	0	0	0	0	1,004,384
Total	0	0	1,004,384	0	0	0	0	0	0	0	1,004,384
<b>Revenues</b>											
160CF Committed Funding	0	0	550,000	0	0	0	0	0	0	0	550,000
169CF Committed Funding	0	0	454,384	0	0	0	0	0	0	0	454,384
Total	0	0	1,004,384	0	0	0	0	0	0	0	1,004,384

<b>Related Projects</b>	<b>Historical Approved Budget</b>				<b>Operating Budget Impact</b>			
			<u>Revenue</u>		<u>Effective Date</u>		<u>Exp/(Rev) FTE Impact</u>	
	<u>Year</u>	<u>Total Expense</u>	<u>Net City Cost</u>	<u>Subsidies</u>	<u>Description</u>		0	0
	2021	500,000	500,000	0	No Operating Budget Impact			
				2022	260,000	260,000	0	

<b>Year Identified</b>	<b>Start Date</b>	<b>Project Type for 2023</b>	<b>Project Lead</b>	<b>Est. Completion Date</b>
------------------------	-------------------	------------------------------	---------------------	-----------------------------

2016	January 1, 2019	Growth: 0.0 % Maintenance: 0.0 %	Onorio Colucci	2025`
------	-----------------	-------------------------------------	----------------	-------



# Project Version Summary

<b>Project #</b>	CAO-002-18	<b>Service Area</b>	Administration & Respresentation
<b>Budget Year</b>	2023	<b>Department</b>	CAO's Office
<b>Asset Type</b>	Unassigned	<b>Division</b>	Administration - CAO's Office
<b>Title</b>	New Windsor-Essex Hospital System Plan		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Community & Economic Development		
<b>Wards</b>	Ward 9		
<b>Version Name</b>	Main (Active)		

<b>Project Description</b>	Contribution to the reserve fund for the municipality's share of the new Windsor-Essex Hospital System Plan.										
----------------------------	--	--	--	--	--	--	--	--	--	--	--

<b>Version Description</b>											
----------------------------	--	--	--	--	--	--	--	--	--	--	--

<b>Project Comments/Reference</b>											
<b>Version Comments</b>	PLACEHOLDER: CR282/2016 - R18193: 2023 to 2027 F169 \$6.9m annually- 2028 F169 \$6.2m										

<b>Project Detailed Forecast</b>											
GL Account	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>											
4250 TRANSFER to Reserve Fund	6,900,000	6,900,000	6,900,000	6,900,000	6,900,000	6,200,000	0	0	0	0	40,700,000
Total	6,900,000	6,900,000	6,900,000	6,900,000	6,900,000	6,200,000	0	0	0	0	40,700,000
<b>Revenues</b>											
169CF Committed Funding	6,900,000	6,900,000	6,900,000	6,900,000	6,900,000	6,200,000	0	0	0	0	40,700,000
Total	6,900,000	6,900,000	6,900,000	6,900,000	6,900,000	6,200,000	0	0	0	0	40,700,000

<b>Related Projects</b>	<b>Historical Approved Budget</b>				<b>Operating Budget Impact</b>						

<b>Year Identified</b>	<b>Start Date</b>	<b>Project Type for 2023</b>	<b>Project Lead</b>	<b>Est. Completion Date</b>
------------------------	-------------------	------------------------------	---------------------	-----------------------------

2018	January 1, 2023	Growth: 100.0 % Maintenance: 0.0 %	TBD	2028`
------	-----------------	---------------------------------------	-----	-------

# 2023 Recommended Capital Budget



## Capital Project Summaries

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



# Project Version Summary

<b>Project #</b>	OPS-001-18	<b>Service Area</b>	Economic Development & Innovation
<b>Budget Year</b>	2023	<b>Department</b>	Building Services
<b>Asset Type</b>	Unassigned	<b>Division</b>	Transportation Planning
<b>Title</b>	School Neighbourhood Policy		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Transportation		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

<b>Project Description</b>	The cost to implement the School Neighbourhood Policy varies on a location basis. Locations requiring school zone signage with controllable flashing signs are estimated to cost approximately \$15,000 per street location. Other standard signage is less costly to install and maintain.
----------------------------	---

<b>Version Description</b>	In October of 2016, Council adopted the School Neighbourhood Policy, CR645/2016. Based on a high-level estimate, bringing all of the school locations into compliance with the policy will cost approximately \$1.8 million. Implementation of policy recommendations at existing locations will be undertaken on a priority basis as funding and resources allow.
----------------------------	--

<b>Project Comments/Reference</b>	<b>Version Comments</b>
7202008	

<b>Project Detailed Forecast</b>											
<b>GL Account</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>	<b>Total</b>
<b>Expenses</b>											
5475 Non-Tendered Construction Cost	150,000	40,000	50,000	50,000	50,000	100,000	100,000	107,800	0	0	647,800
Total	150,000	40,000	50,000	50,000	50,000	100,000	100,000	107,800	0	0	647,800
<b>Revenues</b>											
169 Pay As You Go - Capital Reserve	150,000	40,000	50,000	50,000	50,000	100,000	100,000	107,800	0	0	647,800
Total	150,000	40,000	50,000	50,000	50,000	100,000	100,000	107,800	0	0	647,800

<b>Related Projects</b>	<b>Historical Approved Budget</b>				<b>Operating Budget Impact</b>		
			<b>Revenue</b>		<b>Effective Date</b>	<b>Unknown</b>	<b>Exp/(Rev) FTE Impact</b>
	<u>Year</u>	<u>Total Expense</u>	<u>Net City Cost</u>	<u>Subsidies</u>	<b>Description</b>	0	0
	2022	150,000	150,000	0	The addition of signage including controllable flashing signs have associated on-going maintenance costs		

<b>Year Identified</b>	<b>Start Date</b>	<b>Project Type for 2023</b>	<b>Project Lead</b>	<b>Est. Completion Date</b>
------------------------	-------------------	------------------------------	---------------------	-----------------------------

2018	January 1, 2022	Growth: 100.0 % Maintenance: 0.0 %	Shawna Boakes	Ongoing`
------	-----------------	---------------------------------------	---------------	----------





# Project Version Summary

<b>Project #</b>	OPS-001-19	<b>Service Area</b>	Economic Development & Innovation
<b>Budget Year</b>	2023	<b>Department</b>	Building Services
<b>Asset Type</b>	Unassigned	<b>Division</b>	Transportation Planning
<b>Title</b>	Pedestrian Crossovers		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Transportation		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

**Project Description**  
 This project would cover the materials and construction of new pedestrian crossovers (PXO). PXO's are defined in the Ministry of Transportation Ontario OTM Book 15; they currently include multiple types of treatment options that can be installed depending on traffic and geometric characteristics of the site. PXO's may require anything from signs with crossing markings, flashing beacons, or fully signalized pedestrian signals. Costs range from \$25,000 to \$85,000 depending on the treatment required.

**Version Description**  
 Development of prioritized pedestrian crossovers.

Project Comments/Reference	Version Comments
7191010	

Project Detailed Forecast												
GL Account	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total	
<b>Expenses</b>												
5410 Construction Contracts - TCA	0	0	0	0	0	100,000	0	0	0	103,000	203,000	
Total	0	0	0	0	0	100,000	0	0	0	103,000	203,000	
<b>Revenues</b>												
169 Pay As You Go - Capital Reserve	0	0	0	0	0	100,000	0	0	0	103,000	203,000	
Total	0	0	0	0	0	100,000	0	0	0	103,000	203,000	

Related Projects	Historical Approved Budget				Operating Budget Impact		
	Year	Total Expense	Revenue		Effective Date	Unknown	Exp/(Rev) FTE Impact
			Net City Cost	Subsidies	Description		0 0
	2019	200,000	200,000	0	Addition of PXO's will increase ongoing maintenance operating costs. The affect on ongoing operating costs will be dependent upon the quantity and treatments installed.		
	2021	164,993	0	164,993			
	2022	200,000	200,000	0			

<b>Year Identified</b>	<b>Start Date</b>	<b>Project Type for 2023</b>	<b>Project Lead</b>	<b>Est. Completion Date</b>
------------------------	-------------------	------------------------------	---------------------	-----------------------------

2019	January 1, 2019	Growth: 0.0 % Maintenance: 0.0 %	Shawna Boakes	Ongoing`
------	-----------------	-------------------------------------	---------------	----------



# Project Version Summary

<b>Project #</b>	OPS-003-14	<b>Service Area</b>	Economic Development & Innovation
<b>Budget Year</b>	2023	<b>Department</b>	Building Services
<b>Asset Type</b>	Unassigned	<b>Division</b>	Transportation Planning
<b>Title</b>	University Avenue Environmental Assessment Placeholder		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Roads Infrastructure		
<b>Wards</b>	Ward 2, Ward 3		
<b>Version Name</b>	Main (Active)		

**Project Description**  
 As per the 2014 Enhanced Capital Plan, Council approved in principle funds from the 2018 Debt Reduction Levy for an environmental assessment that will be undertaken to create an attractive complete streets corridor by identifying the preferred alternative to reallocate any identified surplus vehicle capacity and optimize the design of the right-of-way. Implementation will be initiated with the balance of the funding.

**Version Description**  
 As per CR89/2014, Report #17088, Council approved the University Avenue project from Huron Church Road to McDougall Street. The environmental assessment is currently on hold pending completion of the University Ave Community improvement Plan being prepared by City Planning staff.

Project Comments/Reference	Version Comments
7144008/7149000 (closed)	COMMITMENT: B30/2019 C 53/2019: 2023 F221 \$401,000 - 2024 F169 \$125,000 - 2024 F221 \$475,000

Project Detailed Forecast											
GL Account	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>											
5410 Construction Contracts - TCA	401,000	850,000	0	0	0	0	0	0	0	0	1,251,000
Total	401,000	850,000	0	0	0	0	0	0	0	0	1,251,000
<b>Revenues</b>											
169CF Committed Funding	0	125,000	0	0	0	0	0	0	0	0	125,000
221 Service Sustainability Investm	0	250,000	0	0	0	0	0	0	0	0	250,000
221CF Committed Funding	401,000	475,000	0	0	0	0	0	0	0	0	876,000
Total	401,000	850,000	0	0	0	0	0	0	0	0	1,251,000

Related Projects		Historical Approved Budget			Operating Budget Impact				
		Year	Total Expense	Revenue		Effective Date	Unknown	Exp/(Rev)	FTE Impact
				Net City Cost	Subsidies				
		2018	5,000,000	5,000,000	0			0	0
					Description: The results of the ESR could influence the on-going operating expenses				
Year Identified	Start Date	Project Type for 2023		Project Lead	Est. Completion Date				
2014	January 1, 2015	Growth: 0.0 % Maintenance: 100.0 %		Shawna Boakes	TBD`				



# Project Version Summary

<b>Project #</b>	OPS-007-16	<b>Service Area</b>	Economic Development & Innovation
<b>Budget Year</b>	2023	<b>Department</b>	Building Services
<b>Asset Type</b>	Unassigned	<b>Division</b>	Transportation Planning
<b>Title</b>	Cabana Rd. Pavement Markings		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Roads Infrastructure		
<b>Wards</b>	Ward 1, Ward 9		
<b>Version Name</b>	Main (Active)		

<b>Project Description</b>	CR92/2015 approves Traffic Operations to include ongoing capital requirements for the maintenance of specialty pavement markings of approximately \$110,000 every 5 years until full implementation of the Cabana/Division Road Corridor Environmental Study Report cross section.
----------------------------	--

<b>Version Description</b>	Cycling facilities on Cabana Road from Northway Avenue to Walker Road.
----------------------------	--

<b>Project Comments/Reference</b>	<b>Version Comments</b>
-----------------------------------	-------------------------

<b>Project Detailed Forecast</b>											
GL Account	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>											
5410 Construction Contracts - TCA	0	110,000	0	0	0	110,000	0	0	0	0	220,000
Total	0	110,000	0	0	0	110,000	0	0	0	0	220,000
<b>Revenues</b>											
221 Service Sustainability Investm	0	110,000	0	0	0	110,000	0	0	0	0	220,000
Total	0	110,000	0	0	0	110,000	0	0	0	0	220,000

<b>Related Projects</b>	<b>Historical Approved Budget</b>	<b>Operating Budget Impact</b>
		<p><b>Effective Date</b> Unknown</p> <p><b>Description</b> No Operating Budget Impact</p> <p><b>Exp/(Rev) FTE Impact</b> 0 0</p>

<b>Year Identified</b>	<b>Start Date</b>	<b>Project Type for 2023</b>	<b>Project Lead</b>	<b>Est. Completion Date</b>
------------------------	-------------------	------------------------------	---------------------	-----------------------------

2016	January 1, 2020	Growth: 0.0 % Maintenance: 0.0 %	Shawna Boakes	Every 5 Years`
------	-----------------	-------------------------------------	---------------	----------------



# Project Version Summary

<b>Project #</b>	OPS-009-07	<b>Service Area</b>	Economic Development & Innovation
<b>Budget Year</b>	2023	<b>Department</b>	Building Services
<b>Asset Type</b>	Unassigned	<b>Division</b>	Transportation Planning
<b>Title</b>	Transportation Planning Environmental Study Reports (ESRs)		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Transportation		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

<b>Project Description</b>	
<p>Ongoing allocation to provide funds for Environmental Study Reports (ESR) as approved by CR148/2001.</p> <p>The list of upcoming ESRs (alpha order) are:</p> <ul style="list-style-type: none"> <li>- Central (Tecumseh to E.C. Row Expressway)</li> <li>- E.C. Row Expressway</li> <li>- Jefferson (Rose to to Airport Lands)</li> <li>- Lauzon Road (Tecumseh Road East to Forest Glade Drive)</li> <li>- Ojibway Parkway (MTO Jurisdiction to Morton Drive)</li> <li>- Transportation Master Plan</li> <li>- Truck Route Study</li> <li>- Wyandotte Street East Extension (Jarvis to Banwell)</li> </ul>	
<b>Version Description</b>	
<p>ESRs typically extend beyond one year in duration (range from \$70,000 - \$500,000 per study).</p> <p>Note: Annual budgets may need to be accumulated in order to initiate a typical ESR if the cost is significant.</p>	
<b>Project Comments/Reference</b>	<b>Version Comments</b>
<p>7086010</p> <p>The transportation master plan would build upon recently-completed city-wide transportation-related plans, such as the Transit Service Delivery Review (“More Than Transit”) and the Active Transportation Master Plan (“Walk Wheel Windsor”), as well as current studies examining the transportation needs of large portions of the City, such as the Sandwich South Servicing Master Plan.</p>	<p>Windsor’s most recent approved transportation master plan, the Windsor Area Long-term Transportation Study (WALTS), was completed in 1999 and analyzed Windsor’s transportation needs out to a horizon year of 2016. WALTS made recommendations for transportation improvements within the City limits of the time, which did not include the annexed lands of the former Township of Sandwich South that were acquired in 2003.</p> <p>A transportation master plan, typically updated every 5 years, is a critical document for identifying a municipality’s future transportation needs and long-term infrastructure funding requirements. A transportation master plan also streamlines and reduces the cost of environmental assessments (EAs) for individual transportation projects, since the Municipal Class EA considers a master plan to fulfill the first two phases of the five-phase environmental assessment process.</p> <p>The transportation master plan would build upon recently-completed city-wide transportation-related plans, such as the Transit Service Delivery Review (“More Than Transit”) and the Active Transportation Master Plan (“Walk Wheel Windsor”), as well as current studies examining the transportation needs of large portions of the City, such as the Sandwich South Servicing Master Plan.</p>

Project Detailed Forecast												
GL Account		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>												
2950	Other Prof Services- External	100,000	100,000	100,000	100,000	0	0	0	0	200,000	45,000	645,000
Total		100,000	100,000	100,000	100,000	0	0	0	0	200,000	45,000	645,000
<b>Revenues</b>												
160	Capital Expenditure Reserve	0	0	0	0	0	0	0	0	0	0	0
169	Pay As You Go - Capital Reserve	25,000	25,000	25,000	25,000	0	0	0	0	200,000	45,000	345,000
221	Service Sustainability Investm	75,000	75,000	75,000	75,000	0	0	0	0	0	0	300,000
Total		100,000	100,000	100,000	100,000	0	0	0	0	200,000	45,000	645,000

Related Projects		Historical Approved Budget				Operating Budget Impact			
		Year	Total Expense	Revenue		Effective Date	Unknown	Exp/(Rev)	FTE Impact
				Net City Cost	Subsidies				
		2007	200,000	200,000	0			0	0
		2008	200,000	200,000	0				
		2009	200,000	200,000	0				
		2011	250,000	250,000	0				
		2012	100,000	100,000	0				
		2014	100,000	100,000	0				
		2015	100,000	100,000	0				
		2016	100,000	100,000	0				
		2017	100,000	100,000	0				
		2018	100,000	100,000	0				
		2019	100,000	100,000	0				
		2020	100,000	100,000	0				
		2021	225,000	225,000	0				
		2022	100,000	100,000	0				
Year Identified	Start Date	Project Type for 2023		Project Lead		Est. Completion Date			
2007	January 2, 2015	Growth: 25.0 % Maintenance: 75.0 %		Shawna Boakes		Ongoing`			





# Project Version Summary

<b>Project #</b>	OPS-014-07	<b>Service Area</b>	Economic Development & Innovation
<b>Budget Year</b>	2023	<b>Department</b>	Building Services
<b>Asset Type</b>	Unassigned	<b>Division</b>	Transportation Planning
<b>Title</b>	Citywide Bikeway Development Initiatives		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Transportation		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

**Project Description**

Various locations for bike facility development as approved by B.U.M.P. and CR554/2001. This funding is dedicated to implementing the 4 main components: Cycling Network Development, Cycling Awareness and Education, Cycling-Transit Links and End-of-trip Facilities. CR627/2016 & CR628/2016 confirmed the project list for enhanced funding received to date.  
 Note: Implementation of cycling facilities will depend on schedule of road reconstruction and resurfacing projects.

**Version Description**

Increased capital budgets since 2011 are essential to ensuring cycling facilities are constructed in capital projects by other divisions and to access grant funding (those requiring municipal contribution) as it becomes available.

Project Comments/Reference	Version Comments
(Closed: 7086009,7092024-ISF) Active: 7111031	

Project Detailed Forecast												
GL Account	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total	
<b>Expenses</b>												
5410 Construction Contracts - TCA	200,000	400,000	400,000	400,000	100,000	100,000	100,000	100,000	600,000	281,000	2,681,000	
Total	200,000	400,000	400,000	400,000	100,000	100,000	100,000	100,000	600,000	281,000	2,681,000	
<b>Revenues</b>												
169 Pay As You Go - Capital Reserve	200,000	400,000	400,000	400,000	100,000	100,000	100,000	100,000	600,000	281,000	2,681,000	
176 Canada Community-Building Fund	0	0	0	0	0	0	0	0	0	0	0	
Total	200,000	400,000	400,000	400,000	100,000	100,000	100,000	100,000	600,000	281,000	2,681,000	

Related Projects		Historical Approved Budget			Operating Budget Impact				
		Year	Total Expense	Revenue		Effective Date	Unknown	Exp/(Rev)	FTE Impact
				Net City Cost	Subsidies				
		2007	200,000	200,000	0				
		2008	200,000	200,000	0				
		2009	200,000	66,667	133,333				
		2010	200,000	66,667	133,333				
		2011	400,000	400,000	0				
		2012	400,000	400,000	0				
		2013	400,000	400,000	0				
		2015	400,000	400,000	0				
		2016	200,000	200,000	0				
		2017	400,000	400,000	0				
		2018	500,000	500,000	0				
		2019	600,000	600,000	0				
		2020	500,000	500,000	0				
		2021	400,000	400,000	0				
		2022	200,000	200,000	0				
Year Identified	Start Date	Project Type for 2023		Project Lead	Est. Completion Date				
2007	January 1, 2015	Growth: 100.0 % Maintenance: 0.0 %		Shawna Boakes	Ongoing`				



# Project Version Summary

<b>Project #</b>	OPS-021-07	<b>Service Area</b>	Economic Development & Innovation
<b>Budget Year</b>	2023	<b>Department</b>	Building Services
<b>Asset Type</b>	Unassigned	<b>Division</b>	Transportation Planning
<b>Title</b>	Traffic Calming Initiatives		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Transportation		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

**Project Description**

General ongoing allocation of funds for Traffic Calming initiatives per the Traffic Calming Policy (CR537/2005). On September 21, 2015, Council approved the revised Traffic Calming Policy (M394-2015). Ongoing Capital budget is required including processing requests through the policy process and implementation of prioritized traffic calming plans.

**Version Description**

The magnitude of the prioritized traffic calming plans and available funding will dictate the implementation schedule.

Project Comments/Reference	Version Comments
7069022 7211020-Expedited Traffic Calming	

Project Detailed Forecast		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>GL Account</b>												
<b>Expenses</b>												
2950	Other Prof Services- External	0	0	0	400,000	0	100,000	0	0	1,140,000	281,000	1,921,000
	Total	0	0	0	400,000	0	100,000	0	0	1,140,000	281,000	1,921,000
<b>Revenues</b>												
160	Capital Expenditure Reserve	0	0	0	0	0	100,000	0	0	0	0	100,000
169	Pay As You Go - Capital Reserve	0	0	0	400,000	0	0	0	0	1,140,000	281,000	1,821,000
	Total	0	0	0	400,000	0	100,000	0	0	1,140,000	281,000	1,921,000

Related Projects		Historical Approved Budget			Operating Budget Impact				
		Year	Total Expense	Revenue		Effective Date	Unknown	Exp/(Rev)	FTE Impact
				Net City Cost	Subsidies				
		2011	50,000	50,000	0				
		2014	75,000	75,000	0				
		2016	75,000	75,000	0				
		2019	169,000	169,000	0				
		2020	206,000	206,000	0				
		2021	200,000	200,000	0				
		Traffic calming features have associated on-going maintenance / operational costs including signage, markings, surface and winter maintenance. (The ongoing operational costs associated with the temporary speed cushions are approximately \$2,000 per location annually and approximately \$500 per location annually for permanent speed cushions.)							
Year Identified	Start Date	Project Type for 2023	Project Lead		Est. Completion Date				
2007	January 1, 2015	Growth: 0.0 % Maintenance: 0.0 %	Shawna Boakes		Ongoing`				



# Project Version Summary

<b>Project #</b>	MAY-001-19	<b>Service Area</b>	Economic Development & Innovation
<b>Budget Year</b>	2023	<b>Department</b>	Economic Development
<b>Asset Type</b>	Unassigned	<b>Division</b>	Economic Development Office
<b>Title</b>	Windsor Works		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Community & Economic Development		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

<b>Project Description</b>	This project will provide funding for various economic development investments throughout the City.										
----------------------------	---	--	--	--	--	--	--	--	--	--	--

<b>Version Description</b>											
----------------------------	--	--	--	--	--	--	--	--	--	--	--

<b>Project Comments/Reference</b>	7202006			<b>Version Comments</b>							
-----------------------------------	---------	--	--	-------------------------	--	--	--	--	--	--	--

<b>Project Detailed Forecast</b>											
GL Account	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>											
2915 Consulting Services - External	1,000,000	0	0	0	0	0	0	3,000,000	3,529,791	0	7,529,791
Total	1,000,000	0	0	0	0	0	0	3,000,000	3,529,791	0	7,529,791
<b>Revenues</b>											
169 Pay As You Go - Capital Reserve	1,000,000	0	0	0	0	0	0	3,000,000	3,529,791	0	7,529,791
Total	1,000,000	0	0	0	0	0	0	3,000,000	3,529,791	0	7,529,791

<b>Related Projects</b>	<b>Historical Approved Budget</b>				<b>Operating Budget Impact</b>			
	<u>Year</u>	<u>Total Expense</u>	<u>Revenue</u>					
			<u>Net City Cost</u>	<u>Subsidies</u>				
	2020	500,000	500,000	0				
	2021	500,000	500,000	0				
	2022	1,000,000	1,000,000	0				

<b>Year Identified</b>	<b>Start Date</b>	<b>Project Type for 2023</b>	<b>Project Lead</b>	<b>Est. Completion Date</b>
------------------------	-------------------	------------------------------	---------------------	-----------------------------

2019	January 1, 2020	Growth: 100.0 % Maintenance: 0.0 %	Onorio Colucci	TBD`
------	-----------------	---------------------------------------	----------------	------



# Project Version Summary

<b>Project #</b>	ITC-001-08	<b>Service Area</b>	Economic Development & Innovation
<b>Budget Year</b>	2023	<b>Department</b>	Information Technology
<b>Asset Type</b>	Unassigned	<b>Division</b>	Administration - Info. Tech.
<b>Title</b>	Information Technology Business Continuity Improvements		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Corporate Technology		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

## Project Description

The first stage of good Disaster Recovery Planning is Prevention. In other words, taking steps to prevent significant outages in the IT Infrastructure. For the last several years we have strived to improve the availability of our critical systems by adding redundancy and backups to various IT infrastructure components. During this time the Corporation has also become more dependent on technology, which is consistent with other sectors.

There does exist capital funding for some of this work in project ITC-006-07 and the focus has been on being able provide a reliable and highly available computing facility and a place to hold a backup of our data off site in the event of a disaster. Significant effort has also been made on improving the quality and consistency of our backup environment, which is critical to stage 2 of the process, which is the ability to restore the environment if we do lose it for some reason. Business Continuity Planning is a larger goal of ensuring that plans are in place to keep the Corporation's mission critical functions operating before, during and after a major catastrophe. This would be a much broader corporate initiative that would require significant resources both internal and external to not only develop but also ongoing resource dedication and operating expenditure to test and maintain.

The amount of resources dedicated to this type of planning should be proportionate to the impact that an outage would have on the business. For example, in a large financial or manufacturing organization where even a small amount of downtime will result in significant financial loss or loss of faith by investors then there should be a corresponding significant investment in ensuring the business has very minimal downtime and also has plans in place on how to continue to operate during these times. For organizations that are not at significant risk when systems fail then a more practical approach is reasonable since the increased resources required to develop and maintain Business Continuity Plans does not provide the same value.

## Version Description

The Corporation of the City of Windsor will need to decide where in this spectrum we reside and that will help to determine what level of plans are appropriate and provide the most value.

The Corporate Security Policy and Methodology that was approved by Council is one of the tools we have to help identify critical areas where more security and availability is required and where plans should be in place in the event of an outage. Funding is also planned in the Capital Budget under project ITC-005-07 (Corporate Data & Network Security Initiatives) to address these areas as they are identified.

It should be noted, the Disaster Recovery and/or the Security project will NOT result in a full Business Continuity Plan. Now that funding has been established, work can begin on this project. A consultant has been hired to conduct a corporate technology assessment and the development of a technology plan. This will help the Information Technology department provide a more reliable service, taking better advantage of cloud technologies to enable the Corporation to continue operations during a pandemic, cyber situation or natural disaster.

## Project Comments/Reference

7209005

## Version Comments

Project Detailed Forecast												
GL Account		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>												
5410	Construction Contracts - TCA	150,000	75,000	100,000	0	0	75,000	50,000	50,000	50,000	50,000	600,000
Total		150,000	75,000	100,000	0	0	75,000	50,000	50,000	50,000	50,000	600,000
<b>Revenues</b>												
169	Pay As You Go - Capital Reserve	75,000	75,000	50,000	0	0	25,000	25,000	25,000	25,000	25,000	325,000
221	Service Sustainability Investm	75,000	0	50,000	0	0	50,000	25,000	25,000	25,000	25,000	275,000
Total		150,000	75,000	100,000	0	0	75,000	50,000	50,000	50,000	50,000	600,000
<b>Related Projects</b>		<b>Historical Approved Budget</b>				<b>Operating Budget Impact</b>						
				<u>Revenue</u>		<u>Effective Date</u> Unknown		<u>Exp/(Rev)</u>		<u>FTE Impact</u>		
		<u>Year</u>	<u>Total Expense</u>	<u>Net City Cost</u>	<u>Subsidies</u>	<u>Description</u>				0	0	
		2020	100,000	100,000	0	No Operating Budget Impact						
		2021	100,000	100,000	0							
		2022	200,000	200,000	0							
<b>Year Identified</b>	<b>Start Date</b>	<b>Project Type for 2023</b>		<b>Project Lead</b>		<b>Est. Completion Date</b>						
2008	January 1, 2020	Growth: 50.0 % Maintenance: 50.0 %		Norm Synnott		Ongoing`						





# Project Version Summary

<b>Project #</b>	ITC-001-10	<b>Service Area</b>	Economic Development & Innovation
<b>Budget Year</b>	2023	<b>Department</b>	Information Technology
<b>Asset Type</b>	Unassigned	<b>Division</b>	Administration - Info. Tech.
<b>Title</b>	Smart Community Initiative		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Corporate Technology		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

## Project Description

Under the umbrella of e-Government there are several pillars. In addition to Modernizing our services, which the MyWindsor project is addressing, there is also effort to continually improve transparency, community engagement and Open Government. This requires investment in tools and technology to improve the citizen experience online providing more timely access to information and opportunities to engage. As the region moves forward with a variety of efforts to redefine our economy, working smarter, together with our Residents and business is essential. The Smart Community initiative is one of the key ways that we can accomplish this.

## Version Description

This funding will be used to fund e-Government projects that expand the opportunities available to engage with the public, improve the citizen's online experience and improve access to public information through open data.

2023-2027: Citizen self-service initiatives; Digital City Services; Improved open data and transparency initiatives.

Related projects include:

- MyWindsor e-services program
- Open data portal - regional data sharing initiatives
- Road safety asset detection through Artificial Intelligence (pilot)
- Citizen engagement portal (pilot)

## Project Comments/Reference

7009015

## Version Comments

## Project Detailed Forecast

GL Account	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>											
5411 Construction Contracts-Non TCA	200,000	200,000	200,000	200,000	200,000	50,000	50,000	50,000	50,000	50,000	1,250,000
Total	200,000	200,000	200,000	200,000	200,000	50,000	50,000	50,000	50,000	50,000	1,250,000
<b>Revenues</b>											
160 Capital Expenditure Reserve	0	0	0	0	0	0	0	0	0	0	0
169 Pay As You Go - Capital Reserve	200,000	200,000	200,000	200,000	200,000	50,000	50,000	50,000	50,000	50,000	1,250,000
Total	200,000	200,000	200,000	200,000	200,000	50,000	50,000	50,000	50,000	50,000	1,250,000

Related Projects		Historical Approved Budget			Operating Budget Impact				
		Year	Total Expense	Revenue		Effective Date	Unknown	Exp/(Rev)	FTE Impact
				Net City Cost	Subsidies				
		2019	136,400	136,400	0				
		2020	136,400	136,400	0				
		2021	96,400	96,400	0				
		2022	200,000	200,000	0				
					No Operating Budget Impact				
Year Identified	Start Date	Project Type for 2023	Project Lead		Est. Completion Date				
2010	January 1, 2019	Growth: 0.0 % Maintenance: 100.0 %	Trevor Bennet		Ongoing`				



# Project Version Summary

<b>Project #</b>	ITC-001-13	<b>Service Area</b>	Economic Development & Innovation
<b>Budget Year</b>	2023	<b>Department</b>	Information Technology
<b>Asset Type</b>	Unassigned	<b>Division</b>	Administration - Info. Tech.
<b>Title</b>	Corporate Integration of Mobile Technologies		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Corporate Technology		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

## Project Description

Under the e-Government umbrella and modernizing government also includes moving City Services closer to the Resident and business and making them more mobile. Funding request is to facilitate implementation of organizational mobility. Untethering staff from their desks results in productivity and customer service improvements. The corporation has been making gains in these areas by incrementally growing the mobile workforce.

Two factors are driving this future investment requirement:

- 1) The current mobile workforce initiatives are ad hoc. Once a critical mass is reached, an investment will be required for a more efficient and effective holistic solution.
- 2) Technology changes in the mobile space are rapid and significant. Solutions implemented today will be sufficient, but this mobile space is changing so quickly it is almost certain these solutions will become antiquated in the coming years.

## Version Description

Costs may include but are not limited to: mobile devices, software, customization, interface development, infrastructure, security. This project includes all consumer costs to move work activities into the field.

## Project Comments/Reference

7199003

## Version Comments

## Project Detailed Forecast

GL Account	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>											
5411 Construction Contracts-Non TCA	0	0	0	0	300,000	50,000	50,000	50,000	675,000	50,000	1,175,000
Total	0	0	0	0	300,000	50,000	50,000	50,000	675,000	50,000	1,175,000
<b>Revenues</b>											
169 Pay As You Go - Capital Reserve	0	0	0	0	300,000	50,000	50,000	50,000	675,000	50,000	1,175,000
Total	0	0	0	0	300,000	50,000	50,000	50,000	675,000	50,000	1,175,000

Related Projects		Historical Approved Budget			Operating Budget Impact				
		Year	Total Expense	Revenue		Effective Date	Unknown	Exp/(Rev)	FTE Impact
				Net City Cost	Subsidies				
		2019	500,000	500,000	0	A more mobile workforce has a definite impact on Operating as each mobile device will require a monthly connectivity cost while this Capital Budget can address the up front costs. The ongoing costs will need to be allocated by each area requiring mobile services.			
		2021	375,000	375,000	0				
Year Identified	Start Date	Project Type for 2023		Project Lead	Est. Completion Date				
2013	January 1, 2019	Growth: 0.0 % Maintenance: 0.0 %		Chantelle Bernard	Ongoing`				



## Project Version Summary

<b>Project #</b>	ITC-007-07	<b>Service Area</b>	Economic Development & Innovation
<b>Budget Year</b>	2023	<b>Department</b>	Information Technology
<b>Asset Type</b>	Unassigned	<b>Division</b>	Administration - Info. Tech.
<b>Title</b>	Corporate Intranet Redesign & Internet Accessibility Improvements		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Corporate Technology		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

### Project Description

The growing demand for e-Government or digital services for residents, visitors and businesses, requires an ongoing investment to continually modernize our services and service delivery mechanisms.

For visitors of the City's website, future initiatives will allow for enhanced delivery of municipal services. Continual enhancements to functionality will be required to meet the continual and evolving needs.

This is evident with the introduction of the MyWindsor Self Service online automation project that will provide citizens and businesses the ability, with their own secured single "MyWindsor" account, to (among other things);

- view their own information such as property tax;
- place a request for a product or service like applying for permits or licenses;
- completing online registrations;
- pay for these services

Expanding the demand for e-Government internally for employees to leverage digital services also requires an ongoing investment to modernize processes and access to information through on-demand service portals. This is delivered through the MyInfo Self Service online automation projects that will provide employees and supervisors access to information and actions to effectively support employees.

### Version Description

The demand for public facing websites, internal web portals and web based technology to deliver e-Government services to Residents, visitors, businesses and employees in an effort to modernize our services and as a primary service channel is growing significantly. The funds requested in 2022 and beyond will be used to upgrade licenses to keep the technology current, expand MyWindsor and MyInfo programs or migrate to a new platform based on industry trends and Corporate needs. The continual deployment of changing technology is necessary to continue increasing the efficiency and productivity of Citizens and employees.

### Project Comments/Reference

7075017

### Version Comments

Project Detailed Forecast												
GL Account		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>												
5411	Construction Contracts-Non TCA	0	0	425,000	0	0	150,000	125,000	150,000	150,000	575,000	1,575,000
Total		0	0	425,000	0	0	150,000	125,000	150,000	150,000	575,000	1,575,000
<b>Revenues</b>												
169	Pay As You Go - Capital Reserve	0	0	0	0	0	75,000	75,000	100,000	100,000	500,000	850,000
221	Service Sustainability Investm	0	0	425,000	0	0	75,000	50,000	50,000	50,000	75,000	725,000
Total		0	0	425,000	0	0	150,000	125,000	150,000	150,000	575,000	1,575,000
<b>Related Projects</b>		<b>Historical Approved Budget</b>				<b>Operating Budget Impact</b>						
				<b>Revenue</b>		<b>Effective Date</b> Unknown		<b>Exp/(Rev)</b>		<b>FTE Impact</b>		
		<b>Year</b>	<b>Total Expense</b>	<b>Net City Cost</b>	<b>Subsidies</b>	<b>Description</b>						
		2007	25,000	25,000	0	No Operating Budget Impact						0
		2008	100,000	100,000	0							0
		2009	400,000	400,000	0							0
		2010	500,000	500,000	0							0
		2011	625,000	625,000	0							0
		2019	850,000	850,000	0							0
		2022	550,000	550,000	0							0
<b>Year Identified</b>	<b>Start Date</b>	<b>Project Type for 2023</b>		<b>Project Lead</b>		<b>Est. Completion Date</b>						
2007	January 1, 2007	Growth: 0.0 % Maintenance: 0.0 %		Trevor Bennet		Ongoing`						



# Project Version Summary

<b>Project #</b>	ITC-001-12	<b>Service Area</b>	Economic Development & Innovation
<b>Budget Year</b>	2023	<b>Department</b>	Information Technology
<b>Asset Type</b>	Unassigned	<b>Division</b>	Business Process Modernization
<b>Title</b>	Fire and Rescue Records Management and Computer Aided Dispatch System Initiatives		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Corporate Technology		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

<b>Project Description</b>	<p>To implement the following technology at Windsor Fire and Rescue Services (WFRS):</p> <ul style="list-style-type: none"> <li>• Phase 1: A “full feature” fire records management solution (fire RMS) that will improve data accessibility and reliability for emergency responders and administrators</li> <li>• Phase 2: An upgraded computer-aided dispatch (CAD) solution and other related programs to modernize the technology at WFRS.</li> </ul> <p>WFRS has fallen significantly behind all other major Canadian fire agencies in the use of IT for service improvement and enhancement, specifically for creating fire RMS data, making that information available 24/7 on mobile devices, NextGen 911, and accessing corporate records. In addition to supplementing operational activities, the above new technologies are needed to provide management decision support, allow for information exchange, and expedite decision-making within WFRS and with senior City management.</p> <p>The department’s strategic focus is to move from ‘just keeping the lights on’ to providing incremental improvements toward achieving excellence and realizing its business goals. The acquisition of a full feature fire RMS and an upgraded CAD will help to realize that vision.</p> <p>Phase 1 – Fire RMS: A fire RMS can save lives. It does this by compiling information quickly from unrelated programs to facilitate decision-making during emergencies. Additionally, its sophisticated analytics allow administrators to design better plans for protecting the community. Fire RMSs are used throughout the industry to address the specialized data capture and reporting needs of emergency response agencies. The technology’s modular design includes the ability to track incidents, inspections, personnel, shift assignments, training, and asset inventories/maintenance. For departments that already have computer programs to manage this information, a fire RMS can act as a layer above those systems, populating them with data while providing a simplified user experience and a similar look-and-feel across the various modules. Additionally, a fire RMS unifies records pertaining to people, properties, and emergency vehicles, and this allows for easier and more accurate report generation.</p> <p>Phase 2 – CAD: A CAD system is an essential tool for emergency services, and the effective use of one can shorten response times and result in reduced damage to health and property. This project is for improvement and modernization of the dispatch function and all related processes associated with it.</p>	
<b>Version Description</b>	<p>WFRS requires the full functionality of a Fire RMS as well as modernized dispatch processes and associated technology. Due to the size of this project, the intent is to implement it in phases.</p> <ul style="list-style-type: none"> <li>• Phase 1 was the deployment of the fire RMS and was implemented in two stages. Stage 1 focused on the needs of Personnel, Property, Incidents, Apparatus, Quarter Master, and Training. Stage 2 addresses the remaining modules of a fire RMS, including inspections. Please note: There was some urgency to act on implementing phase 1 in 2018, thus Council approved (#C126/2018) on July 23, 2018 which approved a pre-commitment of funding from 2021 in the amount of \$784,960 to be available for use beginning in 2018 inclusive of applicable financing costs. As of August 31, 2022, \$455,910 has been used within the project’s budget to fund Phase 1.</li> <li>• Phase 2 would begin in 2026+ with the modernization of dispatch and all related processes and technology.</li> </ul>	
<b>Project Comments/Reference</b>	<b>Version Comments</b>	
7183016		

Project Detailed Forecast												
GL Account		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>												
5411	Construction Contracts-Non TCA	0	0	0	100,000	100,000	200,000	200,000	200,000	250,000	100,000	1,150,000
Total		0	0	0	100,000	100,000	200,000	200,000	200,000	250,000	100,000	1,150,000
<b>Revenues</b>												
169	Pay As You Go - Capital Reserve	0	0	0	100,000	100,000	200,000	200,000	200,000	250,000	100,000	1,150,000
Total		0	0	0	100,000	100,000	200,000	200,000	200,000	250,000	100,000	1,150,000
<b>Related Projects</b>		<b>Historical Approved Budget</b>				<b>Operating Budget Impact</b>						
<b>Follows</b> FRS-002-07		<b>Year</b>		<b>Total Expense</b>		<b>Revenue</b>						
<b>Project Title</b> Fire & Rescue Computer-aided Dispatch System (CRISYS)		2021		800,000		Net City Cost		Subsidies				
						800,000		0				
<b>Year Identified</b>	<b>Start Date</b>	<b>Project Type for 2023</b>		<b>Project Lead</b>			<b>Est. Completion Date</b>					
2012	January 1, 2021	Growth: 0.0 % Maintenance: 0.0 %		Trevor Bennet			2032+					





# Project Version Summary

<b>Project #</b>	ITC-001-09	<b>Service Area</b>	Economic Development & Innovation
<b>Budget Year</b>	2023	<b>Department</b>	Information Technology
<b>Asset Type</b>	Unassigned	<b>Division</b>	End User Management
<b>Title</b>	Corporate Facilities Content Access Improvements		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Corporate Technology		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

**Project Description**  
 Improve corporate communication and display notification features at locations that have employees without computer access and in meeting rooms where collaboration can significantly improve efficiency and service levels

**Version Description**  
 The trend for content access demand within the corporate community continues to increase, with the technology required to deliver this medium changing at an equal pace. Virtual meetings are now common but meeting rooms lack the technology for multiple physical participants. Disseminating and posting of paper based notifications is still time consuming and archaic. Putting in place the technology required for virtual meeting rooms and corporate content access is the focus of this project budget.

<b>Project Comments/Reference</b>	<b>Version Comments</b>
7101007	

<b>Project Detailed Forecast</b>											
GL Account	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>											
5411 Construction Contracts-Non TCA	0	0	0	0	0	75,000	75,000	50,000	50,000	50,000	300,000
Total	0	0	0	0	0	75,000	75,000	50,000	50,000	50,000	300,000
<b>Revenues</b>											
169 Pay As You Go - Capital Reserve	0	0	0	0	0	75,000	75,000	50,000	50,000	50,000	300,000
Total	0	0	0	0	0	75,000	75,000	50,000	50,000	50,000	300,000

<b>Related Projects</b>	<b>Historical Approved Budget</b>				<b>Operating Budget Impact</b>		
			<b>Revenue</b>		<b>Effective Date</b>	Unknown	<b>Exp/(Rev) FTE Impact</b>
	<b>Year</b>	<b>Total Expense</b>	<b>Net City Cost</b>	<b>Subsidies</b>	<b>Description</b>	0	0
	2010	150,000	150,000	0	No Operating Budget Impact		
	2020	200,000	200,000	0			
2022	200,000	200,000	0				

Year Identified	Start Date	Project Type for 2023	Project Lead	Est. Completion Date
2009	January 1, 2010	Growth: 0.0 % Maintenance: 0.0 %	Chantelle Bernard	Ongoing`



## Project Version Summary

<b>Project #</b>	ITC-001-19	<b>Service Area</b>	Economic Development & Innovation
<b>Budget Year</b>	2023	<b>Department</b>	Information Technology
<b>Asset Type</b>	Unassigned	<b>Division</b>	End User Management
<b>Title</b>	Funding for Microsoft Software		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Corporate Technology		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

### Project Description

Desktop computers and most servers at the City of Windsor require a number of Microsoft licenses to deploy. Desktops run on Microsoft Windows and utilize the Microsoft Office suite of products. Most servers run Microsoft Windows for Servers and many databases are Microsoft SQL. Our email system utilizes Microsoft Exchange and our Web environment is built on the Microsoft SharePoint platform. The Microsoft Corporation licensing fees required to run these products are very expensive.

Microsoft refreshes / updates their software with new versions every few years and currently discontinue support for older versions after 10 years. We currently budget for new software versions on a five-year cycle but in most cases have been able to extend their use beyond 5 years. In 2018 the City refreshed most of our Microsoft licenses, upgrading to the current version of software.

While implementing these perpetual Microsoft licences will allow us to function for the next several years, we have begun planning for the future of Microsoft products in our environment. This includes considering future deployment and support processes, as well as, the costing impact to the City.

Gartner, world's leading research and advisory company, advised that organizations budget to subscribe to Office 365 ProPlus (or an Office 365 bundle that includes it) by October 2020 or rebuy traditional licences every five years (or less, if available) if you have plans to use Exchange Online or SharePoint Online with traditional editions of Outlook and other Office client software.

As noted above, this may be the last time we can purchase perpetual Microsoft licenses, as Microsoft are changing their software licensing model to subscription-based licensing and moving a lot of their services into the cloud.

Microsoft plans on releasing updates to all its applications and operating systems on a 6-month basis with support diminished to 18 months from the time of release. Moving to a subscription-based model is costlier than deploying perpetual licences and utilizing those licences until they are no longer supported.

Currently, we have been financing the Microsoft licenses through a portion of the annual \$480 PC Maintenance and Support Reserve fees of \$40 / month. Each user account on our system requires Microsoft licensing. Almost all user accounts utilize a City desktop or laptop and a portion of this \$40 / month fee has covered the Microsoft licenses.

The Work Force Windsor project added approximately 1,500 new user accounts that are not directly associated with a City desktop or laptop and that are not part of the annual PC Maintenance and Support Reserve program which covers the cost of Microsoft licensing. The Work Force Windsor project start-up costs and the excess in the PC Maintenance and Support Reserve (by our past practise of extending software beyond five years) was able to cover the initial Microsoft licenses purchased in 2018.

With the increased cost of Microsoft licenses and the extra licenses needed for the new Work Force Windsor user accounts, the PC Maintenance and Support Reserve will be unable to fund the necessary Microsoft licensing after five years when the next license purchase is required. Computer software is critical to the operation of the City of Windsor, and in most cases licensing fees are unavoidable and expensive. Finance and IT have developed an IT Funding Model which takes into consideration how future costing requirements for Enterprise Applications and corporate software will be funded. A 3 year commitment approved by City Council in the 2022 operating budget is still contingent on council approving the increments for 2023 and 2024. As this project is part of that overall funding model, this project is still ongoing.

<b>Version Description</b>												
The pandemic and hybrid work from home have accelerated the move to MS365 and a funding model has been established to fund the annual fees through the PAYG reserve. The funds requested in 2026 and beyond will be transferred to the PAYG reserve to help preserve the health of the PAYG reserve fund and help fund the annual fees for MS365.												
<b>Project Comments/Reference</b>						<b>Version Comments</b>						
<b>Project Detailed Forecast</b>												
<b>GL Account</b>		<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>	<b>Total</b>
<b>Expenses</b>												
5410	Construction Contracts - TCA	0	0	0	600,000	600,000	900,000	900,000	900,000	200,000	0	4,100,000
Total		0	0	0	600,000	600,000	900,000	900,000	900,000	200,000	0	4,100,000
<b>Revenues</b>												
169	Pay As You Go - Capital Reserve	0	0	0	0	0	150,000	150,000	150,000	0	0	450,000
221	Service Sustainability Investm	0	0	0	600,000	600,000	750,000	750,000	750,000	200,000	0	3,650,000
Total		0	0	0	600,000	600,000	900,000	900,000	900,000	200,000	0	4,100,000
<b>Related Projects</b>			<b>Historical Approved Budget</b>				<b>Operating Budget Impact</b>					
							<b>Effective Date</b>	2026-01-01	<b>Exp/(Rev)</b>		<b>FTE Impact</b>	
							<b>Description</b>		1			0
							Unless this ongoing, yearly funding is approved or a new funding model is developed to cover the future costs for Microsoft's new subscription based, cloud software licensing model, an extremely large increase to departmental pc maintenance fees will be required from all departments.					
<b>Year Identified</b>	<b>Start Date</b>	<b>Project Type for 2023</b>			<b>Project Lead</b>		<b>Est. Completion Date</b>					
2019	January 1, 2024	Growth: 0.0 % Maintenance: 0.0 %			Chantelle Bernard		Ongoing`					



## Project Version Summary

<b>Project #</b>	ITC-002-19	<b>Service Area</b>	Economic Development & Innovation
<b>Budget Year</b>	2023	<b>Department</b>	Information Technology
<b>Asset Type</b>	Unassigned	<b>Division</b>	Enterprise Systems
<b>Title</b>	Municipal Tax System		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Corporate Technology		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

### Project Description

The AMANDA Enterprise System (AMANDA) is a corporate-wide application that the City of Windsor (City) uses to help manage and support several City services. In AMANDA, the Tax module is currently used by the Finance department to manage the issuance of property tax bills and the collection of revenue. As the main source of revenue for the City, approximately \$408M is collected through this system.

The software vendor, Granicus, has announced the end-of-life period for the current Tax module within AMANDA. Granicus made the decision to remove the Tax module from their list of software product offerings with immediate effect and with no application upgrades available to the existing version. Granicus has estimated that support for the existing version of the Tax module will end in approximately 2 years. Other modules in AMANDA such as Permitting, Licensing and Compliance, etc. will not be impacted.

The City has procured a new system to implement from Central Square to replace the current Tax module in AMANDA. It is critical that this new system be implemented prior to support ending with Granicus to ensure the timely and accurate billing of municipal property taxes along with collection of revenue. Given the impact to revenue, this presents a significant risk to the City as property tax revenue funds the majority of our City services.

The \$408M worth of yearly revenue collected through the AMANDA Tax Module includes property tax revenue and other tax revenue administered by the Finance department for the English Separate School Boards, English Public School Board, French Separate School Board, French Public School Board, Enwin Utilities and the Provincial Offenses Act Office.

- Delivery of a new Tax System will occur in 3 major phases:
- Phase 1: Tax System Discovery and Procurement - Complete
  - Phase 2: Implementation of a New Tax System – Initiated
  - Phase 3: Deployment of a New Tax System - TBD

The estimated cost of this project of \$2.5M is based on the previous implementation of the AMANDA Tax module plus anticipated resource costs.

<b>Version Description</b>																									
Delivery of a new Tax System will occur in 3 major phases and will require capital funding for the software implementation costs, customization and data conversion costs, maintenance and support fees along with additional resources for the following:																									
Phase 1: Tax System Discovery and Procurement - Complete																									
The replacement of the Tax System is a critical project that must be completed because the current system will no longer be offered. This creates two significant enterprise risks to the City that technology might fail to meet our needs in the delivery of services and in the portrayal of the City regarding municipal tax billings. Failure to collect revenue could pose a critical financial risk to several other enterprise systems in the delivery of City services. The City has completed this phase of the project and procured a new tax system from Central Square to replace the AMANDA module.																									
Phase 2: Implementation of a New Tax System - Initiated																									
• Software, Licensing or Subscription Fees, Data Conversion, Customization, Tax Reports & Documentation, Testing, Human Resources, etc.																									
Phase 3: Deployment of a New Tax System																									
• Training, Human Resources, Deploy new Tax System, Provide Support After Go-Live																									
Future Expenses (2026)																									
• Upgrades, customizations, maintenance, etc.																									
<b>Project Comments/Reference</b>				<b>Version Comments</b>																					
7207000				COMMITMENTS: CR526/2021 C 132/2021: 2023 F221 \$1,341,000 - 2026 F221 \$530,000																					
<b>Project Detailed Forecast</b>																									
<b>GL Account</b>		<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>	<b>Total</b>													
<b>Expenses</b>																									
5126	Computer Software	1,341,000	0	0	530,000	0	0	0	0	0	0	1,871,000													
Total		1,341,000	0	0	530,000	0	0	0	0	0	0	1,871,000													
<b>Revenues</b>																									
221	Service Sustainability Investm	0	0	0	0	0	0	0	0	0	0	0													
221CF	Committed Funding	1,341,000	0	0	530,000	0	0	0	0	0	0	1,871,000													
Total		1,341,000	0	0	530,000	0	0	0	0	0	0	1,871,000													
<b>Related Projects</b>			<b>Historical Approved Budget</b>				<b>Operating Budget Impact</b>																		
			<table border="1"> <thead> <tr> <th rowspan="2">Year</th> <th rowspan="2">Total Expense</th> <th colspan="2">Revenue</th> </tr> <tr> <th>Net City Cost</th> <th>Subsidies</th> </tr> </thead> <tbody> <tr> <td>2020</td> <td>233,500</td> <td>233,500</td> <td>0</td> </tr> <tr> <td>2021</td> <td>1,795,500</td> <td>1,795,500</td> <td>0</td> </tr> </tbody> </table>				Year	Total Expense	Revenue		Net City Cost	Subsidies	2020	233,500	233,500	0	2021	1,795,500	1,795,500	0					
Year	Total Expense	Revenue																							
		Net City Cost	Subsidies																						
2020	233,500	233,500	0																						
2021	1,795,500	1,795,500	0																						
<b>Year Identified</b>	<b>Start Date</b>	<b>Project Type for 2023</b>	<b>Project Lead</b>			<b>Est. Completion Date</b>																			

2019	January 1, 2019	Growth: 0.0 % Maintenance: 100.0 %	Josh Higgins	2026`
------	-----------------	---------------------------------------	--------------	-------



## Project Version Summary

<b>Project #</b>	ITC-008-07	<b>Service Area</b>	Economic Development & Innovation
<b>Budget Year</b>	2023	<b>Department</b>	Information Technology
<b>Asset Type</b>	Unassigned	<b>Division</b>	Enterprise Systems
<b>Title</b>	Corporate Enterprise Resource Planning (ERP) System		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Corporate Technology		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

### Project Description

The focus of this project is to utilize funds to support necessary enhancements to Enterprise Resource Planning systems. Such items include System Support, Projects or Business Process Initiatives approved by the various Governance Groups that create corporate technical workplans annually. A sub-project is being initiated to formulate recommendations on the eventual replacement or upgrading of PeopleSoft Financials and HRMS. Rimini Street Inc. (Rimini) provides 3rd party support services to the City of Windsor (City) for both of these systems currently. In 2014 the City ended its support and maintenance agreement with Oracle and signed with Rimini. The Rimini support services are offered at a lower cost however they do not provide version upgrades to the applications. As the aging technology has not been upgraded since 2009 for PeopleSoft Financial and 2011 for PeopleSoft HRMS, it has been identified as a significant enterprise risk that technology could fail to meet our needs if not updated.

### Version Description

In 2021, the City extended the support and maintenance agreement with Rimini until 2027 with the view towards a replacement of both PeopleSoft systems or a major upgrade to the existing applications. Risk indicators are showing incompatibility concerns with related technology such as Microsoft that is causing challenges with maintaining the applications.

2023+ – Reporting tools, enhancements to online services and in 2025 it will be 10 year’s that PeopleSoft (FIN/HRMS) has been supported by Rimini Street without a version upgrade. Research and planning must occur prior to this to ensure the sustainability of our financial and HR systems to determine the appropriate ERP roadmap for a version upgrade or software replacement. Additionally, the Workforce Management System will require system updates to remain current with the vendors support agreement. This will require upgrades to the current version and reconfiguration of business rules depending on collective bargaining changes and other related legislative changes (including Workforce Management (WFM) Contingency).

A significant enterprise risk exists in that technology could fail to meet our needs if the technology is not updated within the next 5 years. Each year the risk increases as the software ages and related technology changes. An ERP roadmap will be initiated in 2023 to identify costs and make recommendations on the replacement or upgrading of these systems. This information will have to be reviewed with the available funding to ensure both systems are maintained. At the end of the Rimini support agreement, it will be 18 years since the last PeopleSoft Financials upgrade and 16 years for PeopleSoft HRMS. Given the age of technology and incompatibility with Microsoft, it is critical that the City be actively moving to a new/upgraded system(s) or have completed the changeover.

### Project Comments/Reference

7074018

### Version Comments

A budget pressure on the available capital funding is the Oracle license agreement which authorizes the City to use the PeopleSoft applications. The PeopleSoft Financial system is licensed based on the value of the City's annual budget, and PeopleSoft HRMS is licensed based on the headcount of employees in the system. For PeopleSoft Financials, it is anticipated that the City will exceed the threshold in the agreement in 2023 and have to purchase additional licenses to continue to use the application.



Project Detailed Forecast												
GL Account		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>												
5411	Construction Contracts-Non TCA	250,000	0	516,696	2,000,000	2,154,473	1,750,000	2,250,000	1,718,079	1,381,921	1,555,000	13,576,169
Total		250,000	0	516,696	2,000,000	2,154,473	1,750,000	2,250,000	1,718,079	1,381,921	1,555,000	13,576,169
<b>Revenues</b>												
169	Pay As You Go - Capital Reserve	0	0	0	0	0	500,000	1,000,000	468,079	581,921	385,000	2,935,000
221	Service Sustainability Investm	250,000	0	516,696	2,000,000	2,154,473	1,250,000	1,250,000	1,250,000	800,000	1,170,000	10,641,169
Total		250,000	0	516,696	2,000,000	2,154,473	1,750,000	2,250,000	1,718,079	1,381,921	1,555,000	13,576,169
Related Projects		Historical Approved Budget				Operating Budget Impact						
				Revenue		Effective Date		Unknown	Exp/(Rev)		FTE Impact	
		Year	Total Expense	Net City Cost	Subsidies	Description			0		0	
		2007	100,000	100,000	0	No Operating Budget Impact						
		2008	100,000	100,000	0							
		2009	250,000	250,000	0							
		2010	300,000	300,000	0							
		2012	140,000	140,000	0							
		2014	125,000	125,000	0							
		2015	100,000	100,000	0							
		2016	25,000	25,000	0							
		2019	475,000	475,000	0							
		2020	125,000	125,000	0							
		2021	250,000	250,000	0							
		2022	250,000	250,000	0							
Year Identified	Start Date	Project Type for 2023		Project Lead		Est. Completion Date						
2007	January 1, 2007	Growth: 0.0 % Maintenance: 100.0 %		Josh Higgins		Ongoing`						



## Project Version Summary

<b>Project #</b>	ITC-011-07	<b>Service Area</b>	Economic Development & Innovation
<b>Budget Year</b>	2023	<b>Department</b>	Information Technology
<b>Asset Type</b>	Unassigned	<b>Division</b>	Enterprise Systems
<b>Title</b>	AMANDA Information System Upgrades and Improvements		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Corporate Technology		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

### Project Description

The AMANDA Enterprise System is a Corporate wide system used by many Departments including Licensing, Building, Fire, Public Works, Property Taxes etc. Enhancements to this system are required to support business administration, accommodate legislative changes, implement software upgrade requirements, and maintain technology standards. These enhancements have been approved by the AMANDA Governance and Managers groups, and will be scheduled for the next five ten year plan. The enhancements are approved and are monitored as part of the corporate AMANDA annual work plan. With this funding strategy the goal is to primarily ensure that the system remains functional, accommodates expansion, and ensures day-to-day business continuity.

### Version Description

The AMANDA 7 upgrade was completed in 2022 to meet the vendor support requirements. This included a new security framework, upgrading the infrastructure, reviewing departmental business processes, the creation of job aids and employee training, and an analysis of other dependent corporate applications. Extensive testing of all modules and corporate wide training on the new platform was provided.

2023+ - Projects identified and prioritized through Amanda Governance Committee for enhancement and ongoing maintenance to the system. Several key initiatives have a dependency to integrate with AMANDA such as, CloudPermit, My Windsor and the new Municipal Property Tax Solution. It is anticipated that by at least 2025 that the AMANDA 7 version will need to be upgraded which will require project funding for the conversion, consulting services and enhancements to the application.

On-going – implementation of additional functionality to create efficiencies needed by the corporate users as submitted through the governance process.

Regular application maintenance is required under the license and support agreement that requires annual funding. If annual maintenance is not done to the application the City could incur significant costs for consulting and/or hardware purchases to sustain the application and risk critical technology failure to the AMANDA system that supports the operations for several City departments.

### Project Comments/Reference

7075021

### Version Comments

Project Detailed Forecast		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>GL Account Expenses</b>												
5411	Construction Contracts-Non TCA	200,000	200,000	200,000	0	0	250,000	250,000	250,000	250,000	250,000	1,850,000
	Total	200,000	200,000	200,000	0	0	250,000	250,000	250,000	250,000	250,000	1,850,000
<b>Revenues</b>												
160	Capital Expenditure Reserve	50,000	0	0	0	0	0	0	0	0	0	50,000
221	Service Sustainability Investm	150,000	200,000	200,000	0	0	250,000	250,000	250,000	250,000	250,000	1,800,000
	Total	200,000	200,000	200,000	0	0	250,000	250,000	250,000	250,000	250,000	1,850,000

Related Projects		Historical Approved Budget				Operating Budget Impact		
Year	Total Expense	Revenue		Subsidies	Effective Date	Unknown	Exp/(Rev)	FTE Impact
		Net City Cost						
							0	0
2007	150,000	150,000		0				
2008	150,000	150,000		0				
2009	150,000	150,000		0				
2010	150,000	150,000		0				
2011	150,000	150,000		0				
2012	150,000	150,000		0				
2015	100,000	100,000		0				
2016	25,000	25,000		0				
2018	200,000	200,000		0				
2019	350,000	350,000		0				
2020	200,000	200,000		0				
2021	200,000	200,000		0				
2022	300,000	300,000		0				

Year Identified	Start Date	Project Type for 2023	Project Lead	Est. Completion Date
2007	January 1, 2007	Growth: 25.0 % Maintenance: 75.0 %	Josh Higgins	Ongoing`



# Project Version Summary

<b>Project #</b>	ITC-001-22	<b>Service Area</b>	Economic Development & Innovation
<b>Budget Year</b>	2023	<b>Department</b>	Information Technology
<b>Asset Type</b>		<b>Division</b>	Technology Infrastructure
<b>Title</b>	Data & Insights		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Corporate Technology		
<b>Wards</b>			
<b>Version Name</b>	Main (Active)		

## Project Description

The purpose of this project is to implement the recommendations from the Information Builders, Inc. (IBI) report (Report) to Council. In 2019, the City of Windsor (City) hired IBI to find efficiencies that could be achieved through data analytics and information management. The following recommendations were made:

- Develop an integrated information management strategy to meet the City's strategic goals
- Implement a business intelligence and analytics architecture in phases as described in the report;
- Create a Business Intelligence Centre of Excellence (BI CoE) to support the successful implementation of the business intelligence and analytics architecture and the more effective use of data at all levels of the organization;
- Invest in the business process re-design and change management that is essential to the success of the overall plan.

## Version Description

IBI provided cost estimates to implement their recommendations that included consulting services, one-time and on-going software/hardware costs, training, and positions to start the adoption phase of the project. With the development of the integrated information management strategy future capital requests will be brought forward to continue with the adoption phase

## Project Comments/Reference

7221035

## Version Comments

Project Detailed Forecast												
GL Account		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>												
5411	Construction Contracts-Non TCA	100,000	100,000	0	0	0	0	0	0	0	50,000	250,000
Total		100,000	100,000	0	0	0	0	0	0	0	50,000	250,000
<b>Revenues</b>												
169	Pay As You Go - Capital Reserve	50,000	25,000	0	0	0	0	0	0	0	50,000	125,000
221	Service Sustainability Investm	50,000	75,000	0	0	0	0	0	0	0	0	125,000
Total		100,000	100,000	0	0	0	0	0	0	0	50,000	250,000

Related Projects		Historical Approved Budget				Operating Budget Impact	
				Revenue			
		Year	Total Expense	Net City Cost	Subsidies		
		2022	300,000	300,000	0		
Year Identified	Start Date	Project Type for 2023		Project Lead		Est. Completion Date	
2022	January 1, 2022	Growth: 50.0 % Maintenance: 50.0 %		Josh Higgins		Ongoing`	



# Project Version Summary

<b>Project #</b>	ITC-002-07	<b>Service Area</b>	Economic Development & Innovation
<b>Budget Year</b>	2023	<b>Department</b>	Information Technology
<b>Asset Type</b>	Unassigned	<b>Division</b>	Technology Infrastructure
<b>Title</b>	Corporate Electronic Storage and Retrieval Systems Upgrades		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Corporate Technology		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

<b>Project Description</b>
It is becoming more difficult to keep up with the growing storage demands. The corporation needs to expand its current storage capacity, while taking advantage of newer technologies to help improve security, performance and control the increased cost. This requires a state of the art storage that is reliable and expandable. It should include a tiered architecture that allows least referenced material to be allocated to less expensive storage media. New technologies like solid State Disks, deduplication, and compression allow for better performance while built-in drive encryption increases security. It should include the ability to conduct a discovery avoiding the possibility of violating legislative requirements. This is a requirement for freedom of information requests and e-discovery rules for any dispute. Without this project we are not able to provide expected levels of Information Technology (IT) services.

<b>Version Description</b>
2023: Investigate new technologies and processes that will help us organize and more effectively manage our data, including the assessment and integration of cloud solutions.
2024+: Continue to expand storage to meet required growth. Implement tools and/or solutions researched in 2023 to help organize data and meet retention requirements. Add security features to reduce data loss and improve privacy and security.

<b>Project Comments/Reference</b>	<b>Version Comments</b>
7069900	

<b>Project Detailed Forecast</b>		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>GL Account</b>												
<b>Expenses</b>												
5411	Construction Contracts-Non TCA	150,000	150,000	100,000	100,000	100,000	125,000	100,000	100,000	125,000	125,000	1,175,000
	Total	150,000	150,000	100,000	100,000	100,000	125,000	100,000	100,000	125,000	125,000	1,175,000
<b>Revenues</b>												
160	Capital Expenditure Reserve	0	150,000	100,000	100,000	50,000	0	0	0	0	0	400,000
169	Pay As You Go - Capital Reserve	90,000	0	0	0	0	50,000	50,000	50,000	75,000	75,000	390,000
221	Service Sustainability Investm	60,000	0	0	0	50,000	75,000	50,000	50,000	50,000	50,000	385,000
	Total	150,000	150,000	100,000	100,000	100,000	125,000	100,000	100,000	125,000	125,000	1,175,000

Related Projects		Historical Approved Budget			Operating Budget Impact					
		Year	Total Expense	Revenue		Effective Date	Unknown	Exp/(Rev)	FTE	Impact
				Net City Cost	Subsidies					
		2007	75,000	75,000	0					
		2008	75,000	75,000	0					
		2009	200,000	200,000	0					
		2012	150,000	150,000	0					
		2014	150,000	150,000	0					
		2015	150,000	150,000	0					
		2017	100,000	100,000	0					
		2018	100,000	100,000	0					
		2019	150,000	150,000	0					
		2020	150,000	150,000	0					
		2021	150,000	150,000	0					
		2022	150,000	150,000	0					
Year Identified	Start Date	Project Type for 2023	Project Lead	Est. Completion Date						
2007	January 1, 2007	Growth: 60.0 % Maintenance: 40.0 %	Chantelle Bernard	Ongoing`						



## Project Version Summary

<b>Project #</b>	ITC-003-07	<b>Service Area</b>	Economic Development & Innovation
<b>Budget Year</b>	2023	<b>Department</b>	Information Technology
<b>Asset Type</b>	Unassigned	<b>Division</b>	Technology Infrastructure
<b>Title</b>	Information Technology Network Infrastructure Improvements		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Corporate Technology		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

<b>Project Description</b>	
<p>This project is critical to the Corporation's Information Technology (I.T.) Infrastructure. It allows Information Technology (I.T.) to make required improvements to the network and server infrastructure and to maintain expected levels of productivity and security, ensuring information availability to City employees and the public. The budget cuts to date severely impact Information Technology's (I.T.) ability to implement new technologies. As such, planned upgrades to the City wide connectivity will be delayed. These affect productivity, the ability to backup data, and implement new applications and services as well as required phone system upgrades and deployment of centralized administration for security cameras. Newer technologies require faster networks and until the network is upgraded we cannot move forward with these other initiatives. This will result in an infrastructure deficit that could reduce levels of availability and have a significant impact on customer service.</p>	
<b>Version Description</b>	
<p>Ongoing maintenance of existing systems and deployment of new technologies is critical to maintaining expected levels of service.</p> <p>2023: Continue to expand Wi-Fi deployment. Expand the controllers and core equipment to support more WiFi Access Points. Management tools are now required for greater visibility and control of the network. Continue with installation of a fibre optic network in coordination with Public Works to improve connectivity to remote sites (currently able to add 1 or 2 sites per year). Increase connectivity in the network core with 10GB switching. Expand our Virtual server and upgrade our Virtual Desktop environment. Investigate and improve SDWAN solutions for remote sites.</p> <p>2024+: Implementation of worldwide adoption of IVP6. Deployment of technologies like encryption, load balancing and intrusion prevention and detection. The replacement of the WLANs (wireless local area networks) and SDWAN (remote sites) may require a large portion of these funds in later years if the PAYG reserve fund cannot adequately cover the replacement costs. Systematic upgrade and replacement of legacy systems to take advantage of new technology for improved performance and security.</p>	
<b>Project Comments/Reference</b>	<b>Version Comments</b>
7059903	



Project Detailed Forecast												
GL Account		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>												
2951	INTERNAL Service Salary Allocn	120,000	120,000	120,000	120,000	120,000	100,000	100,000	100,000	100,000	100,000	1,100,000
5411	Construction Contracts-Non TCA	80,000	80,000	80,000	80,000	80,000	100,000	100,000	100,000	170,000	150,000	1,020,000
Total		200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	270,000	250,000	2,120,000
<b>Revenues</b>												
160	Capital Expenditure Reserve	0	80,000	80,000	80,000	80,000	0	0	0	0	0	320,000
169	Pay As You Go - Capital Reserve	80,000	0	0	0	0	100,000	100,000	100,000	170,000	150,000	700,000
221	Service Sustainability Investm	120,000	120,000	120,000	120,000	120,000	100,000	100,000	100,000	100,000	100,000	1,100,000
Total		200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	270,000	250,000	2,120,000

Related Projects		Historical Approved Budget			Operating Budget Impact							
Year Identified	Start Date	Project Type for 2023	Project Lead	Est. Completion Date	Revenue		Effective Date	Unknown	Exp/(Rev)	FTE	Impact	
					Year	Total Expense						Net City Cost
2007	January 1, 2007	Growth: 40.0 % Maintenance: 60.0 %	Chantelle Bernard	Ongoing`	2009	200,000	200,000	0			0	0
					2010	200,000	200,000	0				
					2011	200,000	200,000	0				
					2012	200,000	200,000	0				
					2013	185,000	185,000	0				
					2014	215,000	215,000	0				
					2015	215,000	215,000	0				
					2017	100,000	100,000	0				
					2018	200,000	200,000	0				
					2019	200,000	200,000	0				
					2020	230,000	230,000	0				
					2021	250,000	250,000	0				
					2022	200,000	200,000	0				



# Project Version Summary

<b>Project #</b>	ITC-005-07	<b>Service Area</b>	Economic Development & Innovation
<b>Budget Year</b>	2023	<b>Department</b>	Information Technology
<b>Asset Type</b>	Unassigned	<b>Division</b>	Technology Infrastructure
<b>Title</b>	Corporate Data & Network Security Initiatives		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Corporate Technology		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

## Project Description

The security framework methodology implemented through this project is now being used during the implementation of new Information Technology (I.T.) projects and during change management processes to existing applications and services. Ongoing funding is required to ensure new and existing security measures are in place to meet the City's security needs. Without additional funding we limit the ability to conduct thorough assessments and that would leave us deficient in areas where security gaps are identified. This exposes us to increased security breaches, or lacking in the appropriate procedures for new technology implementations, resulting in liability, embarrassment, data loss and unavailable systems.

IT security can fall into two broad categories - safeguarding data and protecting systems. As a government organization, the City of Windsor maintains both public and confidential data related to its operations, residents, businesses, and staff, in addition to developing and maintaining hundreds of systems that are critical to the operations of City government and the wellbeing of City residents, business and visitors. There are two factors that have increased the vulnerability level of data and systems, not only at the City of Windsor, but within all organizations:

1. Threat Proliferation: World-wide cyber-attacks against individuals, businesses and government organizations continue to grow. There is a common understanding in the IT and cyber security fields that these threats will continue to grow at an exponential rate. The motivation for cyber-attacks can be, financial gain, obtaining confidential information, disrupting operations, jeopardizing public safety, or simply causing embarrassment for the targeted organizations and individuals.
2. Network Proliferation: Also growing at an unprecedented rate is the size and complexity of the corporate network, which significantly increases the City's security risk exposure. The City's network was once limited to computers, printers and servers. With the rapid growth of the "Internet of Things", cloud services, and mobility, what is now connected to the network was unimaginable a few years ago, and the number connections to the network in the coming years will be limitless.

While the IT Department has increased security staffing and manages security through shared responsibilities, we require funds for security tools and educational programs to give staff the means to enhance our security profile and reduce the risk of a security incident.

## Version Description

Implementation of risk mitigation strategies as prioritized through the Security Framework Methodology will be conducted from 2020 through 2027 and beyond.

2023: Continue to remediate vulnerabilities identified in annual security audits and assessments. Introduce Managed Security Service Provider technologies. Work with Managed Security Service Provider to improve Cyber breach response plans. Improve Information Privacy and Data loss through mobile media. Continue to strengthen remote access authentication to help mitigate a potential breach. Continue to provide security training for IT staff and awareness training for all staff around digital security. Increase network monitoring and visibility with state of the art software and security services. Increase the amount archival system event logging for better investigative and auditing. Continue to monitor threat landscape and develop remediation strategies for Cyber Security incidents.

2024+: Further fund improving cyber security around new and changing technologies, specifically cloud services and IoT (Internet of Things) deployment.

## Project Comments/Reference

7059901

## Version Comments

Project Detailed Forecast												
GL Account		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>												
5411	Construction Contracts-Non TCA	300,000	300,000	100,000	100,000	100,000	100,000	100,000	100,000	230,000	230,000	1,660,000
Total		300,000	300,000	100,000	100,000	100,000	100,000	100,000	100,000	230,000	230,000	1,660,000
<b>Revenues</b>												
160	Capital Expenditure Reserve	0	0	0	0	0	0	0	0	0	0	0
169	Pay As You Go - Capital Reserve	150,000	150,000	50,000	50,000	50,000	50,000	50,000	50,000	180,000	180,000	960,000
221	Service Sustainability Investm	150,000	150,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	700,000
Total		300,000	300,000	100,000	100,000	100,000	100,000	100,000	100,000	230,000	230,000	1,660,000

Related Projects		Historical Approved Budget				Operating Budget Impact				
Year Identified	Start Date	Project Type for 2023	Project Lead	Est. Completion Date	Revenue		Effective Date	Unknown	Exp/(Rev)	FTE Impact
					Total Expense	Net City Cost				
2007	January 1, 2010	Growth: 50.0 % Maintenance: 50.0 %	Chantelle Bernard	Ongoing`	2008	50,000	50,000	0	0	0
					2009	50,000	50,000	0		
					2010	50,000	50,000	0		
					2011	50,000	50,000	0		
					2012	100,000	100,000	0		
					2014	175,000	175,000	0		
					2015	175,000	175,000	0		
					2016	60,000	60,000	0		
					2017	100,000	100,000	0		
					2018	100,000	100,000	0		
					2019	319,000	319,000	0		
					2020	329,000	329,000	0		
					2021	176,000	176,000	0		
					2022	300,000	300,000	0		



# Project Version Summary

<b>Project #</b>	ITC-006-07	<b>Service Area</b>	Economic Development & Innovation
<b>Budget Year</b>	2023	<b>Department</b>	Information Technology
<b>Asset Type</b>	Unassigned	<b>Division</b>	Technology Infrastructure
<b>Title</b>	Information Technology Disaster Recovery Initiatives		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Corporate Technology		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

**Project Description**  
 Capital funding is required for expansion and upkeep of the current data centre as technology changes and the corporate data and Information requirements continue to grow. In order to reduce the impact to Information Technology (I.T.) operations in the event of a major disaster involving the Data Centre, Information Technology (I.T.) will replicate a portion of the facility to an offsite or cloud location. This capital budget is used to reduce the risk of a data loss or service interruptions due to system failures, security breach or other disastrous event.

**Version Description**  
 2023: Explore options with Windsor Police Service utilized some of their upgraded Jefferson facility.  
 2024+: Continue to scale-out and improve as our environment grows. Continue to utilize cloud services for faster and more cost effective recovery of critical systems in the event of system failures or a disastrous event.

Project Comments/Reference	Version Comments
7074016	

Project Detailed Forecast		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>GL Account</b>												
<b>Expenses</b>												
5411	Construction Contracts-Non TCA	100,000	75,000	100,000	100,000	100,000	150,000	150,000	150,000	300,000	300,000	1,525,000
	Total	100,000	75,000	100,000	100,000	100,000	150,000	150,000	150,000	300,000	300,000	1,525,000
<b>Revenues</b>												
160	Capital Expenditure Reserve	50,000	25,000	50,000	50,000	50,000	75,000	75,000	75,000	0	0	450,000
169	Pay As You Go - Capital Reserve	0	0	0	0	0	0	0	0	200,000	200,000	400,000
221	Service Sustainability Investm	50,000	50,000	50,000	50,000	50,000	75,000	75,000	75,000	100,000	100,000	675,000
	Total	100,000	75,000	100,000	100,000	100,000	150,000	150,000	150,000	300,000	300,000	1,525,000

Related Projects		Historical Approved Budget			Operating Budget Impact				
		Year	Total Expense	Revenue		Effective Date	Unknown	Exp/(Rev)	FTE Impact
				Net City Cost	Subsidies				
		2007	75,000	75,000	0				
		2008	150,000	150,000	0				
		2009	175,000	175,000	0				
		2010	175,000	175,000	0				
		2012	75,000	75,000	0				
		2013	150,000	150,000	0				
		2015	100,000	100,000	0				
		2017	100,000	100,000	0				
		2018	150,000	150,000	0				
		2019	150,000	150,000	0				
		2020	100,000	100,000	0				
		2021	100,000	100,000	0				
		2022	100,000	100,000	0				
Year Identified	Start Date	Project Type for 2023		Project Lead	Est. Completion Date				
2007	January 1, 2010	Growth: 50.0 % Maintenance: 50.0 %		Chantelle Bernard	Ongoing`				



# Project Version Summary

<b>Project #</b>	ITC-012-07	<b>Service Area</b>	Economic Development & Innovation
<b>Budget Year</b>	2023	<b>Department</b>	Information Technology
<b>Asset Type</b>	Unassigned	<b>Division</b>	Technology Infrastructure
<b>Title</b>	Corporate Communications Technology		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Corporate Technology		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

**Project Description**

Many of our corporate phone systems are out of date and need major upgrades or replacements and we have had some significant outages as a result. Phone system outages have a direct impact on customer service and basic service delivery. This funding will also be used to investigate some of the new features available that could improve overall efficiency of our operations to determine which ones have the greatest potential to provide positive impact to service.

**Version Description**

2023: Upgrade older systems (Arenas and Community Centres). Continue deployment of Unified Communications technologies on the new platform for mobile workers. Investigate E911 solution for our distributed VoIP system.

2024+: Systematic replacement of older systems taking advantage of our improved I.T. infrastructure to reduce telecom carrier costs and improve service and reliability. Continue with solution for mobile workers including video conferencing and E911 compliance. Evaluate newer cloud communication services.

Project Comments/Reference	Version Comments
7032178	

<b>Project Detailed Forecast</b>											
GL Account	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>											
5410 Construction Contracts - TCA	0	50,000	50,000	50,000	50,000	100,000	100,000	100,000	100,000	300,000	900,000
Total	0	50,000	50,000	50,000	50,000	100,000	100,000	100,000	100,000	300,000	900,000
<b>Revenues</b>											
160 Capital Expenditure Reserve	0	0	0	0	0	0	0	0	0	0	0
169 Pay As You Go - Capital Reserve	0	0	0	0	0	50,000	50,000	50,000	50,000	250,000	450,000
221 Service Sustainability Investm	0	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	450,000
Total	0	50,000	50,000	50,000	50,000	100,000	100,000	100,000	100,000	300,000	900,000

Related Projects		Historical Approved Budget			Operating Budget Impact				
		Year	Total Expense	Revenue		Effective Date	Unknown	Exp/(Rev)	FTE Impact
				Net City Cost	Subsidies				
		2007	100,000	100,000	0				
		2008	100,000	100,000	0				
		2009	100,000	100,000	0				
		2010	250,000	250,000	0				
		2011	100,000	100,000	0				
		2012	100,000	100,000	0				
		2015	200,000	200,000	0				
		2016	200,000	200,000	0				
		2017	200,000	200,000	0				
		2018	200,000	200,000	0				
		2019	150,000	150,000	0				
		2020	200,000	200,000	0				
		2021	200,000	200,000	0				
		2022	300,000	300,000	0				
Year Identified	Start Date	Project Type for 2023		Project Lead	Est. Completion Date				
2007	January 1, 2010	Growth: 0.0 % Maintenance: 0.0 %		Chantelle Bernard	Ongoing`				



# Project Version Summary

<b>Project #</b>	PBG-001-14	<b>Service Area</b>	Economic Development & Innovation
<b>Budget Year</b>	2023	<b>Department</b>	Planning & Development
<b>Asset Type</b>	Unassigned	<b>Division</b>	Administration - Planning
<b>Title</b>	Alley Closing Subsidy Pilot Program		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Roads Infrastructure		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

<b>Project Description</b>	B26/2019 - C 39/2019 - 2021 Capital Budget includes \$40,000 starting in 2022 for Regular Alley Closing Program
----------------------------	---

<b>Version Description</b>	
----------------------------	--

<b>Project Comments/Reference</b>	7145002	<b>Version Comments</b>	
-----------------------------------	---------	-------------------------	--

<b>Project Detailed Forecast</b>											
GL Account	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>											
5410 Construction Contracts - TCA	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	0	0	320,000
Total	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	0	0	320,000
<b>Revenues</b>											
169 Pay As You Go - Capital Reserve	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	0	0	320,000
Total	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	0	0	320,000

<b>Related Projects</b>	<b>Historical Approved Budget</b>				<b>Operating Budget Impact</b>			
			<b>Revenue</b>					
	<u>Year</u>	<u>Total Expense</u>	<u>Net City Cost</u>	<u>Subsidies</u>				
	2018	790,000	790,000	0				
	2022	40,000	40,000	0				

<b>Year Identified</b>	<b>Start Date</b>	<b>Project Type for 2023</b>	<b>Project Lead</b>	<b>Est. Completion Date</b>
------------------------	-------------------	------------------------------	---------------------	-----------------------------



2014	January 2, 2014	Growth: 100.0 % Maintenance: 0.0 %	Neil Robertson	Ongoing`
------	-----------------	---------------------------------------	----------------	----------



# Project Version Summary

<b>Project #</b>	PBG-001-18	<b>Service Area</b>	Economic Development & Innovation
<b>Budget Year</b>	2023	<b>Department</b>	Planning & Development
<b>Asset Type</b>	Unassigned	<b>Division</b>	Policy & Design
<b>Title</b>	Official Plan Review		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Community & Economic Development		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

**Project Description**

Funding will be required to conduct the next review of the city's Official Plan. The review is a requirement of the Ontario Planning Act and provides the opportunity for a comprehensive updating of the plans policies and schedules. The review is prescribed to ensure consistency with the Provincial Policy Statement and to also recognize local economic conditions and land use requirements.

As part of this process, the OP will be reviewed through a climate change lens and climate change adaptation and mitigation considerations will be included.

**Version Description**

The Official Plan Review is a mandatory review that is conducted every 5 years. The next review is slated for 2022, 2027 and 2032.

<b>Project Comments/Reference</b>	<b>Version Comments</b>

<b>Project Detailed Forecast</b>											
<b>GL Account</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>	<b>Total</b>
<b>Expenses</b>											
2950 Other Prof Services- External	0	0	0	550,000	0	0	0	300,000	200,000	0	1,050,000
Total	0	0	0	550,000	0	0	0	300,000	200,000	0	1,050,000
<b>Revenues</b>											
169 Pay As You Go - Capital Reserve	0	0	0	550,000	0	0	0	300,000	200,000	0	1,050,000
Total	0	0	0	550,000	0	0	0	300,000	200,000	0	1,050,000

Related Projects		Historical Approved Budget		Operating Budget Impact
Year Identified	Start Date	Project Type for 2023	Project Lead	Est. Completion Date
2018	January 1, 2024	Growth: 0.0 % Maintenance: 0.0 %	Michael Cooke	2024+



# Project Version Summary

<b>Project #</b>	PBG-002-18	<b>Service Area</b>	Economic Development & Innovation
<b>Budget Year</b>	2023	<b>Department</b>	Planning & Development
<b>Asset Type</b>	Unassigned	<b>Division</b>	Policy & Design
<b>Title</b>	Comprehensive Zoning B-Law		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Community & Economic Development		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

**Project Description**

The Official Plan provides guidance for the physical development of the City of Windsor over a 20-year period. The policies of the plan are intended to ensure that efficient land use and development patterns support sustainability by promoting strong, liveable, healthy and resilient communities, protecting the environment and public health and safety, and facilitating economic growth. Under the provisions of the Planning Act, official plans are required to be reviewed at least once every ten years. This review ensures the plan remains relevant to the changing circumstances within Windsor and to current provincial legislation and policy. It is proposed that this review will be consultant led.

As part of this process, the zoning by-law will be reviewed through a climate change lens and climate change adaptation and mitigation considerations will be included.

**Version Description**

Comprehensive Zoning By-Law

Project Comments/Reference	Version Comments
7092002	

Project Detailed Forecast		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>GL Account</b>												
<b>Expenses</b>												
2950	Other Prof Services-External	0	0	0	0	0	0	350,000	100,000	0	0	450,000
	Total	0	0	0	0	0	0	350,000	100,000	0	0	450,000
<b>Revenues</b>												
169	Pay As You Go - Capital Reserve	0	0	0	0	0	0	350,000	100,000	0	0	450,000
	Total	0	0	0	0	0	0	350,000	100,000	0	0	450,000

Related Projects		Historical Approved Budget			Operating Budget Impact										
			<table border="1"> <thead> <tr> <th rowspan="2">Year</th> <th rowspan="2">Total Expense</th> <th colspan="2">Revenue</th> </tr> <tr> <th>Net City Cost</th> <th>Subsidies</th> </tr> </thead> <tbody> <tr> <td>2022</td> <td>250,000</td> <td>250,000</td> <td>0</td> </tr> </tbody> </table>		Year	Total Expense	Revenue		Net City Cost	Subsidies	2022	250,000	250,000	0	
Year	Total Expense	Revenue													
		Net City Cost	Subsidies												
2022	250,000	250,000	0												
Year Identified	Start Date	Project Type for 2023	Project Lead	Est. Completion Date											
2018	January 1, 2022	Growth: 0.0 % Maintenance: 0.0 %	Neil Robertson	Ongoing`											



# Project Version Summary

<b>Project #</b>	PLN-007-07	<b>Service Area</b>	Economic Development & Innovation
<b>Budget Year</b>	2023	<b>Department</b>	Planning & Development
<b>Asset Type</b>	Unassigned	<b>Division</b>	Policy & Design
<b>Title</b>	Growth Management Plan Review and Implementation		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Community & Economic Development		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

<b>Project Description</b>
In accordance with the Environmental Master Plan , Corporate Climate Action Plan and the Windsor Community Energy Plan , City Planning staff will lead a multi-departmental/agency process to produce this plan integrating land use, services, active transportation and open space.  The plan will include strategies to increase sustainability by facilitating developments with a high environmental benefit with examples that include reducing the negative effects of climate change

<b>Version Description</b>

<b>Project Comments/Reference</b>	<b>Version Comments</b>
7191013	

<b>Project Detailed Forecast</b>											
<b>GL Account</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>	<b>Total</b>
<b>Expenses</b>											
5410 Construction Contracts - TCA	0	0	0	0	0	0	100,000	0	200,000	0	300,000
Total	0	0	0	0	0	0	100,000	0	200,000	0	300,000
<b>Revenues</b>											
169 Pay As You Go - Capital Reserve	0	0	0	0	0	0	100,000	0	200,000	0	300,000
Total	0	0	0	0	0	0	100,000	0	200,000	0	300,000

Related Projects		Historical Approved Budget			Operating Budget Impact				
		Year	Total Expense	Revenue		Effective Date	Unknown	Exp/(Rev)	FTE Impact
				Net City Cost	Subsidies				
		2019	100,000	100,000	0			0	0
					No Operating Budget Impact				
Year Identified	Start Date	Project Type for 2023		Project Lead	Est. Completion Date				
2007	January 1, 2019	Growth: 0.0 % Maintenance: 0.0 %		Michael Cooke	2024+				



# Project Version Summary

<b>Project #</b>	PLN-008-07	<b>Service Area</b>	Economic Development & Innovation
<b>Budget Year</b>	2023	<b>Department</b>	Planning & Development
<b>Asset Type</b>	Unassigned	<b>Division</b>	Policy & Design
<b>Title</b>	Natural Areas Valuation Study		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Community & Economic Development		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

<b>Project Description</b>
As part of implementing the Green Windsor strategy of the Environmental Master Plan and Official Plan, an inter-departmental team will commission a report to complete a valuation of the City of Windsor’s public and private natural areas. This valuation is an important step to further natural areas asset management. Our trees and natural areas provide environmental services such as carbon sequestration, flood attenuation, biodiversity enhancements and recreational opportunities. These services can now be valued financially to show their immense benefit. This project will advocate for the protection, enhancement and increased connectivity of our Natural Heritage System.

<b>Version Description</b>
As part of implementing the Green Windsor strategy of the Environmental Master Plan and Official Plan, an inter-departmental team will commission a report to complete a valuation of the City of Windsor’s public and private natural areas. This valuation is an important step to further natural areas asset management. Our trees and natural areas provide environmental services such as carbon sequestration, flood attenuation, biodiversity enhancements and recreational opportunities. These services can now be valued financially to show their immense benefit. This project will advocate for the protection, enhancement and increased connectivity of our Natural Heritage System.

<b>Project Comments/Reference</b>	<b>Version Comments</b>
7191014	

<b>Project Detailed Forecast</b>		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>GL Account</b>												
<b>Expenses</b>												
5410	Construction Contracts - TCA	0	0	0	100,000	0	0	0	0	0	0	100,000
	Total	0	0	0	100,000	0	0	0	0	0	0	100,000
<b>Revenues</b>												
169	Pay As You Go - Capital Reserve	0	0	0	100,000	0	0	0	0	0	0	100,000
	Total	0	0	0	100,000	0	0	0	0	0	0	100,000



Related Projects		Historical Approved Budget			Operating Budget Impact				
		Year	Total Expense	Revenue		Effective Date	Unknown	Exp/(Rev)	FTE Impact
				Net City Cost	Subsidies				
		2019	80,000	80,000	0				
					No Operating Budget Impact				
Year Identified	Start Date	Project Type for 2023		Project Lead	Est. Completion Date				
2007	January 1, 2019	Growth: 0.0 % Maintenance: 0.0 %		Michael Cooke	TBD`				



# Project Version Summary

<b>Project #</b>	PLN-010-07	<b>Service Area</b>	Economic Development & Innovation
<b>Budget Year</b>	2023	<b>Department</b>	Planning & Development
<b>Asset Type</b>	Unassigned	<b>Division</b>	Policy & Design
<b>Title</b>	Heritage Preservation Study and Identification of Incentives		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Community & Economic Development		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

**Project Description**  
 Planning staff will work with a consultant in the preparation of a study that analyzes best practices/opportunities/implications and recommends how the City can best assist the owners of properties designated under the Ontario Heritage Act to preserve them, followed by a forecast for funding any incentives approved by City Council. The study will also evaluate options regarding the reuse of vacant and/or underutilized heritage properties.

**Version Description**  
 The Walkerville area contains approximately 37% of all properties on the Windsor Municipal Heritage Register. City Council has approved in principle the commencement of the Walkerville heritage study.

<b>Project Comments/Reference</b>	<b>Version Comments</b>
7141014	

<b>Project Detailed Forecast</b>											
GL Account	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>											
2950 Other Prof Services- External	0	0	0	0	0	0	0	0	159,000	0	159,000
Total	0	0	0	0	0	0	0	0	159,000	0	159,000
<b>Revenues</b>											
169 Pay As You Go - Capital Reserve	0	0	0	0	0	0	0	0	159,000	0	159,000
Total	0	0	0	0	0	0	0	0	159,000	0	159,000

<b>Related Projects</b>	<b>Historical Approved Budget</b>				<b>Operating Budget Impact</b>		
			<b>Revenue</b>		<b>Effective Date</b> Unknown		<b>Exp/(Rev) FTE Impact</b>
	<u>Year</u>	<u>Total Expense</u>	<u>Net City Cost</u>	<u>Subsidies</u>	Description No Operating Budget Impact		0
	2014	50,000	0	50,000			0
2021	435,000	435,000	0	0			

<b>Year Identified</b>	<b>Start Date</b>	<b>Project Type for 2023</b>	<b>Project Lead</b>	<b>Est. Completion Date</b>
------------------------	-------------------	------------------------------	---------------------	-----------------------------

2007	January 1, 2021	Growth: 0.0 % Maintenance: 0.0 %	Michael Cooke	TBD`
------	-----------------	-------------------------------------	---------------	------



# Project Version Summary

<b>Project #</b>	ECB-042-18	<b>Service Area</b>	Economic Development & Innovation
<b>Budget Year</b>	2023	<b>Department</b>	Planning & Development
<b>Asset Type</b>	Unassigned	<b>Division</b>	Urban Design
<b>Title</b>	Theme Districting		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Community & Economic Development		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

**Project Description**  
 On Tues. Jan. 16th, 2018, City Council approved the 2018 Enhanced Capital Budget Plan for a number of specific projects in the form of placeholder allocations subject to detailed reports to be prepared for Council's consideration.

**Version Description**  
 Phase 1 - theme districting is intended to re-shape the public realm at key destination points in the City in order to maximize shared community values. Theme districting will pay particular attention to the physical, cultural and social identities that define a place and support its ongoing evolution. The phased project will identify the different districts within the City and provide physical improvements and theme elements that will make the area a more enjoyable place to live, work or visit thereby creating a destination environment that is inviting and authentic. Theme districting will include significant consultations with the surrounding neighbourhoods and area merchants as to capitalize on local ideas, inspirations and potential that will result in the creation of unique public realm spaces. The first phase will involve theming surrounding the Walkerville Distillery District. Public consultations were initiated in the Spring of 2018 for determination as to which elements shall be included with implementation to follow - \$1,405,000.  
 Phase 2 - Proceeding with further theming in the remaining districts. At this time, prioritization of theming installation for districts has not been defined. Public consultations for the next theme district will be initiated in late 2018 for determination as to which elements shall be included with implementation to follow - \$3,595,000.

<b>Project Comments/Reference</b>	<b>Version Comments</b>
7186001- Theme Districting 7211016- Hiram Walker Parkette	COMMITMENT: CR330/2022 C 88/2022: (Committed Placeholder Funding) \$250K 2021 F169, \$3,595,000 2023 F169 PLACEHOLDER: B56/2017 C 217/2016: 2021 F169 \$250,000 B73/2018 C 202/2018: 2023 F169 \$3,595,000

<b>Project Detailed Forecast</b>											
GL Account	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>											
5410 Construction Contracts - TCA	3,595,000	0	0	0	0	0	0	0	0	2,130,000	5,725,000
Total	3,595,000	0	0	0	0	0	0	0	0	2,130,000	5,725,000
<b>Revenues</b>											
169 Pay As You Go - Capital Reserve	0	0	0	0	0	0	0	0	0	2,130,000	2,130,000
169CF Committed Funding	3,595,000	0	0	0	0	0	0	0	0	0	3,595,000
Total	3,595,000	0	0	0	0	0	0	0	0	2,130,000	5,725,000

Related Projects		Historical Approved Budget			Operating Budget Impact
			Revenue		
		Year	Total Expense	Net City Cost	Subsidies
		2019	175,000	175,000	0
		2020	234,000	234,000	0
		2021	946,000	946,000	0
		2022	300,000	300,000	0
Year Identified	Start Date	Project Type for 2023	Project Lead	Est. Completion Date	
2018	March 1, 2018	Growth: 100.0 % Maintenance: 0.0 %	Neil Robertson	TBD`	



# Project Version Summary

<b>Project #</b>	PBG-001-21	<b>Service Area</b>	Economic Development & Innovation
<b>Budget Year</b>	2023	<b>Department</b>	Planning & Development
<b>Asset Type</b>	Unassigned	<b>Division</b>	Urban Design
<b>Title</b>	Affordable Housing Community Improvement Plan Incentives		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Community & Economic Development		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

**Project Description**  
 This funding is for the financial incentive programs that will be developed as part of the Affordable Housing CIP.

**Version Description**  
 On August 24, 2020, Council directed staff to begin the process for the creation of an Affordable Housing Community Improvement Plan (CR425/2020 DHSC 179). The Affordable Housing Community Improvement Plan (CIP) was directed in response to a Council Question and was not part of the departmental work plan. The creation of the CIP will be funded from an existing fund for development of such plans.  
 Based on high-level estimates, this will cost approximately a total of \$900,000. This amount is based on an average of \$3,000 per unit in incentives with a target of 300 units over 10 years. Implementation will be undertaken on a priority basis as funding and resources allow.

<b>Project Comments/Reference</b>	<b>Version Comments</b>

<b>Project Detailed Forecast</b>											
<b>GL Account</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>	<b>Total</b>
<b>Expenses</b>											
5410 Construction Contracts - TCA	0	0	0	0	0	0	250,000	0	0	150,000	400,000
Total	0	0	0	0	0	0	250,000	0	0	150,000	400,000
<b>Revenues</b>											
169 Pay As You Go - Capital Reserve	0	0	0	0	0	0	250,000	0	0	150,000	400,000
Total	0	0	0	0	0	0	250,000	0	0	150,000	400,000

Related Projects		Historical Approved Budget		Operating Budget Impact
Year Identified	Start Date	Project Type for 2023	Project Lead	Est. Completion Date
2021		Growth: 0.0 % Maintenance: 0.0 %	Neil Robertson	TBD`



# Project Version Summary

<b>Project #</b>	PBG-002-21	<b>Service Area</b>	Economic Development & Innovation
<b>Budget Year</b>	2023	<b>Department</b>	Planning & Development
<b>Asset Type</b>	Unassigned	<b>Division</b>	Urban Design
<b>Title</b>	University Avenue West/Wyandotte St West CIP Incentives		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Community & Economic Development		
<b>Wards</b>	Ward 2, Ward 3		
<b>Version Name</b>	Main (Active)		

**Project Description**  
 On November 18, 2019, Council directed staff to begin the process for the creation of a Community Improvement Plan (CIP) for the University Ave./Wyandotte St W. corridors (CR561/2019). The University Ave./Wyandotte St W. Community Improvement Plan (CIP) was directed in response to a Council Question and was not part of the departmental work plan. The creation the CIP will be funded from an existing fund for development of such plans.

**Version Description**  
 This funding request is for the financial incentive programs that will be developed as part of the CIP. Based on high-level estimates, this will cost approximately a total of \$550,000. This amount is based on an average of \$50,000 for medium size development project (7 projects) + \$60,000 for facades (10 @\$20,000). Implementation will be undertaken on a priority basis as funding and resources allow.

<b>Project Comments/Reference</b>	<b>Version Comments</b>

<b>Project Detailed Forecast</b>											
GL Account	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>											
5410 Construction Contracts - TCA	0	0	0	0	0	0	100,000	0	0	150,000	250,000
Total	0	0	0	0	0	0	100,000	0	0	150,000	250,000
<b>Revenues</b>											
169 Pay As You Go - Capital Reserve	0	0	0	0	0	0	100,000	0	0	150,000	250,000
Total	0	0	0	0	0	0	100,000	0	0	150,000	250,000

<b>Related Projects</b>	<b>Historical Approved Budget</b>	<b>Operating Budget Impact</b>

<b>Year Identified</b>	<b>Start Date</b>	<b>Project Type for 2023</b>	<b>Project Lead</b>	<b>Est. Completion Date</b>



2021		Growth: 0.0 % Maintenance: 0.0 %	Neil Robertson	TBD`
------	--	-------------------------------------	----------------	------



# Project Version Summary

<b>Project #</b>	PBG-003-21	<b>Service Area</b>	Economic Development & Innovation
<b>Budget Year</b>	2023	<b>Department</b>	Planning & Development
<b>Asset Type</b>	Unassigned	<b>Division</b>	Urban Design
<b>Title</b>	Ford City CIP		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Community & Economic Development		
<b>Wards</b>	Ward 5		
<b>Version Name</b>	Main (Active)		

<b>Project Description</b>	Provides funding for the Ford City District CIP incentive programs.
----------------------------	---

<b>Version Description</b>	<p>Since 2019, Council has approved eight (8) applications for financial incentives in Ford City. There are currently six (6) pending grant applications that will draw from the current balance of \$148,305.</p> <p>This funding request is to replenish the existing financial incentive programs that are offered by the CIP.</p> <p>The Ford City Community Improvement Plan was approved in 2018 (CR625/2018), at which time Council transferred \$250,000 from the Brownfield Redevelopment Strategy and CIP account for the purposes of providing initial funding for the Ford City CIP financial incentive programs.</p>
----------------------------	---

<b>Project Comments/Reference</b>	<b>Version Comments</b>
7181046	

<b>Project Detailed Forecast</b>		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>GL Account</b>												
<b>Expenses</b>												
5410	Construction Contracts - TCA	0	0	0	0	0	0	100,000	0	0	50,000	150,000
	Total	0	0	0	0	0	0	100,000	0	0	50,000	150,000
<b>Revenues</b>												
169	Pay As You Go - Capital Reserve	0	0	0	0	0	0	100,000	0	0	50,000	150,000
	Total	0	0	0	0	0	0	100,000	0	0	50,000	150,000

Related Projects		Historical Approved Budget		Operating Budget Impact
Year Identified	Start Date	Project Type for 2023	Project Lead	Est. Completion Date
2021		Growth: 0.0 % Maintenance: 0.0 %	Neil Robertson	TBD`



# Project Version Summary

<b>Project #</b>	PBG-004-21	<b>Service Area</b>	Economic Development & Innovation
<b>Budget Year</b>	2023	<b>Department</b>	Planning & Development
<b>Asset Type</b>	Unassigned	<b>Division</b>	Urban Design
<b>Title</b>	Sandwich Community Development Plan		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Community & Economic Development		
<b>Wards</b>	Ward 2		
<b>Version Name</b>	Main (Active)		

**Project Description**

The Sandwich CIP was adopted by City Council on January 26, 2009 with the financial incentive programs being made available on June 17, 2013. Since then, fifteen (15) Economic Incentive Applications have been approved by City Council, with nine of these coming since 2019.

Additional, Council directed an update for the Sandwich CIP as a result of the CQ28-2018 response (CR504/2019). Two things were highlighted in that report: 1) that there will likely be additional financial incentive programs developed; and, 2) that based on the most recent trend in new applications, it is likely the Planning Department will need to request additional funds as part of subsequent budgets.

**Version Description**

This funding request is to replenish the existing financial incentive programs that are offered by the CIP.

Project Comments/Reference	Version Comments
7076176	

Project Detailed Forecast		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>GL Account</b>												
<b>Expenses</b>												
5410	Construction Contracts - TCA	0	0	0	0	0	0	100,000	0	0	100,000	200,000
	Total	0	0	0	0	0	0	100,000	0	0	100,000	200,000
<b>Revenues</b>												
169	Pay As You Go - Capital Reserve	0	0	0	0	0	0	100,000	0	0	100,000	200,000
	Total	0	0	0	0	0	0	100,000	0	0	100,000	200,000

Related Projects		Historical Approved Budget		Operating Budget Impact
Year Identified	Start Date	Project Type for 2023	Project Lead	Est. Completion Date
2021		Growth: 0.0 % Maintenance: 0.0 %	Neil Robertson	TBD`



# Project Version Summary

<b>Project #</b>	PLN-001-23	<b>Service Area</b>	Economic Development & Innovation
<b>Budget Year</b>	2023	<b>Department</b>	Planning & Development
<b>Asset Type</b>		<b>Division</b>	Urban Design
<b>Title</b>	Building Façade and Main St. CIP		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Community & Economic Development		
<b>Wards</b>			
<b>Version Name</b>	Main (Active)		

**Project Description**  
 Council adopted the Building Facade and Main Street (CIP) in July 2019 and started using Reserve fund 156 to keep track of their funding and grants paid out under the program . The CIP helped ensure that standards are current to guide future growth and development. The CIP also includes financial incentive programs that are funded by this account, along with the implementation of other recommendations made in the plan. On February 22, 2021 a capital project was created to replace the function of Fund 156.

**Version Description**

<b>Project Comments/Reference</b>	<b>Version Comments</b>

<b>Project Detailed Forecast</b>											
GL Account	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>											
5410 Construction Contracts - TCA	0	0	0	0	0	0	0	0	0	100,000	100,000
Total	0	0	0	0	0	0	0	0	0	100,000	100,000
<b>Revenues</b>											
169 Pay As You Go - Capital Reserve	0	0	0	0	0	0	0	0	0	100,000	100,000
Total	0	0	0	0	0	0	0	0	0	100,000	100,000

<b>Related Projects</b>	<b>Historical Approved Budget</b>	<b>Operating Budget Impact</b>

Year Identified	Start Date	Project Type for 2023	Project Lead	Est. Completion Date
2023		Growth: 0.0 % Maintenance: 0.0 %	Neil Robertson	TBD`



# Project Version Summary

<b>Project #</b>	PLN-005-07	<b>Service Area</b>	Economic Development & Innovation
<b>Budget Year</b>	2023	<b>Department</b>	Planning & Development
<b>Asset Type</b>	Unassigned	<b>Division</b>	Urban Design
<b>Title</b>	Planning & Building E-Plan & E-Permit Review and Implementation		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Corporate Technology		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

**Project Description**

Implement an e-plan and e-permit Customer Resource Management System for plan submission, review and approval processes for Planning and Building Services. The implementation of these processes is consistent with and supports many of the recommendations contained in the Planning Business Process Review and specifically the Business Process Improvements related to improved customer service and communication which can be supported by technological change.

**Version Description**

In 2018, City Council approved a contract with Evolta Canada Inc. for implementation of an e-permitting solution to coincide with the opening of the “One Stop” Service desk in the new City Hall. Implementation commenced in August 2018 to handle Site Plan Control applications and Building Permit applications, the two largest volume activity areas to benefit from the software solution. Then Planning and Building will gradually implement other types of applications received by the Department that are value added over the interim.

A comprehensive solution is being delivered for e-permitting including Plan Submission, Permitting, Plan Review, Inspection, and Transaction Software. Conduct a trial (i.e. proof of concept & pilot project) of the proposed solution with the Site Plan Control staff and Building Permits staff. A pre-commitment against the funds for years 2019 to 2020 was approved.

Project Comments/Reference	Version Comments
7171028	

Project Detailed Forecast		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>GL Account</b>												
<b>Expenses</b>												
5410	Construction Contracts - TCA	0	28,140	0	0	0	0	0	0	0	0	28,140
	Total	0	28,140	0	0	0	0	0	0	0	0	28,140
<b>Revenues</b>												
169	Pay As You Go - Capital Reserve	0	28,140	0	0	0	0	0	0	0	0	28,140
	Total	0	28,140	0	0	0	0	0	0	0	0	28,140



Related Projects		Historical Approved Budget			Operating Budget Impact
			<b>Revenue</b>		
	<b>Year</b>	<b>Total Expense</b>	<b>Net City Cost</b>	<b>Subsidies</b>	
	2017	88,000	88,000	0	
	2018	210,000	210,000	0	
	2019	323,000	323,000	0	
	2020	1,717,000	1,717,000	0	
Year Identified	Start Date	Project Type for 2023	Project Lead	Est. Completion Date	
2007	January 1, 2017	Growth: 0.0 % Maintenance: 0.0 %	John Revell/Neil Robertson	TBD`	



# Project Version Summary

<b>Project #</b>	PLN-011-07	<b>Service Area</b>	Economic Development & Innovation
<b>Budget Year</b>	2023	<b>Department</b>	Planning & Development
<b>Asset Type</b>	Unassigned	<b>Division</b>	Urban Design
<b>Title</b>	City-wide Brownfields Redevelopment		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Community & Economic Development		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

**Project Description**

In April 2010, Council adopted a Brownfield Redevelopment Strategy and a city-wide Brownfield Redevelopment Community Improvement Plan (CIP). The Strategy documents the rationale for Brownfield redevelopment and provides details of the incentive programs and marketing strategy. The primary purpose of the CIP is to allow the municipality to provide a range of financial incentives for Brownfield redevelopment. Much of the current budget surplus is designated for future incentives to property owners/developers.

**Version Description**

<b>Project Comments/Reference</b>	<b>Version Comments</b>
7069003	

<b>Project Detailed Forecast</b>											
GL Account	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>											
2950 Other Prof Services-External	0	0	0	0	0	0	0	0	0	70,000	70,000
Total	0	0	0	0	0	0	0	0	0	70,000	70,000
<b>Revenues</b>											
169 Pay As You Go - Capital Reserve	0	0	0	0	0	0	0	0	0	70,000	70,000
Total	0	0	0	0	0	0	0	0	0	70,000	70,000

<b>Related Projects</b>	<b>Historical Approved Budget</b>				<b>Operating Budget Impact</b>
	<b>Year</b>	<b>Total Expense</b>	<b>Revenue</b>		
			<b>Net City Cost</b>	<b>Subsidies</b>	
	2007	108,000	108,000	0	
	2008	80,000	80,000	0	
	2009	250,000	250,000	0	
	2010	250,000	250,000	0	
	2011	250,000	250,000	0	
	2012	250,000	250,000	0	

Year Identified	Start Date	Project Type for 2023	Project Lead	Est. Completion Date
2007	April 1, 2011	Growth: 0.0 % Maintenance: 0.0 %	Michael Cooke	Ongoing`



# Project Version Summary

<b>Project #</b>	PLN-012-07	<b>Service Area</b>	Economic Development & Innovation
<b>Budget Year</b>	2023	<b>Department</b>	Planning & Development
<b>Asset Type</b>	Unassigned	<b>Division</b>	Urban Design
<b>Title</b>	City Centre Community Development Plan		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Community & Economic Development		
<b>Wards</b>	Ward 3		
<b>Version Name</b>	Main (Active)		

**Project Description**

The program's aim is to maximize a positive investment climate for diverse land uses downtown. The project developed and will implement the recommendations included the Downtown Windsor Community Improvement Plan. The Community Improvement Plan offers financial incentives to encourage private sector investment.

**Version Description**

On October 16, 2017, Council adopted the Downtown Windsor Enhancement Strategy and Community Improvement Plan (Downtown CIP). The financial incentives included in the CIP have been available for 3 years come November 14, 2020. There have been twenty (20) financial incentive applications approved under the CIP, with 17 of them accessing the original \$724,000 that was budgeted or transferred in from council approved sources and made available to fund the incentive programs. Three additional applications took advantage of the tax increment funding program exclusively.

Additionally, Council approved a new program offered under the Downtown CIP on July 13, 2020 (CR346/2020 DHSC 170). The new program will be modelled after the residential grant program included in the Ford City CIP.

This current funding request is to replenish the existing financial incentive programs offered by the CIP.

Further future funding requests may be tabled as well as a program continuation review should the existing balance dwindle.

Project Comments/Reference	Version Comments
7011022	

Project Detailed Forecast		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>GL Account</b>												
<b>Expenses</b>												
5410	Construction Contracts - TCA	0	0	0	500,000	0	0	415,000	250,000	0	0	1,165,000
	Total	0	0	0	500,000	0	0	415,000	250,000	0	0	1,165,000
<b>Revenues</b>												
169	Pay As You Go - Capital Reserve	0	0	0	0	0	0	415,000	250,000	0	0	665,000
221	Service Sustainability Investm	0	0	0	500,000	0	0	0	0	0	0	500,000
	Total	0	0	0	500,000	0	0	415,000	250,000	0	0	1,165,000

Related Projects		Historical Approved Budget			Operating Budget Impact				
		Year	Total Expense	Revenue		Effective Date	Unknown	Exp/(Rev)	FTE Impact
				Net City Cost	Subsidies				
		2009	280,000	280,000	0				
		2010	200,000	200,000	0				
					No Operating Budget Impact				
Year Identified	Start Date	Project Type for 2023		Project Lead	Est. Completion Date				
2007	January 1, 2024	Growth: 0.0 % Maintenance: 0.0 %		Neil Robertson	TBD`				



# Project Version Summary

<b>Project #</b>	PLN-018-07	<b>Service Area</b>	Economic Development & Innovation
<b>Budget Year</b>	2023	<b>Department</b>	Planning & Development
<b>Asset Type</b>	Unassigned	<b>Division</b>	Urban Design
<b>Title</b>	Neighbourhood Studies and Design Guidelines		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Community & Economic Development		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

**Project Description**

Funds to be used to study and implement design standards and physical features/amenities that contribute to a higher quality of life in local neighbourhoods and to address some of the more pressing planning/development related challenges facing Windsor. Past funding has been used to complete the production of Riverside Drive Vista Improvement Streetscape guidelines per CR364/2009 and the Ford City Community Improvement Plan. Complementary to the Site Plan Review Manual, the preparation of development guidelines for different areas of the City began in 2015.

**Version Description**

Current and future funds will be used for the following projects:

- 1) Business Improvement Areas Community Improvement Plan;
- 2) The University Ave/Wyandotte St W. Community Improvement Plan;
- 3) Prepare Design Guidelines for Infill Development;
- 4) Comprehensive Sign Bylaw Review;
- 5) Prepare Community Improvement Plans for targeted neighbourhoods;
- 6) Develop & adopt Design Guidelines & Standards for Civic Ways & Theme Streets;
- 7) Develop City of Windsor Urban Design Manual; and
- 8) Prepare targeted area Design Guidelines.

Additional funding is being requested to ensure that the fund has enough to address the unanticipated planning studies/projects that often come about as new issues and challenges arise. The Affordable Housing and University Ave/Wyandotte St W. CIPs are a couple of examples that Council has prioritized in the past couple of years. This fund is the funding source for the development of the CIPs.

Project Comments/Reference	Version Comments
7045003	

Project Detailed Forecast												
GL Account	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total	
<b>Expenses</b>												
2950 Other Prof Services- External	0	0	0	0	0	0	0	0	250,000	0	250,000	
Total	0	0	0	0	0	0	0	0	250,000	0	250,000	
<b>Revenues</b>												
169 Pay As You Go - Capital Reserve	0	0	0	0	0	0	0	0	250,000	0	250,000	
Total	0	0	0	0	0	0	0	0	250,000	0	250,000	

Related Projects		Historical Approved Budget			Operating Budget Impact				
		Year	Total Expense	Revenue		Effective Date	Unknown	Exp/(Rev)	FTE Impact
				Net City Cost	Subsidies				
		2007	85,000	85,000	0				
		2014	130,000	130,000	0				
		2019	100,000	100,000	0				
		2020	100,000	100,000	0				
		2021	25,000	25,000	0				
					No Operating budget Impact				
Year Identified	Start Date	Project Type for 2023		Project Lead	Est. Completion Date				
2007	January 1, 2019	Growth: 0.0 % Maintenance: 0.0 %		Neil Robertson	TBD`				

# 2023 Recommended Capital Budget



## Capital Project Summaries

**Office of the Commissioner of Legal & Legislative**





# Project Version Summary

<b>Project #</b>	ECB-039-18	<b>Service Area</b>	Legal & Legislative Services
<b>Budget Year</b>	2023	<b>Department</b>	Council Services
<b>Asset Type</b>	Unassigned	<b>Division</b>	Administration Council Services
<b>Title</b>	Ward Funds		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Community & Economic Development		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

<b>Project Description</b>	This amount is set aside by Council and will be self-approved by City Council.
----------------------------	--

<b>Version Description</b>	
----------------------------	--

<b>Project Comments/Reference</b>	<b>Version Comments</b>
7165003	COMMITMENT: CR4/2019 - C 217/2018: 2023 F169 \$500,000 B30/2019 - C 53/2019: 2023 F169 \$1,100,000

<b>Project Detailed Forecast</b>											
<b>GL Account</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>	<b>Total</b>
<b>Expenses</b>											
5410 Construction Contracts - TCA	1,600,000	0	0	0	1,100,000	0	0	0	0	0	2,700,000
Total	1,600,000	0	0	0	1,100,000	0	0	0	0	0	2,700,000
<b>Revenues</b>											
169 Pay As You Go - Capital Reserve	0	0	0	0	0	0	0	0	0	0	0
169CF Committed Funding	1,600,000	0	0	0	1,100,000	0	0	0	0	0	2,700,000
Total	1,600,000	0	0	0	1,100,000	0	0	0	0	0	2,700,000

Related Projects		Historical Approved Budget			Operating Budget Impact										
			<table border="1"> <thead> <tr> <th rowspan="2">Year</th> <th rowspan="2">Total Expense</th> <th colspan="2">Revenue</th> </tr> <tr> <th>Net City Cost</th> <th>Subsidies</th> </tr> </thead> <tbody> <tr> <td>2019</td> <td>500,000</td> <td>500,000</td> <td>0</td> </tr> </tbody> </table>		Year	Total Expense	Revenue		Net City Cost	Subsidies	2019	500,000	500,000	0	
Year	Total Expense	Revenue													
		Net City Cost	Subsidies												
2019	500,000	500,000	0												
Year Identified	Start Date	Project Type for 2023	Project Lead	Est. Completion Date											
2018	March 1, 2018	Growth: 100.0 % Maintenance: 0.0 %	Alexandra Taylor	TBD`											



# Project Version Summary

<b>Project #</b>	FRS-001-19	<b>Service Area</b>	Legal & Legislative Services
<b>Budget Year</b>	2023	<b>Department</b>	Fire & Rescue
<b>Asset Type</b>	Unassigned	<b>Division</b>	Fire Operations
<b>Title</b>	Water Rescue Equipment - Fire & Rescue Division		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Corporate Property Infrastructure		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

**Project Description**  
 Within the city of Windsor there is 43.7 kilometers of shoreline of the Detroit River, 12.4 kilometers of shoreline of the Little River, and 8.8 kilometers of the Grand Marais Drain. Additional risks include 50 + acres made up of 6 major bodies of water including Southwood lakes and Blue Heron to name a few.

**Version Description**  
 Windsor Fire & Rescue implemented Water Rescue services in 2020 as a result of rising lake levels and yearly increase in rain induced flooding. The capabilities to assist and rescue vulnerable occupants requiring assistance from flooding is now in place. Further to flood response, WFRS is identifying procurement of necessary equipment to take the opportunity and expand the program to include the inland water and ice rescue. Most equipment for this program has a lifecycle of 10 years and will require replacement starting in 2030. This will ensure equipment is up to date with the technology advancements as well as the new Health and Safety requirements as they continually evolve.

Project Comments/Reference	Version Comments
Windsor Fire & Rescue 2018-2023 Strategic plan, revealed that external community stakeholders expressed an area of concern that may be a weakness within current delivery system. In priority order #7 on the list, was lack of water and ice rescue service given the proximity to waterways.  7201019	

Project Detailed Forecast											
GL Account	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>											
5111 Machinery & Equipment -Non TCA	0	0	0	0	0	0	0	130,000	0	0	130,000
Total	0	0	0	0	0	0	0	130,000	0	0	130,000
<b>Revenues</b>											
169 Pay As You Go - Capital Reserve	0	0	0	0	0	0	0	0	0	0	0
221 Service Sustainability Investm	0	0	0	0	0	0	0	130,000	0	0	130,000
Total	0	0	0	0	0	0	0	130,000	0	0	130,000

Related Projects		Historical Approved Budget			Operating Budget Impact			
		Year	Total Expense	Revenue		Effective Date	Exp/(Rev)	FTE Impact
				Net City Cost	Subsidies	Description		
		2020	130,000	130,000	0	Certification training	2026-01-01	1,000 0
Year Identified	Start Date	Project Type for 2023		Project Lead		Est. Completion Date		
2019	March 1, 2030	Growth: 0.0 % Maintenance: 0.0 %		Brian Bobbie/Deputy Fire Chief Jamie Waffle		2030		



# Project Version Summary

<b>Project #</b>	FRS-001-20	<b>Service Area</b>	Legal & Legislative Services
<b>Budget Year</b>	2023	<b>Department</b>	Fire & Rescue
<b>Asset Type</b>	Unassigned	<b>Division</b>	Fire Operations
<b>Title</b>	Technology Replacements - Emergency Operations Centre (EOC)		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Corporate Technology		
<b>Wards</b>			
<b>Version Name</b>	Main (Active)		

**Project Description**  
 Emergency Operations Centre (EOC) opened in September of 2017 with technology and components that were affordable within the project budget. As with all equipment these component funds requested are for technology maintenance and replacement as equipment capabilities decline or equipment becomes unsupportive or obsolete.

**Version Description**  
 The EOC is equipped with high level computer technology like visual, sound and communication equipment among others. Reliable, up to date technology will provide safety and security to all internal personnel and community at large to minimize effects of disasters such as tornado, flooding or industrial accidents. Fire, Police or EMS work cooperatively to save lives and infrastructure one of which is through technology advancements. It is essential a replacement plan is established in order to ensure the EOC remains operational and funds are available when equipment needs replacement.

<b>Project Comments/Reference</b>	<b>Version Comments</b>
Funding replacement plan beyond year 2027 is planned with request for funding of \$50,000 every three years starting in year 2030. Funds are to be placed in a newly established reserve account and used as the need for replacement or upgrade arises.	

<b>Project Detailed Forecast</b>											
<b>GL Account</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>	<b>Total</b>
<b>Expenses</b>											
5110 Machinery & Equipment - TCA	0	0	0	150,000	150,000	0	0	50,000	0	0	350,000
Total	0	0	0	150,000	150,000	0	0	50,000	0	0	350,000
<b>Revenues</b>											
221 Service Sustainability Investm	0	0	0	150,000	150,000	0	0	50,000	0	0	350,000
Total	0	0	0	150,000	150,000	0	0	50,000	0	0	350,000

Related Projects		Historical Approved Budget		Operating Budget Impact
Year Identified	Start Date	Project Type for 2023	Project Lead	Est. Completion Date
2020	December 31, 2025	Growth: 0.0 % Maintenance: 0.0 %	Emily Bertram/Fire Chief Stephen Laforet	2030



# Project Version Summary

<b>Project #</b>	FRS-001-23	<b>Service Area</b>	Legal & Legislative Services
<b>Budget Year</b>	2023	<b>Department</b>	Fire & Rescue
<b>Asset Type</b>	Unassigned	<b>Division</b>	Fire Operations
<b>Title</b>	Replacement of Mobile Live Fire Training Unit (MLFTU)		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Corporate Property Infrastructure		
<b>Wards</b>			
<b>Version Name</b>	Main (Active)		

**Project Description**

In 2017 as per CR438/2017, Report C122/2017, Windsor Fire and Rescue Services (WFRS), along with three sharing partners, purchased a Mobile Live Fire Training Unit (MLFTU) and entered into a shared use agreement. The sharing partners are LaSalle Fire Service, Amherstburg Fire & Rescue and St. Clair College. Remaining lifespan of the MLFTU equipment is another ten years or year 2032 after which a replacement will need to occur. Another shared partnership option will be explored.

**Version Description**

The MLFTU is equipment that provides all firefighters, regardless of rank, an opportunity to train in a live-fire environment using safety precautions and under an appropriate span of control and supervision. The MLFTU allows for the ability to train in a low risk, controlled environment enabling instructors to emphasize the importance of fire dynamics and the fundamentals of fire behaviour. The current shared agreement with partners has served the community well and it allowed for a cost effective method of providing a safe live-fire training. Desire of all partners is to continue the shared ownership model.

Funding requested is Windsor Fire and Rescue's 2 out of 5 shares or \$400,000 out of total estimated \$1,000,000 cost.

Project Comments/Reference	Version Comments

Project Detailed Forecast		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>												
5110	Machinery & Equipment - TCA	0	0	0	0	0	0	0	0	0	850,000	850,000
	Total	0	0	0	0	0	0	0	0	0	850,000	850,000
<b>Revenues</b>												
221	Service Sustainability Investm	0	0	0	0	0	0	0	0	0	250,000	250,000
6735	Recovery Of Expenses EXTERNAL	0	0	0	0	0	0	0	0	0	600,000	600,000
	Total	0	0	0	0	0	0	0	0	0	850,000	850,000

Related Projects		Historical Approved Budget		Operating Budget Impact
Year Identified	Start Date	Project Type for 2023	Project Lead	Est. Completion Date
2023	July 1, 2031	Growth: 0.0 % Maintenance: 0.0 %	Brent Paisley/ Deputy Fire Chief Jamie Waffle	2033





# Project Version Summary

<b>Project #</b>	FRS-002-19	<b>Service Area</b>	Legal & Legislative Services
<b>Budget Year</b>	2023	<b>Department</b>	Fire & Rescue
<b>Asset Type</b>	Unassigned	<b>Division</b>	Fire Operations
<b>Title</b>	Fire & Rescue - Forcible Entry Prop		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Corporate Property Infrastructure		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

**Project Description**  
 Fire & Rescue Training division requires two new forcible entry props. It is used to practice the skill of entering a locked structure in an emergency situation. Forcible entry is a perishable skill that requires regular practice.

**Version Description**  
 The current prop has reached it's useful life and it's old design makes it difficult to move locations. It is important that training can be brought to different fire hall stations to allow for firefighters' continuous training as well as readiness to respond if an emergency call comes in. The new forcible entry prop has the functionality to be taken apart and make it more portable to facilitate training in different locations. A firefighter whose skills have diminished is at greater risk of suffering an injury due to improper technique and may take more time on scene to gain access into a locked building.

<b>Project Comments/Reference</b>	<b>Version Comments</b>
	It is recommended that funds be accelerated to year 2023.

<b>Project Detailed Forecast</b>											
<b>GL Account</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>	<b>Total</b>
<b>Expenses</b>											
5111 Machinery & Equipment -Non TCA	0	20,000	0	0	0	0	0	0	0	0	20,000
Total	0	20,000	0	0	0	0	0	0	0	0	20,000
<b>Revenues</b>											
221 Service Sustainability Investm	0	0	0	0	0	0	0	0	0	0	0
221CF Committed Funding	0	20,000	0	0	0	0	0	0	0	0	20,000
Total	0	20,000	0	0	0	0	0	0	0	0	20,000

Related Projects		Historical Approved Budget		Operating Budget Impact
Year Identified	Start Date	Project Type for 2023	Project Lead	Est. Completion Date
2019	July 1, 2024	Growth: 0.0 % Maintenance: 0.0 %	Brian Bobbie/Deputy Fire Chief Jamie Waffle	2024



## Project Version Summary

<b>Project #</b>	FRS-002-21	<b>Service Area</b>	Legal & Legislative Services
<b>Budget Year</b>	2023	<b>Department</b>	Fire & Rescue
<b>Asset Type</b>	Unassigned	<b>Division</b>	Fire Operations
<b>Title</b>	Training Towers Stair Replacement		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Corporate Property Infrastructure		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

### Project Description

Firefighter Stair Tower is a stand alone metal sturdy and rigid structure that provides a safe means to practice real life simulations for physical conditioning of fire specific activities. The stair-training tower also offers a venue that assists firefighters train in hose advancement and hone their skills in realistic environment that are paramount to their ongoing training, education and skills development specific to the job.

### Version Description

Windsor Fire & Rescue has two separate towers that are in need of replacement. The first is a steel standalone scaffolding structure purchased “used” from FireFit Canada in 2001. At the time of purchase, the tower was already 7 years old and was being used as a “portable” system, which could be erected from city to city for the Firefighter Combat Challenge competitions. Windsor Fire purchased this and erected it as a permanent structure supported by guide wires to provide both the WFRS Combat Challenge team and the Training Division with a means to support and encourage physical conditioning specifically related to the job. The tower is now well past its useful life and requires visual inspections before and during each use, particularly when inclement weather occurs such as strong winds, heavy rain, or snow accumulation. It also requires a formal annual inspection and has undergone extensive repairs over the last several years that are required to be performed by a certified provider. Furthermore, the WFRS apparatus division is required to assist with ongoing maintenance. Although it is made of solid steel, the landings are constructed of plywood and maintenance is becoming costly and time-consuming.

The second stair tower is attached to the 3-story burn building located at Station 4 and is utilized for smoke removal, ventilation, and search & rescue training. The steel staircase, needed to access the upper levels of the tower has recently been inspected and condemned for use past the second story. Access to the third story and roof is restricted and the costly repairs are merely deemed to be a short-term solution, therefore a replacement funding is needed.

It is recommended that funds for the Training Towers Stair Replacement be accelerated to year 2023 to ensure that the required training for firefighting personnel and new recruits can continue uninterrupted and without risk of failure on a permanent basis.

### Project Comments/Reference

### Version Comments

Project Detailed Forecast												
GL Account		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>												
5110	Machinery & Equipment - TCA	0	0	0	200,000	0	0	0	0	0	0	200,000
Total		0	0	0	200,000	0	0	0	0	0	0	200,000
<b>Revenues</b>												
169CF	Committed Funding	0	0	0	0	0	0	0	0	0	0	0
221	Service Sustainability Investm	0	0	0	0	0	0	0	0	0	0	0
221CF	Committed Funding	0	0	0	200,000	0	0	0	0	0	0	200,000
Total		0	0	0	200,000	0	0	0	0	0	0	200,000
<b>Related Projects</b>		<b>Historical Approved Budget</b>				<b>Operating Budget Impact</b>						
<b>Year Identified</b>	<b>Start Date</b>	<b>Project Type for 2023</b>		<b>Project Lead</b>			<b>Est. Completion Date</b>					
2021	January 1, 2028	Growth: 0.0 % Maintenance: 0.0 %		Deputy Fire Chief Jamie Waffle			2026`					



## Project Version Summary

<b>Project #</b>	FRS-003-13	<b>Service Area</b>	Legal & Legislative Services
<b>Budget Year</b>	2023	<b>Department</b>	Fire & Rescue
<b>Asset Type</b>	Unassigned	<b>Division</b>	Fire Operations
<b>Title</b>	New Fire Headquarters - Station #1		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Corporate Property Infrastructure		
<b>Wards</b>	Ward 3, City Wide		
<b>Version Name</b>	Main (Active)		

<b>Project Description</b>	
<p>WFRS is recommending the replacement of the existing Station 1/Headquarters facility. The current building was built in 1967 and is in extremely poor condition. The building is in need of substantial repairs which are very costly and only serve as stopgap measures. The new facility would also house the Fire Prevention division which is currently working out of an aging annex building located to the rear of the current headquarters.</p>	
<b>Version Description</b>	
<p>The current headquarters building provides limited access to persons with physical disabilities to the first floor Administration area only. There is zero accessibility to the second floor or any other areas in the building including the fire hall and Emergency Communications Center. The Administrative area of the headquarters building also shares common washroom facilities for males and females and has inadequate office and storage space to meet its needs. Personnel are forced to share workspace with limited storage capability. A central record keeping area does not exist within the facility, which creates difficulty in ensuring records are kept and maintained according to best practices.</p> <p>Due to the age of the building, the energy efficiency is virtually non-existent. Both the building construction and outdated mechanicals contribute to the inefficiency of the structure. It is not uncommon for repairs to the heating and air conditioning system to take days in both administration and the firehall. Due to the aging boiler system, fire crews often go without hot water for extended periods when awaiting repair(s). Flooding is also a concern and is often experienced during major rainfalls compromising expensive and essential communications equipment housed in the basement of the facilities. Repairs after flooding also take days to complete due to aging equipment and the difficulty in finding parts.</p> <p>Relative to the current Fire Prevention building, only the front vestibule can accommodate persons with disabilities. The corridors, door widths, washrooms and offices cannot accommodate a person in a wheel chair. Fire Prevention staff are currently working out of renovated closets with little room for more than a desk and chair. The Fire Prevention annex faces the same challenges with energy efficiency and general disrepair.</p> <p>A new facility will house Administration, Fire Prevention, the Emergency Communications Center (dispatch) and Station 1 Fire Operations. The new facility will provide an accessible, energy efficient facility that meets the current and future needs of Windsor Fire and Rescue Services.</p> <p>Estimated cost based on Construction inflation rate of 2% is \$32,500,000, this amount includes purchase of the land.</p>	
<b>Project Comments/Reference</b>	<b>Version Comments</b>

Project Detailed Forecast												
GL Account		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>												
5410	Construction Contracts - TCA	1,127,483	372,517	0	0	1,500,000	56,816	4,394,971	12,356,045	2,304,799	5,887,369	28,000,000
Total		1,127,483	372,517	0	0	1,500,000	56,816	4,394,971	12,356,045	2,304,799	5,887,369	28,000,000
<b>Revenues</b>												
169	Pay As You Go - Capital Reserve	0	0	0	0	1,500,000	0	3,081,963	11,418,037	500,000	0	16,500,000
221	Service Sustainability Investm	1,127,483	372,517	0	0	0	56,816	1,313,008	938,008	1,804,799	5,887,369	11,500,000
Total		1,127,483	372,517	0	0	1,500,000	56,816	4,394,971	12,356,045	2,304,799	5,887,369	28,000,000
<b>Related Projects</b>		<b>Historical Approved Budget</b>				<b>Operating Budget Impact</b>						
				<b>Revenue</b>		<b>Effective Date</b>		Unknown		<b>Exp/(Rev)</b>		<b>FTE Impact</b>
		<u>Year</u>	<u>Total Expense</u>	<u>Net City Cost</u>	<u>Subsidies</u>	<b>Description</b>				0		0
		2022	200,000	200,000	0	An increase/decrease to the annual operating budget may be required upon project completion(ie. utilities, maintenance contracts etc.)						
<b>Year Identified</b>	<b>Start Date</b>	<b>Project Type for 2023</b>		<b>Project Lead</b>		<b>Est. Completion Date</b>						
2013	January 1, 2027	Growth: 0.0 % Maintenance: 100.0 %		Deputy Fire Chief Jamie Waffle/Fire Chief Stephen Laforet		2033`						



# Project Version Summary

<b>Project #</b>	FRS-003-19	<b>Service Area</b>	Legal & Legislative Services
<b>Budget Year</b>	2023	<b>Department</b>	Fire & Rescue
<b>Asset Type</b>	Unassigned	<b>Division</b>	Fire Operations
<b>Title</b>	Re-alignment of Fire & Rescue Training & Apparatus Facility		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Corporate Property Infrastructure		
<b>Wards</b>			
<b>Version Name</b>	Main (Active)		

## Project Description

Fire & Rescue Training division is requesting funding to establish a new training facility to better meet its operational needs. Training division provides classroom instruction for new firefighter recruits, existing firefighters and other fire staff. Training division also carries out promotional processes such as captain and district chief classes.

The current WFRS training facility does not meet the current training needs of the service and is certainly not capable of absorbing the long-term training demand brought on by the recent regulatory changes.

In order to provide staff with an appropriate learning environment, the creation of classroom space that supports new learning technologies is essential.

## Version Description

One of the main challenges with the facility is the crowding of both Training and Apparatus divisions. Training division has one small classroom, which is an open and shared space with the Apparatus division. Size of the current classroom does not allow for social distancing which, during the pandemic, caused recruit classes to be delayed and relocated to WFCU Center. Relocating was a challenge causing decreased efficiency, organization and ability to effectively train staff. It should be expected that future outbreaks will occur and similar measures such as social distancing will be implemented.

The current classroom is also not configured to support new learning technologies like audiovisual equipment and hands-on props. Therefore, training division is in need of new space to accommodate 2 appropriately sized classrooms that can provide in-service training and can be run concurrently with specific classes such as recruit, officer, auto-x, medical and other specialty programs. Additionally, the male washroom/shower space has been configured as a Band-Aid solution. The facility has an old open style shower and does not allow for privacy of staff or recruits with 10-12 personnel at a time. A female shower has recently been added to avoid an expensive rental of a washroom/shower trailer as females entering a profession is increasing. This too was constructed as a Band-Aid solution. A separate building with appropriate components for an effective and efficient training division is much needed and the need is steadily growing with changes in the regulatory criteria that must be met.

The Apparatus division is in need of an additional bay to allow more timely repairs and maintenance of Windsor fire apparatus as well as take advantage of external other municipal apparatus work that generates revenue for the division. Currently, the division limits the external work because the repair bays are occupied with our own apparatus. By training division separating from the current building space, Apparatus can expand it's capacity and improve efficiency of space and staff.

## Project Comments/Reference

Windsor Fire & Rescue Services (WFRS) 2018 - 2023 Strategic plan identified the need to evaluate and enhance current training practices, facilities and equipment. This project plays a critical role in ability to accomplish this task in order to pursue, achieve and maintain accreditation with the CFAI (Commission on Fire Accreditation International) to better serve our community and to embrace excellence.

## Version Comments

Delay in funding would deepen the strain on resources in Training and Apparatus divisions as well as pro-long the accreditation process with the CFAI.

Project Detailed Forecast												
GL Account		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>												
5410	Construction Contracts - TCA	0	0	0	0	0	0	0	0	400,000	0	400,000
Total		0	0	0	0	0	0	0	0	400,000	0	400,000
<b>Revenues</b>												
221	Service Sustainability Investm	0	0	0	0	0	0	0	0	400,000	0	400,000
Total		0	0	0	0	0	0	0	0	400,000	0	400,000
<b>Related Projects</b>			<b>Historical Approved Budget</b>				<b>Operating Budget Impact</b>					
Year Identified	Start Date	Project Type for 2023		Project Lead			Est. Completion Date					
2019	March 1, 2030	Growth: 0.0 % Maintenance: 0.0 %		Deputy Fire Chief Jamie Waffle/Fire Chief Stephen Laforet			2033`					





## Project Version Summary

<b>Project #</b>	FRS-003-20	<b>Service Area</b>	Legal & Legislative Services
<b>Budget Year</b>	2023	<b>Department</b>	Fire & Rescue
<b>Asset Type</b>	Unassigned	<b>Division</b>	Fire Operations
<b>Title</b>	Fire & Rescue Washer Extractor		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Corporate Property Infrastructure		
<b>Wards</b>	Ward 9, Ward 10		
<b>Version Name</b>	Main (Active)		

### Project Description

WFRS requires replacement of a Washer Extractor in two Stations that will reach end of useful life (10 years) in 2027. Washer Extractor is a commercial clothes washing machine that can accommodate heavy duty clothing such as bunker gear.

Regular cleaning through the utilization of an extractor washer is part of NFPA 1851 – Standard on Selection Care and Maintenance of Protective Ensembles for Structural Fire Fighting and Proximity Fire Fighting.

### Version Description

WFRS firefighters clean their own gear regularly and often the gear is cleaned after every fire incident response. This can amount to daily use of a washing extractor to clean bunker gear between all firefighters. The bunker gear is the main tool to protect a firefighter against burns, smoke and consequently against diseases caused by the carcinogen exposure.

In addition to WFRS's own cleaning and maintenance of the bunker gear, the gear is also sent to a third party professional cleaning service on an annual basis as per personal protective equipment standards or more often when warranted for repairs due to wear and damage. This service rates the bunker gear effectiveness and makes repairs required to keep the gear at its optimal protection level. This is also a critical step in addressing firefighter health and safety against carcinogenic exposure and WSIB claims of such which continue to rise across the province due to the chemicals contained in new building and furnishing materials.

Currently, post fire activities see the fire apparatus attend stations that have a washing extractor. During this process, if the apparatus is not at its home station, the apparatus is out of service, unavailable to attend until the fire fighters either replace their bunker gear with their second set of gear, or utilize the extractor, thereby affecting response until the apparatus personnel have replaced their bunker gear, and are readying the previous set to reused if another exposure incident were to occur.

### Project Comments/Reference

### Version Comments

Firefighters cleaning their own gear internally is a more cost effective option to cleaning and maintenance. Therefore, it is important to secure the replacement of Washer Extractors as its useful life reaches the end.

<b>Project Detailed Forecast</b>												
<b>GL Account</b>		<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>	<b>Total</b>
<b>Expenses</b>												
5111	Machinery & Equipment -Non TCA	0	0	0	0	0	25,000	0	50,000	0	0	75,000
Total		0	0	0	0	0	25,000	0	50,000	0	0	75,000
<b>Revenues</b>												
169	Pay As You Go - Capital Reserve	0	0	0	0	0	0	0	50,000	0	0	50,000
221	Service Sustainability Investm	0	0	0	0	0	25,000	0	0	0	0	25,000
Total		0	0	0	0	0	25,000	0	50,000	0	0	75,000
<b>Related Projects</b>		<b>Historical Approved Budget</b>					<b>Operating Budget Impact</b>					
<b>Year Identified</b>	<b>Start Date</b>	<b>Project Type for 2023</b>			<b>Project Lead</b>			<b>Est. Completion Date</b>				
2020	July 1, 2028	Growth: 0.0 % Maintenance: 0.0 %			Mike Mio/Deputy Fire Chief Jamie Waffle			2030`				



# Project Version Summary

<b>Project #</b>	FRS-003-22	<b>Service Area</b>	Legal & Legislative Services
<b>Budget Year</b>	2023	<b>Department</b>	Fire & Rescue
<b>Asset Type</b>	Unassigned	<b>Division</b>	Fire Operations
<b>Title</b>	Decontamination Unit for Personal Protective Equipment (PPE)		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Corporate Property Infrastructure		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

**Project Description**

When fighting a fire, protective gear including SCBA, helmets, face pieces, boots and gloves (PPE), become contaminated with soot particles and combusting gases. Some of these particles are cancer-causing chemicals that pose a real threat to health. Decontaminating the protective gear immediately upon return to the station is therefore of utmost importance.

**Version Description**

Currently firefighters clean their personal protective equipment by hand which continues to expose a firefighter to contaminants after the fire scene. Cleaning by hand is also time consuming and subjective to a firefighter doing it. WFRS is looking to purchase one decontamination unit which is a machine that cleans the PPE from the smallest harming particles. Every crevice, every surface is cleaned with the same consistency and high level of cleanliness. Decontamination unit uses water temperature, time and chemo-mechanical action to provide exceptional cleaning while also utilizing charcoal filter system that creates the cleanest wash water possible by stopping the contaminants from ever leaving the filter system. With cancer rates on the rise at WFRS, a way to reduce the risks associated with contaminated gear is much desired.

WFRS currently owns one decontamination unit purchased in 2021 by a grant from Firehouse Subs Public Safety Foundation of Canada as per CAO 220/2021. The funding request in 2026 is for the purchase of a second unit in order to have easier access and availability for cleaning and to serve two ends of the City fire stations, the east and the west. The funding in 2030 is to replace to original unit purchased in 2021.

<b>Project Comments/Reference</b>	<b>Version Comments</b>

<b>Project Detailed Forecast</b>											
<b>GL Account</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>	<b>Total</b>
<b>Expenses</b>											
5110 Machinery & Equipment - TCA	0	0	0	40,000	0	0	0	50,000	0	0	90,000
Total	0	0	0	40,000	0	0	0	50,000	0	0	90,000
<b>Revenues</b>											
169 Pay As You Go - Capital Reserve	0	0	0	0	0	0	0	50,000	0	0	50,000
221 Service Sustainability Investm	0	0	0	40,000	0	0	0	0	0	0	40,000
Total	0	0	0	40,000	0	0	0	50,000	0	0	90,000

Related Projects		Historical Approved Budget		Operating Budget Impact
Year Identified	Start Date	Project Type for 2023	Project Lead	Est. Completion Date
2022	January 31, 2026	Growth: 0.0 % Maintenance: 0.0 %	Deputy Chief Jamie Waffle	2030



# Project Version Summary

<b>Project #</b>	FRS-005-07	<b>Service Area</b>	Legal & Legislative Services
<b>Budget Year</b>	2023	<b>Department</b>	Fire & Rescue
<b>Asset Type</b>	Unassigned	<b>Division</b>	Fire Operations
<b>Title</b>	Heavy Hydraulics Replacement-Auto Extrication		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Corporate Property Infrastructure		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

**Project Description**

The replacement plan for auto extrication tools and industrial accident heavy hydraulics is directly related to the life-cycle of the equipment. WFRS currently has 4 auto extrication units. In 2020 there were 129 vehicle accidents where people were trapped and these units were potentially utilized. Additionally, firefighters use the equipment regularly for training purposes.

**Version Description**

Heavy hydraulic replacement consists of auto cutters, spreaders and rams also known as auto extrication tools. The current equipment is hydraulic based and to be more environmentally conscious WFRS plans to purchase an electronic/battery operated units which are more commonly used in the industry today.

Existing equipment is 7 years old today (2022), the useful life is 10-15 years, the replacement is important for continued service delivery. Recent inflationary pressure created a shortfall in the original funding of \$200,000 in 2028. WFRS reconsidered its 10 year Capital plan and was able to re-prioritise additional funding from other projects in years 2026 & 2030 to fit the existing envelope of funds.

Project Comments/Reference	Version Comments
7121013 closed. NEW	

Project Detailed Forecast		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>GL Account</b>												
<b>Expenses</b>												
5110	Machinery & Equipment - TCA	0	0	0	50,000	0	200,000	0	50,000	0	0	300,000
	Total	0	0	0	50,000	0	200,000	0	50,000	0	0	300,000
<b>Revenues</b>												
169	Pay As You Go - Capital Reserve	0	0	0	0	0	0	0	50,000	0	0	50,000
221	Service Sustainability Investm	0	0	0	50,000	0	200,000	0	0	0	0	250,000
	Total	0	0	0	50,000	0	200,000	0	50,000	0	0	300,000

Related Projects		Historical Approved Budget			Operating Budget Impact														
			<table border="1"> <thead> <tr> <th rowspan="2">Year</th> <th rowspan="2">Total Expense</th> <th colspan="2">Revenue</th> </tr> <tr> <th>Net City Cost</th> <th>Subsidies</th> </tr> </thead> <tbody> <tr> <td>2012</td> <td>110,000</td> <td>110,000</td> <td>0</td> </tr> <tr> <td>2014</td> <td>115,000</td> <td>115,000</td> <td>0</td> </tr> </tbody> </table>		Year	Total Expense	Revenue		Net City Cost	Subsidies	2012	110,000	110,000	0	2014	115,000	115,000	0	
Year	Total Expense	Revenue																	
		Net City Cost	Subsidies																
2012	110,000	110,000	0																
2014	115,000	115,000	0																
Year Identified	Start Date	Project Type for 2023	Project Lead	Est. Completion Date															
2007	January 31, 2026	Growth: 0.0 % Maintenance: 0.0 %	Brent Paisley/ Deputy Chief Jonathan Wilker	2030															



# Project Version Summary

<b>Project #</b>	FRS-007-18	<b>Service Area</b>	Legal & Legislative Services
<b>Budget Year</b>	2023	<b>Department</b>	Fire & Rescue
<b>Asset Type</b>	Unassigned	<b>Division</b>	Fire Operations
<b>Title</b>	Thermal Imaging Camera - Fire & Rescue Services		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Corporate Property Infrastructure		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

### Project Description

A Thermal Imaging Camera or Thermal Imager is a non-contact device that detects infrared energy (heat) and converts it into an electronic signal, which is then processed to produce a thermal image or video on a display screen. The image created is based on the contrast of infrared radiation energy that exists between objects that are of different temperatures. The amount of infrared radiation emitted by an object increases with temperature; as a result, cooler objects appear on the display screen darker than warmer objects. Firefighters use thermal imagers to see through smoke, to find persons, and to locate the base of a fire in environments with or without visible light. Simply put, the thermal imager allows the firefighter to see in the dark making it easier to find trapped persons while at the same time creating a safer environment for the firefighter to work in.

### Version Description

WFRS currently owns 18 Thermal Imagers which are assigned to each fire apparatus as well as the Safety Officer's response vehicle. Thermal imagers are used in hostile environments and are subject to physical conditions which over time can result in damage to the unit despite their robust design. This, along with constantly evolving technology results in the units having to be replaced regularly.

At an average cost approaching \$10,000/unit and a life span of 5 years per unit, WFRS is seeking \$50,000 (5 units/year) to begin a regular replacement schedule which would ensure reliable equipment is available on a continuous basis and allow for better control and planning of the replacements.

### Project Comments/Reference

### Version Comments

### Project Detailed Forecast

GL Account	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>											
5110 Machinery & Equipment - TCA	50,000	0	0	0	0	50,000	50,000	0	0	0	150,000
Total	50,000	0	0	0	0	50,000	50,000	0	0	0	150,000
<b>Revenues</b>											
221 Service Sustainability Investm	50,000	0	0	0	0	50,000	50,000	0	0	0	150,000
Total	50,000	0	0	0	0	50,000	50,000	0	0	0	150,000

Related Projects		Historical Approved Budget		Operating Budget Impact
Year Identified	Start Date	Project Type for 2023	Project Lead	Est. Completion Date
2018	December 31, 2022	Growth: 0.0 % Maintenance: 100.0 %	Mike Mio/Deputy Fire Chief Jamie Waffle	2029





# Project Version Summary

<b>Project #</b>	FRS-002-07	<b>Service Area</b>	Legal & Legislative Services
<b>Budget Year</b>	2023	<b>Department</b>	Fire & Rescue
<b>Asset Type</b>	Unassigned	<b>Division</b>	Fire Support Services
<b>Title</b>	Fire & Rescue Computer-aided Dispatch System (CRISYS)		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Corporate Technology		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

**Project Description**

The current Crisys Computer Aided Dispatch (CAD) system was implemented in 2004. This CAD system is one of the major components of the Windsor Fire Communications as it provides speed and accuracy on processing emergency calls for the City of Windsor.

**Version Description**

Along with processing emergency calls, Crisys system also provides important features vital for firefighting and rescue operations such as location and the type of hazardous materials, location of physically challenged citizens, location and size of hydrants, special warnings, fire pre-planning information, etc. The City of Windsor also sells dispatching service to five other municipalities for a fee as approved in the Fire & Rescue's User fee schedule.

Crisys recommends complete system replacement every 3 years as computer processor manufacturers are typically doubling the speed of these devices every 18 months. The manufacturer indicated that approximately \$50,000 will be required every 3-years going forward and since 2013 this amount was proven sufficient. It is anticipated that with NextGen 911 Federal legislation internet based conversion in 2025, the upgrade requirement will remain the same.

<b>Project Comments/Reference</b>	<b>Version Comments</b>
(Closed:7101012 / 7131006) / 7161037	

<b>Project Detailed Forecast</b>											
<b>GL Account</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>	<b>Total</b>
<b>Expenses</b>											
5125 Computers - PCs	0	0	0	50,000	0	0	50,000	0	0	50,000	150,000
Total	0	0	0	50,000	0	0	50,000	0	0	50,000	150,000
<b>Revenues</b>											
170 Pay As You Go - Leasing Reserve	0	0	0	50,000	0	0	50,000	0	0	50,000	150,000
Total	0	0	0	50,000	0	0	50,000	0	0	50,000	150,000

Related Projects		Historical Approved Budget			Operating Budget Impact																																				
<b>Follows</b> FRS-004-19  <b>Project Title</b> WFRS - Next Gen 911 Telecommunications Rehabilitation Program  <b>Precedes</b> ITC-001-12  <b>Project Title</b> Fire and Rescue Records Management and Computer Aided Dispatch System Initiatives		<table border="1"> <thead> <tr> <th rowspan="2">Year</th> <th rowspan="2">Total Expense</th> <th colspan="2">Revenue</th> </tr> <tr> <th>Net City Cost</th> <th>Subsidies</th> </tr> </thead> <tbody> <tr> <td>2010</td> <td>180,000</td> <td>180,000</td> <td>0</td> </tr> <tr> <td>2013</td> <td>40,000</td> <td>40,000</td> <td>0</td> </tr> <tr> <td>2016</td> <td>50,000</td> <td>50,000</td> <td>0</td> </tr> <tr> <td>2020</td> <td>50,000</td> <td>50,000</td> <td>0</td> </tr> </tbody> </table>	Year	Total Expense	Revenue		Net City Cost	Subsidies	2010	180,000	180,000	0	2013	40,000	40,000	0	2016	50,000	50,000	0	2020	50,000	50,000	0	<table border="1"> <thead> <tr> <th rowspan="2">Effective Date</th> <th rowspan="2">Unknown</th> <th rowspan="2">Exp/(Rev)</th> <th rowspan="2">FTE</th> <th rowspan="2">Impact</th> </tr> <tr> <th>Description</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td colspan="5">Operating budget exists for maintenance and support services.</td> </tr> </tbody> </table>	Effective Date	Unknown	Exp/(Rev)	FTE	Impact	Description			0	0	0	Operating budget exists for maintenance and support services.				
Year	Total Expense	Revenue																																							
		Net City Cost	Subsidies																																						
2010	180,000	180,000	0																																						
2013	40,000	40,000	0																																						
2016	50,000	50,000	0																																						
2020	50,000	50,000	0																																						
Effective Date	Unknown	Exp/(Rev)	FTE	Impact																																					
					Description																																				
		0	0	0																																					
Operating budget exists for maintenance and support services.																																									
Year Identified	Start Date	Project Type for 2023	Project Lead	Est. Completion Date																																					
2007	January 1, 2023	Growth: 0.0 % Maintenance: 0.0 %	Mike Menard/Deputy Fire Chief Jonathan Wilker	Ongoing - every 3 years`																																					



# Project Version Summary

<b>Project #</b>	FRS-003-16	<b>Service Area</b>	Legal & Legislative Services
<b>Budget Year</b>	2023	<b>Department</b>	Fire & Rescue
<b>Asset Type</b>	Unassigned	<b>Division</b>	Fire Support Services
<b>Title</b>	Fire Education Materials, Displays & Equipment		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Corporate Property Infrastructure		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

**Project Description**

The Fire Protection and Prevention Act requires all fire services in Ontario to provide fire safety education. Funds allocated are for maintenance and replacement of public education display materials and equipment to support the increasing number of public education-related activities undertaken by the Windsor Fire & Rescue Fire Services' Fire Prevention and Emergency Management Divisions.

**Version Description**

Windsor Fire and Rescue Services is aware of the expectation to promote the City of Windsor in a competent and professional manner. To limit materials being utilized for Fire Prevention public education that are over 10 years old, worn, inoperable or unprofessional in appearance, a regular replacement schedule is recommended. Further, the single set of Fire Prevention materials is insufficient to meet the current needs of Windsor Fire & Rescue as there are often two events occurring simultaneously and regular funding can allow for proper planning to adjust to changing needs.

Regular replacement and update of displays, materials and equipment reflect the corporate standard and Fire & Rescue's responsibility to educate and prevent emergency incidents. A replacement/update schedule every 5 years is sufficient for ongoing funding of the program.

Project Comments/Reference	Version Comments
7161038	

Project Detailed Forecast		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>GL Account</b>												
<b>Expenses</b>												
2360	Promotional Material & Product	0	0	20,000	0	0	0	0	20,000	0	0	40,000
	Total	0	0	20,000	0	0	0	0	20,000	0	0	40,000
<b>Revenues</b>												
221	Service Sustainability Investm	0	0	20,000	0	0	0	0	20,000	0	0	40,000
	Total	0	0	20,000	0	0	0	0	20,000	0	0	40,000

Related Projects		Historical Approved Budget			Operating Budget Impact				
		Year	Total Expense	Revenue		Effective Date	Unknown	Exp/(Rev)	FTE Impact
				Net City Cost	Subsidies				
		2016	20,000	20,000	0			0	0
		2020	20,000	20,000	0				
		No operating budget impact.							
Year Identified	Start Date	Project Type for 2023	Project Lead		Est. Completion Date				
2016	January 1, 2025	Growth: 0.0 % Maintenance: 0.0 %	Mike Coste/Deputy Chief Jonathan Wilker		Ongoing - every 5 years`				



# Project Version Summary

<b>Project #</b>	FRS-004-07	<b>Service Area</b>	Legal & Legislative Services
<b>Budget Year</b>	2023	<b>Department</b>	Fire & Rescue
<b>Asset Type</b>	Unassigned	<b>Division</b>	Fire Support Services
<b>Title</b>	Firefighter Self-Contained Breathing Apparatus (SCBA) Replacement		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Corporate Property Infrastructure		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

**Project Description**  
 Self Contained Breathing Apparatus (SCBA) is the most important equipment in protecting the health and safety of firefighters, providing the firefighter with the ability to breathe and communicate while working in hazardous environments such as structure fires, vehicle fires and hazardous materials incidents.

**Version Description**  
 Current SCBA equipment was purchased in 2016 and typically requires replacement approximately every 12 to 15 years. Replacement of the equipment may be required in year 2028. Fire & Rescue is performing regular maintenance and software upgrades to the SCBA equipment to allow for longer usage and decreased maintenance cost in years nearing end of life. Therefore, funding in 2029 is a placeholder for planning purposes and will be revised to best meet replacement time vs. maintenance cost. Dedicated funding source allows for this flexibility.

<b>Project Comments/Reference</b>	<b>Version Comments</b>
(Closed: 7071069/7111033/7121012) NEW 2016 Operating Budget Council approved establishment of Self-Contained Breathing Apparatus (SCBA) Reserve (Acc.1794) with an annual contribution of \$100,000 towards the future replacement.	

<b>Project Detailed Forecast</b>											
<b>GL Account</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>	<b>Total</b>
<b>Expenses</b>											
5110 Machinery & Equipment - TCA	0	0	0	0	0	0	1,400,000	0	0	0	1,400,000
Total	0	0	0	0	0	0	1,400,000	0	0	0	1,400,000
<b>Revenues</b>											
7058 TRANSFER From Reserve Account	0	0	0	0	0	0	1,400,000	0	0	0	1,400,000
Total	0	0	0	0	0	0	1,400,000	0	0	0	1,400,000

Related Projects		Historical Approved Budget			Operating Budget Impact		
		Revenue					
		Year	Total Expense	Net City Cost	Subsidies		
		2007	220,000	220,000	0		
		2011	20,000	20,000	0		
		2012	600,000	600,000	0		
		2016	200,000	200,000	0		
		2018	300,000	300,000	0		
Year Identified	Start Date	Project Type for 2023		Project Lead	Est. Completion Date		
2007	January 1, 2029	Growth: 0.0 % Maintenance: 0.0 %		Deputy Fire Chief Jamie Waffle	2030		



# Project Version Summary

<b>Project #</b>	FRS-004-19	<b>Service Area</b>	Legal & Legislative Services
<b>Budget Year</b>	2023	<b>Department</b>	Fire & Rescue
<b>Asset Type</b>	Unassigned	<b>Division</b>	Fire Support Services
<b>Title</b>	WFRS - Next Gen 911 Telecommunications Rehabilitation Program		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Corporate Technology		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

**Project Description**

Effective communications is the most critical aspect of public safety. This consists of communications with the public, communications with the firefighters, Windsor Fire and Rescue staff and other emergency services. Emergency communications is about to enter a significant and sustained period of transformation which will be legislated in year 2025. This will include a move to Next Generation 911 (NG911) and the implementation of the North American public safety broadband spectrum. Replacement of the aging telephone system at WFRS headquarters will be required in order to accommodate the new technology.

**Version Description**

Telecommunication upgrade involves receiving the information in many forms like text messages, pictures, video, and telematics that will be sent directly to 911 from a variety of devices. Fire & Rescue's communication ability will require technological upgrades or replacements to all equipment, hardware, software, and workstations. Fully functioning back up site, compliant with Next Generation 911, is also included in this project should the functionality be lost at the primary site.

The funding allocated is believed to be sufficient but as this initiative progresses more details will become available and management will advise and report on any changes or new information that have the potential to affect the cost or operations related to this project.

This project is in conjunction with Police's capital project POL-004-19. The two projects will be jointly executed and funding from both projects is required. All funding will be transferred to 7197005.

<b>Project Comments/Reference</b>	<b>Version Comments</b>
7227000	COMMITMENT: CR68/2022 C 12/2022: 2024 F221 \$300,000 - 2025 F169 \$500,000 - 2025 F221 \$1,100,000

<b>Project Detailed Forecast</b>											
GL Account	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>											
5110 Machinery & Equipment - TCA	0	300,000	1,600,000	0	0	0	0	0	0	0	1,900,000
Total	0	300,000	1,600,000	0	0	0	0	0	0	0	1,900,000
<b>Revenues</b>											
169 Pay As You Go - Capital Reserve	0	0	0	0	0	0	0	0	0	0	0
169CF Committed Funding	0	0	500,000	0	0	0	0	0	0	0	500,000
221 Service Sustainability Investm	0	0	0	0	0	0	0	0	0	0	0
221CF Committed Funding	0	300,000	1,100,000	0	0	0	0	0	0	0	1,400,000
Total	0	300,000	1,600,000	0	0	0	0	0	0	0	1,900,000

Related Projects		Historical Approved Budget			Operating Budget Impact																							
<b>Precedes</b> FRS-002-07  <b>Project Title</b> Fire & Rescue Computer-aided Dispatch System (CRISYS)		<table border="1"> <thead> <tr> <th rowspan="2">Year</th> <th rowspan="2">Total Expense</th> <th colspan="2">Revenue</th> </tr> <tr> <th>Net City Cost</th> <th>Subsidies</th> </tr> </thead> <tbody> <tr> <td>2020</td> <td>125,000</td> <td>125,000</td> <td>0</td> </tr> <tr> <td>2021</td> <td>225,000</td> <td>225,000</td> <td>0</td> </tr> </tbody> </table>	Year	Total Expense	Revenue		Net City Cost	Subsidies	2020	125,000	125,000	0	2021	225,000	225,000	0	<table border="1"> <thead> <tr> <th>Effective Date</th> <th>Unknown</th> <th>Exp/(Rev)</th> <th>FTE Impact</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td>0</td> <td>0</td> </tr> </tbody> </table>	Effective Date	Unknown	Exp/(Rev)	FTE Impact			0	0	<b>Description</b> Operating budget for maintenance and support of current CAD system exists. The budget is anticipated to remain the same upon implementation of this project.		
Year	Total Expense	Revenue																										
		Net City Cost	Subsidies																									
2020	125,000	125,000	0																									
2021	225,000	225,000	0																									
Effective Date	Unknown	Exp/(Rev)	FTE Impact																									
		0	0																									
Year Identified	Start Date	Project Type for 2023	Project Lead	Est. Completion Date																								
2019	January 31, 2021	Growth: 0.0 % Maintenance: 0.0 %	Mike Menard/Deputy Fire Chief Jonathan Wilker	2025																								





# Project Version Summary

<b>Project #</b>	FRS-004-22	<b>Service Area</b>	Legal & Legislative Services
<b>Budget Year</b>	2023	<b>Department</b>	Fire & Rescue
<b>Asset Type</b>	Unassigned	<b>Division</b>	Fire Support Services
<b>Title</b>	Fire & Rescue Emergency Vehicle Pre-Emption (EVP)		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Transportation		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

## Project Description

The traffic pre-emption technology (Opticom) currently used by Windsor Fire and Rescue is antiquated and the associated equipment requires extensive adjustment and maintenance. Emergency Vehicle Pre-emption (EVP) technology will allow for the control of all traffic signals throughout the city through connections via the KITS Advance Traffic Management System and utilizes existing GPS technology to identify vehicle locations and vehicle speed. Installation of this technology has the potential to reduce response times by as much as 30 seconds on short distance responses and as much as one minute on longer distance responses. This technology could put responders on scene sooner and in greater numbers, and will support the corporate vision of employee safety and public safety.

## Version Description

This technology would be a cost aversion strategy as the need for additional infrastructure - and thereby capital dollars - may be reduced as the reach of existing fire services is extended. The KITS Emergency Vehicle Pre-emption (EVP) module will work in conjunction with the KITS Transit Signal Priority (TSP), currently being considered by Windsor Transit. Further, this system - once operational - could be expanded to include other agencies such as Police and EMS, all of which could leverage this investment.

Total projected modules for the .Emergency Vehicle Pre-emption (EVP) system include:

- Controllers & Communications Network
- KITS System Development and Integration Costs
- Utilizes GPS equipment currently installed on Fire Apparatus

Report S71/2022 pre-commits the funds in 2025 as per Council approval CR292/2022.

## Project Comments/Reference

7224007

## Version Comments

COMMITTED:  
CR292/2022 S 71/2022: 2025 F221 \$600K

## Project Detailed Forecast

GL Account	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>											
5110 Machinery & Equipment - TCA	0	0	600,000	0	0	0	0	0	0	0	600,000
Total	0	0	600,000	0	0	0	0	0	0	0	600,000
<b>Revenues</b>											
221 Service Sustainability Investm	0	0	0	0	0	0	0	0	0	0	0
221CF Committed Funding	0	0	600,000	0	0	0	0	0	0	0	600,000
Total	0	0	600,000	0	0	0	0	0	0	0	600,000

Related Projects		Historical Approved Budget		Operating Budget Impact	
Year Identified	Start Date	Project Type for 2023	Project Lead	Est. Completion Date	
					<p style="text-align: right;"><b>Effective Date</b> Unknown      <b>Exp/(Rev)</b> FTE Impact</p> <p><b>Description</b> <span style="float: right;">0      0</span></p> <p>Annual subscription to Kimley Horn Traction Gold is required for a total amount of \$71,120 cost shared by PW Traffic, Transit Windsor and Fire &amp; Rescue. Fire and Rescue's portion is \$22,940 and will be commencing in year 2025 brought forward through Operating budget process.</p>
2015	January 31, 2025	Growth: 0.0 % Maintenance: 0.0 %	Fire Chief Stephen Laforet / Deputy Fire Chief Jonathan Wilker	2026`	



# Project Version Summary

<b>Project #</b>	FRS-005-18	<b>Service Area</b>	Legal & Legislative Services
<b>Budget Year</b>	2023	<b>Department</b>	Fire & Rescue
<b>Asset Type</b>	Unassigned	<b>Division</b>	Fire Support Services
<b>Title</b>	Shop Air-Compressor		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Corporate Property Infrastructure		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

**Project Description**  
 The Fire & Rescue Apparatus Division provides maintenance and repair services to its entire fleet and to all of its small equipment including breathing apparatus and auto extrication tools. The maintenance of the equipment becomes increasingly more reliant on air powered tools. A consistent supply of compressed air is required to operate these tools in the process of inspections and repairs. The functions these tools provide cannot be practically done in any other matter as manually operated or electric tools cannot provide the torque that air tools deliver.

**Version Description**  
 The Shop Air-Compressor is approximately 17 years old with life expectancy of 20 years. This equipment is essential in daily operations of any shop today. It is used to power all air tools like air impact guns, air chisels, shop fluid dispensing system and an assortment of smaller tools essential to the operation of the Apparatus Division. The shop air is even necessary to operate the large truck hoist.

<b>Project Comments/Reference</b>	<b>Version Comments</b>
	Timely replacement of the Shop air compressor allows for the continuing operation of the apparatus division. All mechanical equipment has a finite lifespan. Extending this unit passed 20 years is not recommended as cost involved for unplanned interruption in service is not economical. New screw compressors are a quieter running unit much closer to the 80 dB range as required by the city standard and much more efficient than the old piston style which is currently in service.

<b>Project Detailed Forecast</b>											
<b>GL Account</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>	<b>Total</b>
<b>Expenses</b>											
5110 Machinery & Equipment - TCA	0	25,000	0	0	0	0	0	0	0	0	25,000
Total	0	25,000	0	0	0	0	0	0	0	0	25,000
<b>Revenues</b>											
221 Service Sustainability Investm	0	25,000	0	0	0	0	0	0	0	0	25,000
Total	0	25,000	0	0	0	0	0	0	0	0	25,000

Related Projects		Historical Approved Budget		Operating Budget Impact
Year Identified	Start Date	Project Type for 2023	Project Lead	Est. Completion Date
2018	July 1, 2024	Growth: 0.0 % Maintenance: 0.0 %	Brent Paisley/Deputy Fire Chief Jonathan Wilker	2024



# Project Version Summary

<b>Project #</b>	FRS-006-18	<b>Service Area</b>	Legal & Legislative Services
<b>Budget Year</b>	2023	<b>Department</b>	Fire & Rescue
<b>Asset Type</b>	Unassigned	<b>Division</b>	Fire Support Services
<b>Title</b>	Hoist Replacement		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Corporate Property Infrastructure		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

**Project Description**

Fire & Rescue Apparatus Division is requesting funding to replace heavy hydraulic hoist capable of lifting large fire vehicles. Currently, Apparatus division operates with two heavy hydraulic hoists one of which allows for lifting capacity of 80,000 lbs. The second hoist, requiring replacement, is a smaller hoist that has total lifting capacity of 50,000 lbs. This one was originally installed in 1974 and is past its useful life. This smaller hoist is normally used for fire truck vehicles such as pumpers and rescue's but also for special operation vehicles such as hazmat and command units.

**Version Description**

The maintenance of this hoist has become extensive and is reaching the point of being non-serviceable due to cylinder scoring and pitting. Rusting of certain panels has made it necessary to cut them out to allow the hoists post to move up and down. Parts are not readily available or have been discontinued requiring fabrication and extra costs to repair. This is creating gaps in service when the hoist is down until parts are found or made. The current aging hoist is no longer compatible with the fleet; the head section which makes contact with the underside of the vehicle is not adjustable making the safe lifting of some of WFRS' units impossible. The new hoist today has many added functionalities. For example, a new hoist has multi safety locking elevations creating a more ergonomic friendly position for the mechanic, while the old hoist has one safety lock at its fully extended position.

<b>Project Comments/Reference</b>	<b>Version Comments</b>
	Timely replacement of the hoist would facilitate safer and quicker lifting of our units for maintenance and inspection. As stated earlier, this hoist is very quickly becoming unserviceable.

<b>Project Detailed Forecast</b>		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>GL Account</b>												
<b>Expenses</b>												
5110	Machinery & Equipment - TCA	0	0	0	0	0	240,000	60,000	0	0	0	300,000
	Total	0	0	0	0	0	240,000	60,000	0	0	0	300,000
<b>Revenues</b>												
221	Service Sustainability Investm	0	0	0	0	0	240,000	60,000	0	0	0	300,000
	Total	0	0	0	0	0	240,000	60,000	0	0	0	300,000

Related Projects		Historical Approved Budget		Operating Budget Impact
Year Identified	Start Date	Project Type for 2023	Project Lead	Est. Completion Date
2018	July 1, 2028	Growth: 0.0 % Maintenance: 0.0 %	Brent Paisley/Deputy Fire Chief Jonathan Wilker	2029



# Project Version Summary

<b>Project #</b>	LGL-001-22	<b>Service Area</b>	Legal & Legislative Services
<b>Budget Year</b>	2023	<b>Department</b>	Legal Services
<b>Asset Type</b>	Unassigned	<b>Division</b>	Legal Services & Real Estate
<b>Title</b>	Confidential Legal Matter (In-Camera)		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Corporate Property Infrastructure		
<b>Wards</b>			
<b>Version Name</b>	Main (Active)		

<b>Project Description</b>											
<b>Version Description</b>											
<b>Project Comments/Reference</b>						<b>Version Comments</b>					
7221036											

<b>Project Detailed Forecast</b>												
GL Account	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total	
<b>Expenses</b>												
2920 Legal Services	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	0	13,500,000
Total	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	0	13,500,000
<b>Revenues</b>												
169 Pay As You Go - Capital Reserve	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	0	13,500,000
Total	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	0	13,500,000

<b>Related Projects</b>	<b>Historical Approved Budget</b>				<b>Operating Budget Impact</b>			
			<b>Revenue</b>					
	<u>Year</u>	<u>Total Expense</u>	<u>Net City Cost</u>	<u>Subsidies</u>				
	2022	1,500,000	1,500,000	0				

<b>Year Identified</b>	<b>Start Date</b>	<b>Project Type for 2023</b>	<b>Project Lead</b>	<b>Est. Completion Date</b>
------------------------	-------------------	------------------------------	---------------------	-----------------------------

2022		Growth: 100.0 % Maintenance: 0.0 %	TBD	TBD`
------	--	---------------------------------------	-----	------





# Project Version Summary

<b>Project #</b>	LGL-002-16	<b>Service Area</b>	Legal & Legislative Services
<b>Budget Year</b>	2023	<b>Department</b>	Legal Services
<b>Asset Type</b>	Unassigned	<b>Division</b>	Legal Services & Real Estate
<b>Title</b>	Environmentally Significant Lands Acquisition Placeholder		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Community & Economic Development		
<b>Wards</b>	Ward 1		
<b>Version Name</b>	Main (Active)		

<b>Project Description</b>	In accordance with B68-2015, Council approved the "Proposed 2016 Enhanced Capital Budget" in the form of placeholder allocations in the budget with reports to BE PREPARED for Council's consideration.										
----------------------------	---	--	--	--	--	--	--	--	--	--	--

<b>Version Description</b>											
----------------------------	--	--	--	--	--	--	--	--	--	--	--

<b>Project Comments/Reference</b>	7182016			<b>Version Comments</b>							
-----------------------------------	---------	--	--	-------------------------	--	--	--	--	--	--	--

<b>Project Detailed Forecast</b>											
GL Account	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>											
5210 Land Acquisition	0	0	0	0	0	1,500,000	0	0	0	0	1,500,000
Total	0	0	0	0	0	1,500,000	0	0	0	0	1,500,000
<b>Revenues</b>											
169 Pay As You Go - Capital Reserve	0	0	0	0	0	1,500,000	0	0	0	0	1,500,000
Total	0	0	0	0	0	1,500,000	0	0	0	0	1,500,000

<b>Related Projects</b>	<b>Historical Approved Budget</b>				<b>Operating Budget Impact</b>						
			<b>Revenue</b>								
	<u>Year</u>	<u>Total Expense</u>	<u>Net City Cost</u>	<u>Subsidies</u>							
	2020	1,500,000	1,500,000	0							

<b>Year Identified</b>	<b>Start Date</b>	<b>Project Type for 2023</b>	<b>Project Lead</b>	<b>Est. Completion Date</b>
------------------------	-------------------	------------------------------	---------------------	-----------------------------

2016		Growth: 0.0 % Maintenance: 0.0 %	Frank Scarfone	Unknown`
------	--	-------------------------------------	----------------	----------



# Project Version Summary

<b>Project #</b>	LGL-002-17	<b>Service Area</b>	Legal & Legislative Services
<b>Budget Year</b>	2023	<b>Department</b>	Legal Services
<b>Asset Type</b>	Unassigned	<b>Division</b>	Legal Services & Real Estate
<b>Title</b>	Demolition of Transitional Buildings		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Corporate Property Infrastructure		
<b>Wards</b>	City Wide		
<b>Version Name</b>	2017 (Active)		

**Project Description**  
 Part of the Transitional Buildings portfolio includes properties that have been vested to the City that had not sold at the various property tax sales. Some of these properties are unfit to occupy or in such a poor state that the cost to repair would exceed the market value of the property as improved.

**Version Description**  
 The Real Estate Division will be bringing forward reports for the demolition of various transitional properties currently under the Transitional Buildings portfolio. These include properties that were vested to the City prior to 2017 that need to be demolished. The Real Estate Division requests placeholder funding of \$100,000 for 2031. Carrying properties in poor condition for a prolonged period has reputation risks for the City. These properties also require maintenance and security. Administration may propose to fund this project with some of the demolition costs from the eventual sale of these properties. However, the amount of sale proceeds are unclear given the prolonged time frame of their demolition.

Project Comments/Reference	Version Comments
7222001	

Project Detailed Forecast											
GL Account	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>											
5410 Construction Contracts - TCA	0	100,000	100,000	0	0	100,000	100,000	100,000	100,000	0	600,000
Total	0	100,000	100,000	0	0	100,000	100,000	100,000	100,000	0	600,000
<b>Revenues</b>											
221 Service Sustainability Investm	0	100,000	100,000	0	0	100,000	100,000	100,000	100,000	0	600,000
Total	0	100,000	100,000	0	0	100,000	100,000	100,000	100,000	0	600,000

Related Projects		Historical Approved Budget			Operating Budget Impact				
		Year	Total Expense	Revenue		Effective Date	Unknown	Exp/(Rev)	FTE Impact
				Net City Cost	Subsidies				
		2022	60,000	60,000	0	No Operating Budget Impact			
Year Identified	Start Date	Project Type for 2023		Project Lead	Est. Completion Date				
2017	January 1, 2024	Growth: 0.0 % Maintenance: 0.0 %		Frank Scarfone	Ongoing`				



# Project Version Summary

<b>Project #</b>	LGL-001-20	<b>Service Area</b>	Legal & Legislative Services
<b>Budget Year</b>	2023	<b>Department</b>	Legal Services
<b>Asset Type</b>	Unassigned	<b>Division</b>	POA, Purchasing & Risk Management
<b>Title</b>	Provincial Offences Division Renovations 350 City Hall		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Corporate Property Infrastructure		
<b>Wards</b>	Ward 3		
<b>Version Name</b>	Main (Active)		

**Project Description**

The Provincial Offences Division requires renovations to 350 City Hall should Council decide they are to operate there. Since the Westcourt Building Fire in November 2019, POA was forced to relocate operations to 350 in order to provide a service level to the public. However, renovations to 350 are needed for POA to maintain service levels on a permanent basis.

**Version Description**

\$3,734,000 is the Base Cost for the detailed design and construction of the building renovations at the 350 / 400 City Hall Square Campus to accommodate the Permanent Relocation of the Provincial Offences Program

Base Cost, inclusive of financing costs, will be recovered over the next approximate 12 years through the transfer of annual operational funding in the amount of at least \$316,000 from POA's lease budget which is no longer required for the Westcourt location.

Opened per Sept. 28 In-Camera Report a CR # of CR483/2020.

Project Comments/Reference	Version Comments
7209011	

Project Detailed Forecast		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>GL Account</b>												
<b>Expenses</b>												
5410	Construction Contracts - TCA	316,000	316,000	316,000	316,000	316,000	316,000	316,000	316,000	316,000	258,000	3,102,000
	Total	316,000	316,000	316,000	316,000	316,000	316,000	316,000	316,000	316,000	258,000	3,102,000
<b>Revenues</b>												
7055	TRANSFER From Current Funds	316,000	316,000	316,000	316,000	316,000	316,000	316,000	316,000	316,000	258,000	3,102,000
	Total	316,000	316,000	316,000	316,000	316,000	316,000	316,000	316,000	316,000	258,000	3,102,000

Related Projects		Historical Approved Budget			Operating Budget Impact	
			Revenue			
		<u>Year</u>	<u>Total Expense</u>	<u>Net City Cost</u>	<u>Subsidies</u>	
		2021	316,000	0	316,000	
		2022	316,000	0	316,000	
Year Identified	Start Date	Project Type for 2023	Project Lead	Est. Completion Date		
2020		Growth: 100.0 % Maintenance: 0.0 %	Melissa Ryan	2032		

# 2023 Recommended Capital Budget



## Capital Project Summaries

**Office of the Commissioner of Corporate Services**



# Project Version Summary

<b>Project #</b>	ECB-044-18	<b>Service Area</b>	Corporate Services
<b>Budget Year</b>	2023	<b>Department</b>	Asset Planning
<b>Asset Type</b>	Unassigned	<b>Division</b>	Asset Planning
<b>Title</b>	Financing Charges		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Community & Economic Development		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

**Project Description**  
 On Tues. Jan. 16th, 2018, City Council approved the 2018 Enhanced Capital Budget Plan for a number of specific projects in the form of placeholder allocations subject to detailed reports to be prepared for Council's consideration.

**Version Description**

<b>Project Comments/Reference</b>	<b>Version Comments</b>
7145005	COMMITMENT: CR4/2019 - C 217/2018: 2023 F169 \$75,000

<b>Project Detailed Forecast</b>											
GL Account	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>											
4530 Temporary Financing Costs	75,000	0	0	0	0	0	0	0	0	0	75,000
Total	75,000	0	0	0	0	0	0	0	0	0	75,000
<b>Revenues</b>											
169CF Committed Funding	75,000	0	0	0	0	0	0	0	0	0	75,000
Total	75,000	0	0	0	0	0	0	0	0	0	75,000

<b>Related Projects</b>	<b>Historical Approved Budget</b>				<b>Operating Budget Impact</b>
			<b>Revenue</b>		
	<b>Year</b>	<b>Total Expense</b>	<b>Net City Cost</b>	<b>Subsidies</b>	
	2018	20,000	20,000	0	
	2020	64,000	64,000	0	

<b>Year Identified</b>	<b>Start Date</b>	<b>Project Type for 2023</b>	<b>Project Lead</b>	<b>Est. Completion Date</b>
------------------------	-------------------	------------------------------	---------------------	-----------------------------



2018	January 1, 2018	Growth: 100.0 % Maintenance: 0.0 %	Mike Dennis	TBD`
------	-----------------	---------------------------------------	-------------	------



# Project Version Summary

<b>Project #</b>	FIN-001-17	<b>Service Area</b>	Corporate Services
<b>Budget Year</b>	2023	<b>Department</b>	Asset Planning
<b>Asset Type</b>	Unassigned	<b>Division</b>	Asset Planning
<b>Title</b>	Asset Planning Service Design and Implementation		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Corporate Technology		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

<b>Project Description</b>	This funding is to ensure completion of several projects currently in development including the 20-year life cycle costing models for City of Windsor assets.
----------------------------	---

<b>Version Description</b>	
----------------------------	--

<b>Project Comments/Reference</b>	<b>Version Comments</b>
7131117	

<b>Project Detailed Forecast</b>		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>GL Account</b>												
<b>Expenses</b>												
2915	Consulting Services - External	520,000	0	0	0	250,000	150,000	400,000	150,000	0	0	1,470,000
	Total	520,000	0	0	0	250,000	150,000	400,000	150,000	0	0	1,470,000
<b>Revenues</b>												
028	Sewer Surcharge	0	0	0	0	0	0	0	0	0	0	0
169	Pay As You Go - Capital Reserve	0	0	0	0	250,000	150,000	400,000	150,000	0	0	950,000
221	Service Sustainability Investm	520,000	0	0	0	0	0	0	0	0	0	520,000
	Total	520,000	0	0	0	250,000	150,000	400,000	150,000	0	0	1,470,000

Related Projects		Historical Approved Budget			Operating Budget Impact		
		Revenue					
		Year	Total Expense	Net City Cost	Subsidies		
		2017	110,000	110,000	0		
		2020	547,000	547,000	0		
Year Identified	Start Date	Project Type for 2023		Project Lead	Est. Completion Date		
2017	January 1, 2017	Growth: 0.0 % Maintenance: 100.0 %		Natasha Gabbana	Ongoing`		



# Project Version Summary

<b>Project #</b>	FIN-001-19	<b>Service Area</b>	Corporate Services
<b>Budget Year</b>	2023	<b>Department</b>	Asset Planning
<b>Asset Type</b>	Unassigned	<b>Division</b>	Asset Planning
<b>Title</b>	Grant Matching Funding and Mitigating Inflationary Pressures		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Community & Economic Development		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

<b>Project Description</b>	Project funding recommended to address capital project inflationary pressures and provide additional funding needed for the City's matching contributions for grant funding, if needed.
----------------------------	---

<b>Version Description</b>	This funding will assist with addressing matching funding requirements for grants which do not have enough funding to meet the matching requirements. This will also assist in expediting the grant approval process as the DOA 3.25 requirements for approval of grants could be met confirming municipal funding is in place. The project will also assist to mitigate against tender pricing increases, after exhausting all other options to mitigate any variance. Use of the funds for grants will be reported to City Council through the annual DOA report and use of the funds for mitigating inflationary pressures will be reported through the semi-annual Capital Variance report.
----------------------------	---

<b>Project Comments/Reference</b>	<b>Version Comments</b>
7191009	

<b>Project Detailed Forecast</b>											
GL Account	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>											
5410 Construction Contracts - TCA	1,037,751	913,253	250,000	300,000	2,750,000	1,000,000	1,471,665	1,475,000	1,200,000	0	10,397,669
Total	1,037,751	913,253	250,000	300,000	2,750,000	1,000,000	1,471,665	1,475,000	1,200,000	0	10,397,669
<b>Revenues</b>											
028 Sewer Surcharge	0	0	0	0	0	0	0	0	0	0	0
153 Sewer Surcharge	1,037,751	713,253	0	0	2,000,000	1,000,000	1,000,000	1,000,000	900,000	0	7,651,004
169 Pay As You Go - Capital Reserve	0	200,000	250,000	300,000	750,000	0	471,665	475,000	300,000	0	2,746,665
221 Service Sustainability Investm	0	0	0	0	0	0	0	0	0	0	0
Total	1,037,751	913,253	250,000	300,000	2,750,000	1,000,000	1,471,665	1,475,000	1,200,000	0	10,397,669

Related Projects		Historical Approved Budget			Operating Budget Impact
			Revenue		
		Year	Total Expense	Net City Cost	Subsidies
		2019	215,000	215,000	0
		2020	1,176,000	1,176,000	0
		2021	1,087,751	1,087,751	0
		2022	287,751	287,751	0
Year Identified	Start Date	Project Type for 2023	Project Lead	Est. Completion Date	
2019	January 1, 2019	Growth: 100.0 % Maintenance: 0.0 %	Natasha Gabbana	Ongoing`	



# Project Version Summary

<b>Project #</b>	FIN-001-23	<b>Service Area</b>	Corporate Services
<b>Budget Year</b>	2023	<b>Department</b>	Asset Planning
<b>Asset Type</b>		<b>Division</b>	Asset Planning
<b>Title</b>	Corporate Inflation Mitigation		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Capital Reserve Replenishment		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

<b>Project Description</b>	Funding allocated to this project will be used to address additional funding required in other projects due to inflation.
----------------------------	---

<b>Version Description</b>	Allocation of these funds will be approved by the Chief Administrative Officer, subject to review of the CFO / City Treasurer. All allocations of funding will be reported to Council via the semi-annual capital variance report.
----------------------------	--

<b>Project Comments/Reference</b>	<b>Version Comments</b>
-----------------------------------	-------------------------

<b>Project Detailed Forecast</b>											
<b>GL Account</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>	<b>Total</b>
<b>Expenses</b>											
5410 Construction Contracts - TCA	1,265,000	574,388	999,630	2,662,355	9,498,627	0	0	0	0	0	15,000,000
Total	1,265,000	574,388	999,630	2,662,355	9,498,627	0	0	0	0	0	15,000,000
<b>Revenues</b>											
028 Sewer Surcharge	0	0	0	0	0	0	0	0	0	0	0
153 Sewer Surcharge	0	0	0	0	0	0	0	0	0	0	0
153CF Committed Funding	1,265,000	574,388	999,630	764,939	1,396,043	0	0	0	0	0	5,000,000
169 Pay As You Go - Capital Reserve	0	0	0	0	0	0	0	0	0	0	0
169CF Committed Funding	0	0	0	1,897,416	3,102,584	0	0	0	0	0	5,000,000
221 Service Sustainability Investm	0	0	0	0	0	0	0	0	0	0	0
221CF Committed Funding	0	0	0	0	5,000,000	0	0	0	0	0	5,000,000
Total	1,265,000	574,388	999,630	2,662,355	9,498,627	0	0	0	0	0	15,000,000

Related Projects		Historical Approved Budget		Operating Budget Impact
Year Identified	Start Date	Project Type for 2023	Project Lead	Est. Completion Date
2023		Growth: 0.0 % Maintenance: 100.0 %	Joe Mancina	TBD`



# Project Version Summary

<b>Project #</b>	FIN-004-18	<b>Service Area</b>	Corporate Services
<b>Budget Year</b>	2023	<b>Department</b>	Asset Planning
<b>Asset Type</b>	Unassigned	<b>Division</b>	Asset Planning
<b>Title</b>	Enterprise Wide Energy Management System Software		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Corporate Property Infrastructure		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

## Project Description

Centralized and common support for the development and installation of an energy management system throughout the City of Windsor's many properties and buildings brings an enhanced means of addressing shared issues. This includes joining and leveraging similar projects for overall capital cost savings, and bettering communication and transparency concerning energy asset management throughout the Corporation.

Because energy data is currently received at regular billing intervals, heightened consumption is ordinarily observed between thirty and forty-five days following an event. Daily monitoring enabled by an integrated monitoring system can prevent the persistence of increased consumption and cost by alerting Energy Initiatives to respond to anomalies in individual equipment use and a facility's power quality, which can prolong the life of motors, pumps, compressors, and other systems throughout the Corporation.

For power generation and energy infrastructure projects, improved technical collaboration among the City of Windsor and stakeholders in Windsor's energy supply (EnWin Utilities, District Energy Windsor, and Union Gas) are capable of delivering added value by marrying individual efforts for more impactful and cost-effective projects. Facilitating this cooperation and the development of an integrated energy management system requires a dedicated individual to liaise between the City of Windsor's Asset Planning, Facilities, and Information Technology (I.T.) departments toward establishing its fundamental elements of hardware, software, and infrastructure including distributed sub-metering and building automation systems. It further involves coordinating process changes both internally and at Windsor's utilities for the real-time collection and transmission of electricity, natural gas, and district energy consumption data.

## Version Description

## Project Comments/Reference

## Version Comments

## Project Detailed Forecast

GL Account	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>											
5410 Construction Contracts - TCA	0	0	0	0	0	0	0	300,000	0	0	300,000
Total	0	0	0	0	0	0	0	300,000	0	0	300,000
<b>Revenues</b>											
169 Pay As You Go - Capital Reserve	0	0	0	0	0	0	0	300,000	0	0	300,000
Total	0	0	0	0	0	0	0	300,000	0	0	300,000

Special Meeting of Council - 2023 Operating & Capital Budgets - April 3, 2023



Related Projects		Historical Approved Budget		Operating Budget Impact			
				Effective Date	Unknown	Exp/(Rev)	FTE Impact
				Description		0	0
				Ongoing Maintenance			
Year Identified	Start Date	Project Type for 2023	Project Lead	Est. Completion Date			
2018	October 1, 2020	Growth: 0.0 % Maintenance: 0.0 %	Sergio Grando/Cole Nadalin	TBD`			



# Project Version Summary

<b>Project #</b>	FIN-009-15	<b>Service Area</b>	Corporate Services
<b>Budget Year</b>	2023	<b>Department</b>	Asset Planning
<b>Asset Type</b>	Unassigned	<b>Division</b>	Asset Planning
<b>Title</b>	Capital Reserve Replenishment Allocation		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Capital Reserve Replenishment		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

**Project Description**  
 As per Council's previous directions relative to ensuring long term financial stability, and to ensure that the City's cash balances are sufficient to self finance capital projects without the need to resort to a high cost of external borrowing, funding is being allocated to replenish and bolster reserves. These allocations are also meant to provide liquidity that could be accessed to fund unfunded or unexpected costs such as settlements of significant legal claims or significant retroactive payments relating to major property tax appeals.

**Version Description**

<b>Project Comments/Reference</b>	<b>Version Comments</b>
-----------------------------------	-------------------------

<b>Project Detailed Forecast</b>											
GL Account	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>											
4248 TRANSFER to Reserve Account	1,670,000	1,670,000	1,670,000	1,670,000	1,670,000	1,710,000	1,710,000	1,710,000	1,710,000	3,210,000	18,400,000
Total	1,670,000	1,670,000	1,670,000	1,670,000	1,670,000	1,710,000	1,710,000	1,710,000	1,710,000	3,210,000	18,400,000
<b>Revenues</b>											
169 Pay As You Go - Capital Reserve	1,670,000	1,670,000	1,670,000	1,670,000	1,670,000	1,710,000	1,710,000	1,710,000	1,710,000	3,210,000	18,400,000
Total	1,670,000	1,670,000	1,670,000	1,670,000	1,670,000	1,710,000	1,710,000	1,710,000	1,710,000	3,210,000	18,400,000

Related Projects		Historical Approved Budget			Operating Budget Impact				
		Year	Total Expense	Revenue		Effective Date	Unknown	Exp/(Rev)	FTE Impact
				Net City Cost	Subsidies				
		2016	3,210,000	3,210,000	0				
		2017	3,210,000	3,210,000	0				
		2018	3,210,000	3,210,000	0				
		2019	3,210,000	3,210,000	0				
		2020	3,210,000	3,210,000	0				
		2021	3,450,000	3,450,000	0				
		2022	1,670,000	1,670,000	0				
Year Identified	Start Date	Project Type for 2023		Project Lead	Est. Completion Date				
2015	January 1, 2016	Growth: 100.0 % Maintenance: 0.0 %		Mike Dennis	TBD`				



# Project Version Summary

<b>Project #</b>	FIN-001-14	<b>Service Area</b>	Corporate Services
<b>Budget Year</b>	2023	<b>Department</b>	Finance
<b>Asset Type</b>	Unassigned	<b>Division</b>	Financial Planning
<b>Title</b>	Development Charges Study and Bylaw Update		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Community & Economic Development		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

<b>Project Description</b>	To update Development Charges Study and Bylaw every 5 years, as per the Development Charges Act.
----------------------------	--

<b>Version Description</b>	The City-wide DC Background Study & Bylaw requires updating every 5 years and was last updated in 2020.
----------------------------	---

<b>Project Comments/Reference</b>	(Closed: 7142002)/7183004	<b>Version Comments</b>	
-----------------------------------	---------------------------	-------------------------	--

<b>Project Detailed Forecast</b>											
GL Account	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>											
5410 Construction Contracts - TCA	0	50,000	50,000	0	0	0	60,000	60,000	0	0	220,000
Total	0	50,000	50,000	0	0	0	60,000	60,000	0	0	220,000
<b>Revenues</b>											
121 Dev Chg - General	0	0	0	0	0	0	0	0	0	0	0
169 Pay As You Go - Capital Reserve	0	50,000	50,000	0	0	0	60,000	60,000	0	0	220,000
Total	0	50,000	50,000	0	0	0	60,000	60,000	0	0	220,000

<b>Related Projects</b>	<b>Historical Approved Budget</b>				<b>Operating Budget Impact</b>		
	<u>Year</u>	<u>Total Expense</u>	<u>Net City Cost</u>	<u>Revenue</u> <u>Subsidies</u>	<u>Effective Date</u>	<u>Unknown</u>	<u>Exp/(Rev) FTE Impact</u>
	2014	40,000	40,000	0			0 0
	2015	40,000	40,000	0			
	2018	120,000	120,000	0			
	2019	40,000	40,000	0			
	2020	40,000	40,000	0			
	No Operating Budget Impact						

Year Identified	Start Date	Project Type for 2023	Project Lead	Est. Completion Date
2016	January 1, 2018	Growth: 0.0 % Maintenance: 0.0 %	Tony Ardovini	Ongoing`



## Project Version Summary

<b>Project #</b>	HCP-001-07	<b>Service Area</b>	Corporate Services
<b>Budget Year</b>	2023	<b>Department</b>	Human Resources
<b>Asset Type</b>	Unassigned	<b>Division</b>	Administration - Human Resources
<b>Title</b>	Accessibility - ODA Compliance		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Corporate Property Infrastructure		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

### Project Description

On September 25, 2006, City Council approved CR463/2006 concerning capital project 7035138 in which it confirmed the policy of the City of Windsor to support the removal of barriers for people with disabilities in corporate departments as prioritized by the Windsor Accessibility Advisory Committee.

In addition, CR463/2006 approved the dedication of \$50,000 per year for the removal of non-built environment barriers (this portion focuses on items such as sign language interpreters, translations to more accessible formats etc.). Up to \$50,000 annually can be allocated for such purposes and any portion of the yearly \$50,000 that is not utilized rolls over to be available for built environment initiatives in future years.

### Version Description

This Capital project provides financial support for corporate departments to identify and provide a process to remove accessibility barriers in City properties and facilities. Departments may bring a funding application to the Windsor Accessibility Advisory Committee and the Committee makes recommendations regarding the approval of the funding applications.

This Capital project is prioritized and administered by the Windsor Accessibility Advisory Committee (WAAC) to ensure that funding for projects to remove barriers has been reviewed by and prioritized by people with disabilities. Adequate and ongoing funding to this fund ensures that accessibility barriers to both the built and non-built environment can be adequately addressed and that the process ensure persons with disabilities are involved in the decision-making process.

Project Comments/Reference	Version Comments
7035138 closed/7086008	<p>This Capital project has been extremely valuable to address the needs of Departments and our customers that go above and beyond the AODA requirements. The AODA is meant to be a proactive tool so that organizations meet certain accessibility standards but retrofits are not required under the legislation. Customers can still request improvements above and beyond the AODA and if organizations do not address reasonable requests they can face potential Human Rights complaints. This fund allows our City Departments to identify projects that fall in this gap and will offer accessibility enhancements that will then undergo the review of our Accessibility Advisory Committee to determine the projects that most meet the needs of our community.</p> <p>This project has allowed for some wonderful community projects that have greatly improved accessibility of our Corporate services and facilities over the years. Just a handful of wonderful projects this Capital Project has helped to fund :</p> <ul style="list-style-type: none"> <li>• Accessible beach mats and 2 accessible floating Mobi Chairs at Sandpoint beach,</li> <li>• Hydraulic lift adult change tables at a number of facilities across the City,</li> <li>• Ceiling lifts, Hoyer power advanced portable lifts and also pool lifts,</li> <li>• Water wheelchairs and accessible floatation devices,</li> <li>• Additional audible pedestrian signals in key areas identified to meet community needs</li> <li>• Additional accessible door actuators in identified facilities</li> <li>• Accessible outdoor fitness equipment</li> <li>• Lower customer service counters</li> <li>• Accessible sign enhancements at a number of facilities</li> <li>• Accessible washroom and accessible change room upgrades at key identified facilities</li> </ul>

Project Detailed Forecast											
GL Account	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>											
5410 Construction Contracts - TCA	0	50,000	50,000	50,000	50,000	0	0	250,000	0	0	450,000
Total	0	50,000	50,000	50,000	50,000	0	0	250,000	0	0	450,000
<b>Revenues</b>											
160 Capital Expenditure Reserve	0	50,000	50,000	50,000	50,000	0	0	250,000	0	0	450,000
Total	0	50,000	50,000	50,000	50,000	0	0	250,000	0	0	450,000

Related Projects		Historical Approved Budget			Operating Budget Impact				
		Year	Total Expense	Revenue		Effective Date	Unknown	Exp/(Rev)	FTE Impact
				Net City Cost	Subsidies				
		2007	100,000	100,000	0				
		2008	100,000	100,000	0				
		2009	300,000	300,000	0				
		2010	300,000	300,000	0				
		2014	100,000	100,000	0				
		2015	100,000	100,000	0				
		2020	100,000	100,000	0				
		2021	100,000	100,000	0				
		2022	100,000	100,000	0				
Year Identified	Start Date	Project Type for 2023		Project Lead	Est. Completion Date				
2007	January 1, 2015	Growth: 0.0 % Maintenance: 0.0 %		Gayle Jones	Ongoing`				





## Project Version Summary

<b>Project #</b>	HRS-001-19	<b>Service Area</b>	Corporate Services
<b>Budget Year</b>	2023	<b>Department</b>	Human Resources
<b>Asset Type</b>	Unassigned	<b>Division</b>	Administration - Human Resources
<b>Title</b>	Diversity and Inclusion Initiative (Phases 1 and 2)		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Community & Economic Development		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

### Project Description

The Mayor and City Council remain dedicated to continually taking steps to learn and grow as a community and they recognize that our diversity adds to our strength and creates an important opportunity for fostering understanding, acceptance, and innovation.

This Diversity and Inclusion Initiative is the next proactive step to provide a detailed review and measurable plan to further enhance our efforts. Its purpose is to proactively address the every changing unique wants and needs of our diverse community and strive to attract and retain an innovative, talented, and diverse workforce with the needed skills, experience and dedication to excellence. This initiative is yet another tool to help shape our future in a direction that complements our 20 year strategic vision.

**Version Description**

City Council Decision CR361/2018 approved the City of Windsor’s Diversity and Inclusion Initiative, authorized Administration to distribute a Workforce Census to staff, provided funding in the amount of \$62,800 from the Budget Stabilization Reserve Account to cover budget needs for the remainder of 2018, directed Administration to bring forward future costing requirements as it relates to the Diversity and Inclusion initiative for Council’s consideration at future Capital Budget periods. As this is a multi-year Initiative, sufficient, additional, ongoing funding throughout the duration of the Initiative is needed to ensure that all of the endorsed Goals, Objectives and Action Items are all appropriately addressed. The majority of the Action items outlined for phase one of the initiative are underway and others have been completed. Some of the highlights of the Initiative thus far are the roll out of the results of the first corporate workforce Census, a communication campaign, implementation of an Internal Diversity Committee, called the Inclusive Action Network, as well as a number of Employee Resource Groups. The intent of these groups is to utilize the ideas and experiences of our diverse employees to help find effective, workable solutions to issues, while providing a space for those employees to feel more engaged with and connected to the company. To date, with the guidance and assistance of these groups, we have created a corporate Diversity Calendar, successfully implemented Video remote interpreting at numerous customer service areas, rolled out a variety of staff training, and conducted events to bring together employees to learn about diversity (Topics have included, Black history month, Women’s history month, LGBTQ+ film festival, Mental Health awareness, Intergenerational trivia, Invisible disabilities panel discussion, Canada day trivia, Brain injury awareness, and Indigenous documentaries).

There are seven (7) essential areas to the requirements of the Diversity and Inclusion Initiative: enhanced training, effective communication, leveraging technology , inclusion campaign, community outreach, efficient project administration, departmental needs .It has been identified that effectively addressing each of these 7 areas is essential to fulfilling the measurable Goals, Objectives and Action Items in this initial phase of the Initiative.

Phase Two (Community outreach) is currently in the final stages before roll out. A great deal of work went into creating a thorough RFP to seek an experienced consultant with lived experience to assist with an Anti-Racism and Anti Discrimination consultation and action plan for the Corporation and community. The purpose of the consultation is to facilitate a better understanding of the issues, challenges, systemic barriers, and discrimination experienced by a variety of groups including Indigenous Peoples, Black people, Racialized people and other equity-deserving communities including, diverse faith communities, persons living with disabilities, culturally diverse communities, women, and the 2SLGBTQIA+ communities, the Corporation is embarking on a process of discovery, driven by a thorough consultation process, designed to engage a broad range of diverse residents, community leaders, organizations, and staff to solicit feedback for the purpose of identifying those systemic barriers and issues that prevent all members of the community from fully participating and enjoying all that their community has to offer. The selected proponent will design and deploy a range of community-based engagement tools/methods with the purpose of engaging diverse residents and staff and identifying issues, barriers, gaps, challenges, and opportunities. After the broad consultation, the proponent will work with city administration and a small group of key members of the above noted communities to review the summarized findings, prioritize, and identify the most salient issues, barriers, gaps, opportunities and best practices. This review and feedback will be used by the proponent to help craft a relevant and responsive Anti-Racism/Anti-Discrimination Strategy including goals, recommendations and actionable initiatives.

Given that the Diversity and Inclusion Initiative is a key component of the risk mitigation strategies tied to 4 of the identified Enterprise risks, this program is as a key priority for the Corporation and includes risks to Attraction & Retention; Socio-Cultural; Portrayal and Organizational Culture.

**Project Comments/Reference**

7192002

**Version Comments**

**Project Detailed Forecast**

GL Account	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>											
2915 Consulting Services - External	50,000	30,000	0	0	0	0	0	0	0	0	80,000
Total	50,000	30,000	0	0	0	0	0	0	0	0	80,000
<b>Revenues</b>											
169 Pay As You Go - Capital Reserve	50,000	30,000	0	0	0	0	0	0	0	0	80,000
Total	50,000	30,000	0	0	0	0	0	0	0	0	80,000

Related Projects		Historical Approved Budget			Operating Budget Impact					
		Year	Total Expense	Revenue		Effective Date	Unknown	Exp/(Rev)	FTE	Impact
				Net City Cost	Subsidies					
		2019	120,000	120,000	0					
		2020	120,000	120,000	0					
		2022	50,000	50,000	0					
		<p>Corporate Inclusion</p> <p>Through the several types of risk assessments conducted at the City of Windsor, mitigation strategies have been identified to help reduce significant and critical risks to a tolerable level. The Diversity and Inclusion Initiative is a key component of the risk mitigation strategies tied to 4 of the identified Enterprise risks: 1. Attraction &amp; Retention - Making job descriptions more flexible to ensure top candidates are not unnecessarily deemed unqualified 2. Socio-Cultural - Targeting a wider demographic through implementation of Diversity Plan 3. Portrayal - Promoting a positive message about the City, its livability and opportunities 4. Organizational Culture - Undertake targeted audits aimed at resolving cultural and organizational issues in various work areas</p>								
Year Identified	Start Date	Project Type for 2023		Project Lead	Est. Completion Date					
2019	June 18, 2018	Growth: 100.0 % Maintenance: 0.0 %		Gayle Jones	2024`					



## Project Version Summary

<b>Project #</b>	HRS-002-17	<b>Service Area</b>	Corporate Services
<b>Budget Year</b>	2023	<b>Department</b>	Human Resources
<b>Asset Type</b>	Unassigned	<b>Division</b>	Administration - Human Resources
<b>Title</b>	Corporate Ergonomic Equipment		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Corporate Property Infrastructure		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

### Project Description

In order to move into a more proactive approach towards ergonomics, in 2016 Human Resources, with the endorsement of the Chief Administrative Officer, the Corporate Leadership Team and City Council, moved away from the third party contracted service for the completion of ergonomic assessments and wellness programming to the establishment of an in-house ergonomist and wellness specialist.

As part of our proactive approach and ongoing commitment to our employees well being, inclusive of cost reductions, a Musculoskeletal Prevention Program has been put in place to address ergonomic issues arising from Ministry of Labour orders, WSIB Claims, new work processes, legislative changes and requirements for the Corporation.

The enforcement of ergonomics by the Ministry of Labour has typically been under the general duty clause of Section 25(2)(h) and Section 25 (2)(d), employers' duty to acquaint their workers with hazards of the Occupational Health and Safety Act (OHSA). In addition, orders are issued under various related regulatory requirements, such as safe handling of materials under the Industrial Establishments Section 45 and provision of adequate lighting under Section 21.

With approved funding, this project will assist to enhance the Musculoskeletal Prevention Program and enable us to move towards continuous improvement by funding opportunities that may arise related to new ergonomic research, initiatives and leading technologies being made available.

**Version Description**

The hazards that can cause musculoskeletal concerns are usually associated with the physical demands of work activities. For example, employees may injure themselves by:

- Lifting or pushing loads that require excessive force;
- Reaching or bending in an awkward posture;
- Holding the same position for a long time; or
- Repeating the same movements over and over with little chance for rest or recovery.

Through the application of ergonomics principles, the risk of injury posed by such hazards can be eliminated or reduced. The implementation of our corporate Musculoskeletal Prevention Program, aims to provide a plan for overall prevention, accommodation and accident/incident reduction for our employees to result in a robust and well round Health, Safety and Wellness Program. To date a Musculoskeletal Disorder Prevention Program Procedure has been put in place along with an on-line Injury Prevention training program, the latter of which provides specific detail on safe guarding workers from ergonomic-type injuries.

The current program includes the following aspects:

- an MSD Prevention Program Framework
- employee education and training structure
- a process for Ergonomic Risk Assessment requests

Moving our Musculoskeletal Prevention Program forward, we foresee using the request of \$35,000 to assist with covering such expenses as:

- Purchase of ergonomic equipment, software and appropriate tools to continue completing our ergonomic assessments in house as required
- Purchase of ergonomic equipment and tools for our Corporate Training room to accommodate employees' needs
- Purchase of training programs to assist with implementing specific training to the different areas of work undertaken by workers of the Corporation where our injury statics demonstrate higher rates of MSD injuries.

**Project Comments/Reference**

This project represents the Corporation's ongoing commitment to ensure the Corporations health & safety standards and plans are functioning properly. With the implementation of our robust Musculoskeletal Prevention Program, actions have been taken to proactively work towards reducing workplace injury risk and lowering our WSIB claims and STD and LTD costs.

**Version Comments**

**Project Detailed Forecast**

<b>GL Account</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>	<b>Total</b>
<b>Expenses</b>											
5110 Machinery & Equipment - TCA	0	35,000	0	0	0	0	0	0	0	0	35,000
Total	0	35,000	0	0	0	0	0	0	0	0	35,000
<b>Revenues</b>											
169 Pay As You Go - Capital Reserve	0	35,000	0	0	0	0	0	0	0	0	35,000
Total	0	35,000	0	0	0	0	0	0	0	0	35,000

Related Projects		Historical Approved Budget		Operating Budget Impact	
				<b>Effective Date</b> Unknown <b>Description</b> No operating budget impact.	<b>Exp/(Rev) FTE Impact</b> 0 0
Year Identified	Start Date	Project Type for 2023	Project Lead	Est. Completion Date	
2017	January 1, 2020	Growth: 0.0 % Maintenance: 0.0 %	Julie Ryckman / Sarah Fox	Ongoing`	



## Project Version Summary

<b>Project #</b>	HRS-002-08	<b>Service Area</b>	Corporate Services
<b>Budget Year</b>	2023	<b>Department</b>	Human Resources
<b>Asset Type</b>	Unassigned	<b>Division</b>	Occupational H&S & Wellness
<b>Title</b>	Corporate Health and Safety Program - Assessments		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Corporate Property Infrastructure		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

### Project Description

This project was created to fund health and safety issues arising from Ministry of Labour orders, new work processes, legislative changes and requirements for the Corporation. Over the past several years, the Ministry of Labour and the Workplace Safety and Insurance Board have been much more proactive with companies who don't measure up to health & safety rules and regulations. The Ontario Ministry of Labour has made a commitment to audit and inspect every employer in Ontario. The Ministry is targeting all employers, starting with workplaces with poor health & safety records. Accordingly, the Ministry of Labour has hired and trained hundreds of new health & safety inspectors since 2004. The government is clearly determined to level the playing field for all companies and to penalize those organizations who are trying to gain an unfair advantage by ignoring health & safety.

Since March 31, 2004, new occupational health & safety duties and criminal liabilities added to the Criminal Code (in Bill C-45) affect both individuals and organizations in Canada. For the first time, both individuals and organizations (including directors, executives and managers) are under an increased obligation to take reasonable steps to protect workers and the public; they must ensure accountability for a safe work environment or the Corporation faces a heightened risk of additional orders, fines and penalties.

Given the size of the Corporation's workforce, the number of worksites, the range of types of work we undertake each day and our commitment to maintaining compliance with OHS reporting requirements, the MOL visits our sites on a continuous and proactive basis.

**Version Description**

The following are the types of health and safety issues which are commonly in need of addressing but without dedicated funding:

- assessments of indoor air quality concerns (i.e. humidity, confirmation of compliance on exposure limits), average cost \$1,500 per assessment
  - industrial hygiene assessments for the presence of mould, average cost \$1,700 per assessment
  - designated substance assessments to identify the presence and condition of any of these eleven substances, average cost \$ 800 to 1,000.00 depending upon the site
  - engineering assessments for implementing engineering controls (i.e. retrofitting current equipment and developing specifications for purchases of new equipment) the costing for which varies due to factors such as the complexity of the equipment/process, the number of pieces of equipment affected, etc.
- In 2018, the Workplace Safety and Insurance Board conducted a Work Well Assessment for Transit Windsor. The results of this Assessment may require changes or new processes be implemented that have financial requirements.
- Each year the MOL conducts a number of targeted safety blitzes based on accident and injury data from Ontario Workplaces. An example of such a blitz is the annual Young Worker Safety blitz, which can include random site visits at worksites where our student lottery hires are deployed, and have the potential to result in orders to the Corporation if non-compliance is identified at any site. Achieving compliance with orders may require financial resources to undertake such items as training, purchase of equipment and/or personal protective equipment and hygiene testing.

Ministry of Labour blitzes scheduled in 2022 and 2023 are:

- Healthy workers in healthy workplaces – occupational disease
- Health care initiatives - Safe transition/transfer of care
- Industrial initiatives - Workplace violence in education, material handling strategy
- Specialized Professional Services Initiative - Respiratory protection (hygiene), asbestos in building structures (hygiene)

**Project Comments/Reference**

(Closed: 7091019 - Project funding of \$100,000 approved in 2009)  
 Active: 7081015  
 This project represents the Corporation's ongoing commitment to ensure the Corporation's health & safety standards and plans are functioning properly. Once testing and assessments are completed, the required changes, implementations, and safety standards must be accommodated which comes at a cost.

**Version Comments**

In 2012 a project was undertaken through an RFP process for the conducting of asbestos surveys and designated substance assessments over a 5 year period. Initially, 29 corporately-owned sites were prioritized making up the majority of the primary sites where our employees work. Having completed surveying of the 29 sites originally prioritized, we are moving on to complete surveys for the remaining sites which our employees attend, possibly on a less frequent basis; sites which may have only partial surveys; and newly acquired properties. As of August 2022, our records indicate the Corporation owns 198 properties. The cost of individual site surveys varies depending on such factors as the total square footage, number of renovations and year of build. As of the time of this report, 14 properties remain in need of surveying.

**Project Detailed Forecast**

GL Account	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>											
2220 Maintenance Parts & Materials	0	0	0	0	0	0	0	117,250	0	0	117,250
Total	0	0	0	0	0	0	0	117,250	0	0	117,250
<b>Revenues</b>											
160 Capital Expenditure Reserve	0	0	0	0	0	0	0	117,250	0	0	117,250
Total	0	0	0	0	0	0	0	117,250	0	0	117,250



Related Projects		Historical Approved Budget			Operating Budget Impact				
		Year	Total Expense	Revenue		Effective Date	Unknown	Exp/(Rev)	FTE Impact
				Net City Cost	Subsidies				
		2008	25,000	25,000	0				
		2009	100,000	100,000	0				
		2012	25,000	25,000	0				
		2013	10,000	0	10,000				
		2014	10,000	10,000	0				
		2015	10,000	10,000	0				
		2016	10,000	10,000	0				
		2017	10,000	10,000	0				
		2018	10,000	10,000	0				
		2019	10,000	10,000	0				
		2020	10,000	10,000	0				
		2021	10,000	10,000	0				
<b>Year Identified</b>	<b>Start Date</b>	<b>Project Type for 2023</b>		<b>Project Lead</b>		<b>Est. Completion Date</b>			
2008	January 1, 2015	Growth: 0.0 % Maintenance: 0.0 %		Julie Ryckman		Ongoing`			

# 2023 Recommended Capital Budget



## Capital Project Summaries

**Office of the Commissioner of Human and Health Services**



## Project Version Summary

<b>Project #</b>	HCS-001-07	<b>Service Area</b>	Human & Health Services
<b>Budget Year</b>	2023	<b>Department</b>	Housing & Children's Services
<b>Asset Type</b>	Unassigned	<b>Division</b>	Housing Services
<b>Title</b>	City Housing Reserve Fund		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Community & Economic Development		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

### Project Description

Windsor and Essex County Social Housing units represent over 7,900 housing units in the region with an estimated value of \$500 million and yearly operating budgets of \$70 million. These units are a vital and valuable resource to the community. Many of the projects have been part of this community for many years, are aging and require significant renewal.

The Social Housing Reserve Fund was established in 2001 using the one-time transfer of \$2.4 million from the Ministry of Municipal Affairs and Housing (MMAH).

This fund was established "to cover the risks associated with future increases" in the social housing program. This includes the cost of capital repairs in the housing stock, to offset the impact of underfunded capital reserves, the impact of potential increases in interest rates, the impact of maturing mortgages and the impact of the legislated funding model. In the event that housing providers require emergency repairs and the provider has insufficient funds for the work, the fund can be accessed. This fund will also be accessed to deal with periodic building reviews, capital reserve fund studies and other capital planning activities and housing related initiatives. The current available balance of this fund after Council approved commitments is approximately \$2.28M as at July 31, 2022.

In early 2019, as part of the 2018 Year-end Operating Budget Variance Report, Council approved the establishment of a new Reserve Fund entitled the City Housing Reserve Fund. This fund was created to retain 100% City funded contributions for the purposes of funding future Social and Affordable Housing costs. The current available balance at July 31, 2022 is approximately \$3.024 M.

Prudent business practice would indicate that the service manager has a duty to ensure that funds are available to deal with both expected and unexpected events that arise within the social housing portfolio. In 2010, a total of \$294,000 (\$200,000 City) was transferred to the Social Housing Reserve fund. All requests for years after 2011 have not been recommended for approval and deferred to future years. The County of Essex would share approx. 35% of capital expenditures incurred based on the current arbitrated weighted assessment formula.

## Version Description

Housing Services is requesting a total allocation of approximately \$3 million net City in the year 2032.

In 2022, Housing Services requested a total allocation of \$3 million net City for the year 2031. The request was approved in principle.

In 2021, Housing Services requested a total allocation of \$3 million net City in each of the years 2028 to 2030. The approved amount was \$600 K net City for 2028-2030. Requests for allocations in each of the years 2024 – 2027 were not approved at the Finance Review stage.

Based on industry and MMAH originally established capital fund allowances, the current reserve fund balance is inadequate. It is expected that the future net capital requirements of the Windsor Essex social housing providers (including CHC) will be in excess of the capital funds currently held by providers. As such, the providers will (and have been) approaching the City for assistance. At present, it is estimated that total capital reserve fund balances held by Windsor Essex providers are approximately \$13M to \$14M. It should be noted that of the 34 housing providers, a number have little or no capital reserve balances and a large number would not have enough funding should a major capital repair be required. The extent of the capital asset repairs will continue to grow and affect overall building condition, poor building conditions lead to increased chances for loss/decommissioning of social housing units and increases the chances the City will not be in a position to meet their provincially mandated rent geared-to-income service level standards.

In June 2020, Housing Services released RFP 97-20 Social Housing Business Process and Asset Management Review funded under the Community Housing Renewal Strategy (CHRS) – Canada Ontario Community Housing Initiative (COCHI) program allocation. This RFP was undertaken to hire a consultant to conduct a fulsome review for the federal and social housing providers under the Housing Services Act, 2011. A portion of this work included asset management services, including building condition audits and assessments of significant building repairs required in the short, medium and long term. The contract, awarded to Pretium Engineering Inc., was completed in March 2022. The BCA's completed for 32 non-profit social housing providers (excluding Windsor Essex Community Housing Corporation) identified estimated capital needs over the next 30 years. The consultant's Rollup Report identified projected capital needs for the period 2022-2026 (5-year) of \$ 43.5 million. For the 2022-year, capital repair needs of \$12.6 million were identified. Of this amount \$3.8 million was deemed critical. Although there are some upper-level government funding streams such as the Canada Ontario Community Housing Initiative (COCHI) and the Ontario Priorities Housing Initiative (OPHI) the annual funding streams received under these programs does not adequately fund the required repairs resulting in a repair deficit that will require alternate funding sources. In fact, the average annual allocation under previous housing programs as compared to the allocation provided under COCHI and OPHI has been reduced annually at a time when housing affordability and pressures are at an all time high.

The City of Windsor has been allocated funding to assist with Social Housing repairs through a number of MMAH funded housing programs since 2016 as follows:  
2016 – Social Housing Apartment Retrofit Program (SHARP) - \$ 3.134 million – As part of the Province's Green Investment Fund (GIF) this funding supported retrofits in social housing high-rise apartment building of 150 units or more. Two social housing providers received SHARP funding (energy efficiency). Total units impacted by SHARP funding (buildings of 150 units or more) was 1444 (2 providers).

2017 - Social Housing Infrastructure Program (SHIP) - \$6.7 million - This funding assisted in the repair and retrofit of existing social housing stock to address capital needs, improve energy efficiency and reduce greenhouse gas emissions. Provider requests for this funding in 2016 from all Social Housing providers in Windsor/Essex (including CHC) exceeded \$ 21.1 million. Twenty-nine (29) social housing providers received SHIP funding.

2019 to 2028 - The Province of Ontario released the Community Housing Renewal Strategy (CHRS) a multi-year strategy representing three, three-year phased funding periods that complement the investments of the NHS. In May 2019, the City of Windsor received 3-year allocations under 2 new programs – Ontario Housing Priorities Initiative (OHPI) - \$7.0 M and Canada-Ontario Community Housing Initiative (COCHI) – \$4.4 M. This funding supports investment for repairs to existing social housing stock, new build capital funding to create affordable housing, Ontario Renovates funding to assist low-income homeowners with necessary upgrades and transitional support funding for housing providers based on the needs of the community. As part of this allocation, Housing Services released a Social Housing Repair Program (OR-SHRP) in each of the next three years (2019-2020, 2020-2021 and 2021-2022). Allocations were awarded on a priority basis to assist with the most urgent repairs/retrofits in Windsor/Essex. A total allocation of \$2.35 million (2019-2020) has been provided to 26 Housing Providers, \$2.7 million (2020-2021) has been allocated to 21 Housing Providers and \$850,000 (2021-2022) has been provided to 2 providers in Windsor/Essex. Housing Services is currently reviewing Housing Provider requests under the 2022-2023 OR-SHRP Program allocation of \$4.2 million.

Provider requests for these funding programs noted above have been significantly in excess of this senior government funding. Without an ongoing source of funding for capital projects to repair and maintain aging Windsor/Essex social housing infrastructure, providers will have an increasing difficulty in maintaining this much needed community resource.

<b>Project Comments/Reference</b>	<b>Version Comments</b>
7109003 (closed) City Housing Reserve Fund 216	Only the City of Windsor contributes to this project up front. The County of Essex will contribute their share as expenses occur. The Social Housing Reserve fund, at this point, only contains Provincial funds.

<b>Project Detailed Forecast</b>												
<b>GL Account</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>	<b>Total</b>	
<b>Expenses</b>												
5410 Construction Contracts - TCA	1,250,000	0	0	0	0	600,000	600,000	600,000	3,000,000	3,000,000	9,050,000	
Total	1,250,000	0	0	0	0	600,000	600,000	600,000	3,000,000	3,000,000	9,050,000	
<b>Revenues</b>												
169 Pay As You Go - Capital Reserve	1,250,000	0	0	0	0	600,000	600,000	600,000	3,000,000	3,000,000	9,050,000	
Total	1,250,000	0	0	0	0	600,000	600,000	600,000	3,000,000	3,000,000	9,050,000	

<b>Related Projects</b>	<b>Historical Approved Budget</b>				<b>Operating Budget Impact</b>			
			<b>Revenue</b>		<b>Effective Date</b> Unknown		<b>Exp/(Rev) FTE Impact</b>	
	<b>Year</b>	<b>Total Expense</b>	<b>Net City Cost</b>	<b>Subsidies</b>	<b>Description</b>		0	0
	2010	294,000	200,000	94,000	No operating budget impact.			
	2019	1,000,000	1,000,000	0				
	2022	1,250,000	1,250,000	0				

<b>Year Identified</b>	<b>Start Date</b>	<b>Project Type for 2023</b>	<b>Project Lead</b>	<b>Est. Completion Date</b>
2007	January 1, 2019	Growth: 100.0 % Maintenance: 0.0 %	Mike Deimling	Ongoing`



# Project Version Summary

<b>Project #</b>	HCS-001-14	<b>Service Area</b>	Human & Health Services
<b>Budget Year</b>	2023	<b>Department</b>	Housing & Children's Services
<b>Asset Type</b>	Unassigned	<b>Division</b>	Housing Services
<b>Title</b>	Windsor Essex Community Housing Corporation Capital Repair and Renewal		
<b>Budget Status</b>	Capital Bdg. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Agencies, Boards and Committees (ABC's)		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

## Project Description

Windsor Essex Community Housing Corporation (CHC) Repair and Renewal application under the National Housing Strategy Co-Investment Fund through Canada Mortgage and Housing Corporation (CMHC). The National Housing Co-Investment Fund Repair and Renewal Stream is dedicated to the preservation and renewal of the existing community and affordable housing stock. In order to leverage the Federal funding under the Repair and Renewal program projects must have support from another level of government (such as municipalities, Provinces and/or Territories, Indigenous Government) to ensure a coordination of investments.

The County of Essex would share approx. 35.68% of capital expenditures incurred based on the current arbitrated weighted assessment formula. This approved amount will form part of the City's contribution to support the application under the Repair and Renewal Stream of funding.

## Version Description

As part of the City of Windsor's Operating Budget, CHC currently receives approximately \$3.2 million annually for capital projects and infrastructure upgrades for the Public Housing and Non-Profit Family Housing portfolios. CHC's Public Housing portfolio is aging and over the last number of years capital budget requests for additional funding related to capital repair purposes were submitted to the City of Windsor.

In late 2015, CHC engaged a professional engineering firm to undertake a comprehensive assessment of its building conditions through a third party Facility Condition Assessment (FCA). In mid-2017, CHC received a consolidated report summarizing the condition of all assets and an analysis of the unfunded capital liability for capital repairs and maintenance that have been deferred. The report outlined that assuming the current level of capital funding from the City (and County) to CHC there will be an unfunded capital requirement that will reach \$112 million over the next 10 years with an annual funding requirement of \$11,209,000 portfolio wide with \$8.9 million of that amount being attributed to the Public Housing portfolio. CHC's recent estimates (2021) of the 10-year unfunded capital liability is \$148 million.

### Canada Mortgage and Housing Corporation Repair and Renewal Funding:

The National Housing Strategy (NHS) is a 10-year (2018-2028), \$40 billion plan that sets targets to ensure investments and new programming for housing programs Canada-wide. The NHS documents indicate the goal of the creation of 100,000 new housing units and the repair or renewal of 300,000 existing housing units. The National Housing Co-Investment Fund has two streams, the New Construction Stream which is for new construction and the Housing Repair and Renewal Stream which is for the preservation and renewal of the existing community and affordable housing. This Capital Project request for funds is to provide the City's share in the current CHC application under the CMHC - Co-Investment Fund – Repair and Renewal stream. The Federal Government has provided a nationwide financial commitment of \$3.46 billion in loans and \$2.26 billion in capital contributions.

CMHC identified that portfolio wide funding under the Repair and Renewal Funding of the National Housing Co-Investment Fund would assist local housing corporations with ensuring adequate and appropriate condition of the housing stock that meets the needs of tenants that are residing in the units. The Repair and Renewal funding is being provided as a loan and grant combination. Accessing the Repair and Renewal Funding was contingent on CHC achieving social outcomes related to exceeding standard energy efficiency and accessibility requirements. Additional positive outcomes resulting from an allocation of funding under the Repair and Renewal stream include a positive impact in the community related to employment and business opportunities related to the repair work. CHC developed a proposed action plan to complete the capital repairs and this action plan estimates that a total cost commitment of \$170M would be required for the period 2020 - 2028.

In November of 2019 Council report C 173/2019 was brought forward requesting authorization for CHC to execute a Letter of Intent with CMHC with regards to the Repair and Renewal Funding. Council approved the recommendation (CR546/2019) and further directed administration to explore and report back in conjunction with the capital budget all appropriate funding strategies relative to the additional municipal capital contribution (approx. \$3.2M annually) required under this program. CMHC has indicated that the current annual municipal capital contributions that are provided to CHC each year can be included as a municipal contribution.

In December 2021 an In-camera report was presented to Council as an update to the CMHC Repair and Renewal Program. This report identified that after extensive negotiations with CMHC the repair and renewal legal agreements were fully executed in November 2021. This secured the CMHC Repair and Renewal funding of \$90 million (\$36 million as a forgivable loan and \$54 million as a repayable loan).

Based upon council report 191/2020, information was provided to inform council of the projected municipal shortfall in funding of \$47.6 million as follows:

	\$
Total Estimated Costs	\$170,000,000
CMHC Repair & Renewal Funding	(\$90,000,000)
Current Municipal Funding (City/County)	(\$28,800,000)
Funding Shortfall	\$51,200,000
Less: CHC Non-Profit Seniors Capital Contribution	\$3,600,000
Shortfall	\$47,600,000
Less: City of Windsor – Capital – 2021-2025	\$ 7,650,000
NET SHORTFALL	\$ 39,950,000

In order to secure the CMHC Repair and Renewal funding, CHC requires a future commitment of capital funds that will most likely require an increase or an extension to the proposed annual Asset Management Plan levy. Given these estimates and the expectation that current approved funding as well as the CMHC funding would be fully utilized first, the requirement for the additional municipal capital contribution of approximately \$39.95 million (rounded) (\$25.8 million City share) is generally expected to be required in 2025 and thereafter as follows:

Year	Municipal Share	\$Estimated City share
2025	\$3,000,000	\$1,931,913
2026	\$10,000,000	\$6,439,709
2027	\$20,000,000	\$12,879,418
2028	\$6,950,000	\$4,477,490
Total	\$39,950,000	\$25,728,529

The City Cost share of \$25,728,529 noted above is based on the current weighted assessment rate. Each year, the municipal cost share between City/County will be recalculated based on the current year's arbitrated weighted assessment rate.

In summary, approximately \$7.65 million Gross has been approved in principal in years 2021, 2022 and 2025, based on County weighted assessment. The balance of the required funding (approximately \$25.8 M – City share) is not currently included within the City's future capital budget plan.

On January 18, 2021, Council report C 191/2020 entitled "Municipal Funding Requirements for Windsor Essex Community Housing Corporation Capital Projects" was presented to Council to approve the execution of required documents with respect to the CMHC approved Repair and Renewal funding. A recommendation was proposed and approved that refers the additional capital request in the amount of \$40.1 million (now reduced to \$39.95 million), to support and complete the Repair and Renewal plan as requested by CHC to the 2023 Capital Budget review and deliberation process.

The Repair and Renewal Funding is an opportunity for CHC to leverage funding from upper levels of government to ensure adequate and appropriate condition of the housing stock in the housing portfolio and aligns with Goal 5.2 of Home Together, Windsor Essex Housing and Homelessness Plan to regularly monitor the condition of the social housing portfolio and actively pursue funding to assist with energy efficiency and capital repairs.

Project Comments/Reference	Version Comments
7189003(Closed) 7219001	COMMITMENTS: CR15/2021, C 191/2020: 2025 F169 \$2,000,000 & \$1,105,730 in County Costs

Project Detailed Forecast												
GL Account		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>												
4565	Capital Grants	3,200,000	3,200,000	7,373,818	6,760,291	10,484,414	10,783,904	5,081,916	5,081,916	5,081,916	5,081,916	62,130,091
Total		3,200,000	3,200,000	7,373,818	6,760,291	10,484,414	10,783,904	5,081,916	5,081,916	5,081,916	5,081,916	62,130,091
<b>Revenues</b>												
169	Pay As You Go - Capital Reserve	0	0	0	0	0	0	0	0	0	0	0
169CF	Committed Funding	0	0	2,000,000	0	0	0	0	0	0	0	2,000,000
221	Service Sustainability Investm	0	0	0	0	163,832	5,081,916	5,081,916	5,081,916	5,081,916	5,081,916	25,573,412
6340	Net County Cost	1,139,293	1,139,293	2,207,381	4,699,584	8,259,875	3,641,281	0	0	0	0	21,086,707
6340C F	Committed Funding	0	0	1,105,730	0	0	0	0	0	0	0	1,105,730
7058	TRANSFER From Reserve Account	2,060,707	2,060,707	2,060,707	2,060,707	2,060,707	2,060,707	0	0	0	0	12,364,242
Total		3,200,000	3,200,000	7,373,818	6,760,291	10,484,414	10,783,904	5,081,916	5,081,916	5,081,916	5,081,916	62,130,091
<b>Related Projects</b>		<b>Historical Approved Budget</b>					<b>Operating Budget Impact</b>					
				<b>Revenue</b>								
		<u>Year</u>	<u>Total Expense</u>	<u>Net City Cost</u>		<u>Subsidies</u>						
		2018	2,252,800	1,500,000		752,800						
		2021	3,506,693	2,306,021		1,200,672						
		2022	7,435,523	4,799,876		2,635,647						
<b>Year Identified</b>	<b>Start Date</b>	<b>Project Type for 2023</b>		<b>Project Lead</b>			<b>Est. Completion Date</b>					
2014	January 1, 2019	Growth: 100.0 % Maintenance: 0.0 %		Mike Deimling/Diane Wilson/Kirk Whittal			Ongoing`					





## Project Version Summary

<b>Project #</b>	HCS-001-23	<b>Service Area</b>	Human & Health Services
<b>Budget Year</b>	2023	<b>Department</b>	Housing & Children's Services
<b>Asset Type</b>		<b>Division</b>	Housing Services
<b>Title</b>	Housing Hub		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Community & Economic Development		
<b>Wards</b>			
<b>Version Name</b>	Main (Active)		

### Project Description

In September 2022, City Council approved the recommendations in CR390/2022 which provided Administration the authority to engage with Real Estate Services to explore and identify potential sites related to the creation of the Housing Hub as well as providing the CAO and City Clerk authority to enter into agreements to complete any feasibility work, where the costs do not exceed the amount allocated under Capital Project 7221048 – H4 Housing Hub (HC-001-22).

**Version Description**

In 2022, \$200,000 was allocated through Capital Project 7221048 – H4 Housing Hub (HCS-001-22) to assist with anticipated costs related to the Housing Hub Project. Through engagement with a consultant anticipated cost projections for both professional services and construction of the Housing Hub from 2023- 2032 are \$54,962,000. These fees are subject to a number of assumptions including an estimated cost for potential site acquisition that is to be determined in early 2023 as well as construction material costing estimates as of July 2022.

The breakdown of fees are as follows:

Year	Cost	Notes
2023	\$9,997,000	\$397,000 professional fees including feasibility study, due diligence assessments, baseline studies. This amount does not include the amount funded by Project 7221048-H4 Housing Hub (HC-001-22) \$9,600,000 allocated to potential site acquisition for non-City owned properties (Final Amount TBD)
2024	\$659,000	Community consultation, schematic design, design development, 30% of construction documents, other necessary approval costs from governing authorities
2025	\$6,672,000	\$1,072,000 in consulting and soft costs (70% of construction documents, permit, development charges, etc.) \$5,600,000 Phase 1 construction costs (estimated at \$1.4M per month times 4 months)
2026	\$17,052,000	\$252,000 consulting fees \$16,800,000 Phase 1 construction costs (estimated at \$1.4M per month times 12 months)
2027	\$18,310,000	\$610,000 consulting fees and soft costs \$13,200,000 Phase 1 construction costs (estimated at \$1.4M per month times 8 months) \$4,500,000 Phase 2 construction costs (Ancillary Housing – optional)
2028	\$2,272,000	\$22,000 consulting fees and soft costs \$2,250,000 Phase 2 construction costs (Ancillary Housing – optional)
Total (2023-2028)	\$54,962,000	
2029 – 2032	\$250,000 per year	Capital Reserve (estimated)

• Note: Costs detailed above are for total estimated gross cost, which would be reduced through securing additional capital funding from other sources.

Through Finance Review \$250,000 was approved in 2032 to offset any capital reserve requests. There is a risk that without municipal contributions to the project that Administration may not be able to continue the preliminary work needed to fulfill the need identified and may not have municipal contributions to apply for additional funding through upper levels of government.

**Project Comments/Reference**

**Version Comments**

<b>Project Detailed Forecast</b>												
<b>GL Account</b>		<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>	<b>Total</b>
<b>Expenses</b>												
5410	Construction Contracts - TCA	0	0	0	5,081,916	4,918,084	0	0	0	0	250,000	10,250,000
Total		0	0	0	5,081,916	4,918,084	0	0	0	0	250,000	10,250,000
<b>Revenues</b>												
169	Pay As You Go - Capital Reserve	0	0	0	0	0	0	0	0	0	250,000	250,000
221	Service Sustainability Investm	0	0	0	5,081,916	4,918,084	0	0	0	0	0	10,000,000
Total		0	0	0	5,081,916	4,918,084	0	0	0	0	250,000	10,250,000

<b>Related Projects</b>		<b>Historical Approved Budget</b>				<b>Operating Budget Impact</b>	
<b>Year Identified</b>	<b>Start Date</b>	<b>Project Type for 2023</b>		<b>Project Lead</b>		<b>Est. Completion Date</b>	
2023		Growth: 0.0 % Maintenance: 0.0 %		Kirk Whittal		TBD`	



# Project Version Summary

<b>Project #</b>	HCS-002-23	<b>Service Area</b>	Human & Health Services
<b>Budget Year</b>	2023	<b>Department</b>	Housing & Children's Services
<b>Asset Type</b>		<b>Division</b>	Housing Services
<b>Title</b>	Windsor Essex Community Housing Corporation Capital Improvements		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Community & Economic Development		
<b>Wards</b>			
<b>Version Name</b>	Main (Active)		

**Project Description**

This capital project has been established to track the on-going portion of funding related to capital repairs for Windsor Essex Community Housing Corporation (CHC). The funds received are part of the Council approved Operating Budget on a yearly basis. In addition, approved requests for additional capital repair funding periodically submitted by CHC will form part of this Capital Project.

**Version Description**

As part of the City of Windsor's Operating Budget, CHC currently receives approximately \$3.2 million annually for capital projects and infrastructure upgrades for the Public Housing and Non-Profit Family Housing portfolios. CHC's Public Housing portfolio is aging and over a number of years, capital budget requests for additional funding related to capital repairs have been submitted to the City for approval. As part of the approval of CHC's application under the Canada Mortgage and Housing Corporation (CMHC) – Co-Investment Fund – Repair and Renewal Stream (Project # - HCS-001-14), the yearly approved amount of \$ 3.2 million has been committed until 2028. Effective 2029 this base budget funding will be included in this new capital project.

At this time, the Housing Services Department has not received any requests for additional capital repair funding outside of the current Repair and Renew Program funding (Project # HCS-001-14).

<b>Project Comments/Reference</b>	<b>Version Comments</b>

<b>Project Detailed Forecast</b>		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>GL Account</b>												
<b>Expenses</b>												
4565	Capital Grants	0	0	0	0	0	0	3,200,000	3,200,000	3,200,000	3,200,000	12,800,000
	Total	0	0	0	0	0	0	3,200,000	3,200,000	3,200,000	3,200,000	12,800,000
<b>Revenues</b>												
6340	Net County Cost	0	0	0	0	0	0	1,139,293	1,139,293	1,139,293	1,139,293	4,557,172
7058	TRANSFER From Reserve Account	0	0	0	0	0	0	2,060,707	2,060,707	2,060,707	2,060,707	8,242,828
	Total	0	0	0	0	0	0	3,200,000	3,200,000	3,200,000	3,200,000	12,800,000

Related Projects		Historical Approved Budget		Operating Budget Impact
Year Identified	Start Date	Project Type for 2023	Project Lead	Est. Completion Date
2023		Growth: 0.0 % Maintenance: 0.0 %	Kirk Whittal / Diane Wilson	Ongoing`



## Project Version Summary

<b>Project #</b>	HLD-001-11	<b>Service Area</b>	Human & Health Services
<b>Budget Year</b>	2023	<b>Department</b>	Huron Lodge
<b>Asset Type</b>	Unassigned	<b>Division</b>	Nursing & Personal Care
<b>Title</b>	Huron Lodge Point of Care Technology Implementation and upgrades including Wireless and Wired Care		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Corporate Technology		
<b>Wards</b>	Ward 1		
<b>Version Name</b>	Main (Active)		

<b>Project Description</b>													
<p>-To install wireless technology throughout the home and implement wireless/wired equipment that will facilitate entry of health care data into a clinical health record software and enhance business practices and resident continuity of services.</p> <p>-To achieve this, access points would have to be installed throughout each floor to ensure appropriate wireless coverage based on Information Technology's assessment.</p> <p>-Some additional hardware such as wiring and server for security is required.</p> <p>-Purchase of additional module (point of care-POC) from the clinical software to allow for wireless entry.</p> <p>-Purchase of additional clinical software licenses to allow for more users on the system.</p> <p>-Purchase of wireless and wired computerized equipment for point of care (POC) entry as well as the mounting hardware required.</p>													
<b>Version Description</b>													
<p>As part of the agreement for Medical Pharmacies Group to provide pharmacy services at Huron Lodge (CAO#1805, 3808), the proponent will give an annual life enhancement. Huron Lodge chooses to use the funds for technology in the home to support resident care. This includes medication safety technology, point of care technology, all softwares and hardwares for resident care.</p> <p>Funding from Medical Pharmacies Group is as follows:</p> <table border="0"> <tr> <td>Contracts 2012-2016</td> <td>\$400,000</td> <td>(\$80,000 per year)</td> </tr> <tr> <td>Contract 2017-2019</td> <td>\$180,000</td> <td>(\$60,000 per year)</td> </tr> <tr> <td>Contract 2020-2021</td> <td>\$120,000</td> <td>(\$60,000 per year)</td> </tr> <tr> <td>Contract 2022</td> <td>\$60,000</td> <td></td> </tr> </table> <p>Purchase of tablets for Point of care            Heavy Workload Temporary Staff Dollars for Implementation Oversight, Business Process Development, Training            2027- Equipment replacement estimated life 7 years            2031- Software / Upgrade Replacement includes software implementation costs, training, and heavy workload staff oversight and business process development            2035 - Equipment and Software replacement estimated life 7 years</p> <p>As communicated to the Social Development, Health and Culture Standing Committee (Report #16180) it is Huron Lodge's goal to implement an up-to-date point of care electronic documentation program which requires wireless and updated wired technology throughout the home.</p>		Contracts 2012-2016	\$400,000	(\$80,000 per year)	Contract 2017-2019	\$180,000	(\$60,000 per year)	Contract 2020-2021	\$120,000	(\$60,000 per year)	Contract 2022	\$60,000	
Contracts 2012-2016	\$400,000	(\$80,000 per year)											
Contract 2017-2019	\$180,000	(\$60,000 per year)											
Contract 2020-2021	\$120,000	(\$60,000 per year)											
Contract 2022	\$60,000												
<b>Project Comments/Reference</b>	<b>Version Comments</b>												
7135002													

Project Detailed Forecast												
GL Account		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>												
2980	Contracted Services	0	0	0	0	0	0	0	0	500,000	0	500,000
5125	Computers - PCs	100,000	0	0	0	100,000	0	0	0	0	0	200,000
Total		100,000	0	0	0	100,000	0	0	0	500,000	0	700,000
<b>Revenues</b>												
221	Service Sustainability Investm	100,000	0	0	0	100,000	0	0	0	500,000	0	700,000
Total		100,000	0	0	0	100,000	0	0	0	500,000	0	700,000
<b>Related Projects</b>		<b>Historical Approved Budget</b>				<b>Operating Budget Impact</b>						
				<b>Revenue</b>				<b>Effective Date</b> Unknown		<b>Exp/(Rev) FTE Impact</b>		
		<u>Year</u>	<u>Total Expense</u>	<u>Net City Cost</u>	<u>Subsidies</u>					0	0	
		2019	78,000	78,000	0							
						<b>Description</b> Equipment Maintenance (Annual) Additional Licensing Fees for POC option (Annual) Software License, Maintenance, Database Hosting Fee (Annual)- CAO Report 3660. WIFI I.T. maintenance fee (Annual) access points I.T. annual maintenance fee \$480 X 42 tablets						
<b>Year Identified</b>	<b>Start Date</b>	<b>Project Type for 2023</b>		<b>Project Lead</b>		<b>Est. Completion Date</b>						
2011	January 1, 2017	Growth: 0.0 % Maintenance: 100.0 %		Susan Rogers		Ongoing`						



# Project Version Summary

<b>Project #</b>	HLD-001-12	<b>Service Area</b>	Human & Health Services
<b>Budget Year</b>	2023	<b>Department</b>	Huron Lodge
<b>Asset Type</b>	Unassigned	<b>Division</b>	Nursing & Personal Care
<b>Title</b>	Huron Lodge Nursing Equipment Replacement Program		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Corporate Property Infrastructure		
<b>Wards</b>	Ward 1		
<b>Version Name</b>	Main (Active)		

**Project Description**

To provide a capital project for replacement of nursing equipment from a risk management prospective to address the safety and security of residents, staff and visitors and ensure all nursing equipment meets manufacturer requirements as outlined in the Long Term Care Homes Act (2007).

Based on discussions with the supplier and manufacturer's recommendation, this equipment will soon need to be replaced. Most of this equipment is already 10 years old with a life expectancy of 10 - 15 years.

**Version Description**

Establishment of a Floor Lift replacement program - \$222,000 (10 years - life expectancy)  
 Establishment of an Alenti/Miranti bath/Tornado/shower chair replacement program - \$210,000(10 years - life expectancy)  
 Establishment of a shower tub replacement program - \$420,500 (15 years - life expectancy)  
 Establishment of equipment within the soiled utility rooms - including hoppers and bed pan washers  
 Establishment of storage equipment replacement

Project Comments/Reference	Version Comments
7199000	

Project Detailed Forecast		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>GL Account</b>												
<b>Expenses</b>												
5110	Machinery & Equipment - TCA	50,000	50,000	50,000	75,000	75,000	200,000	200,000	200,000	200,000	85,000	1,185,000
	Total	50,000	50,000	50,000	75,000	75,000	200,000	200,000	200,000	200,000	85,000	1,185,000
<b>Revenues</b>												
221	Service Sustainability Investm	50,000	50,000	50,000	75,000	75,000	200,000	200,000	200,000	200,000	85,000	1,185,000
	Total	50,000	50,000	50,000	75,000	75,000	200,000	200,000	200,000	200,000	85,000	1,185,000



Related Projects		Historical Approved Budget			Operating Budget Impact				
		Year	Total Expense	Revenue		Effective Date	Unknown	Exp/(Rev)	FTE Impact
				Net City Cost	Subsidies				
		2019	150,000	150,000	0				
		2020	150,000	150,000	0				
		2021	150,000	150,000	0				
		2022	450,000	450,000	0				
Year Identified	Start Date	Project Type for 2023		Project Lead	Est. Completion Date				
2012	January 1, 2019	Growth: 0.0 % Maintenance: 100.0 %		Susan Rogers	Ongoing`				



# Project Version Summary

<b>Project #</b>	HLD-001-15	<b>Service Area</b>	Human & Health Services
<b>Budget Year</b>	2023	<b>Department</b>	Huron Lodge
<b>Asset Type</b>	Unassigned	<b>Division</b>	Nursing & Personal Care
<b>Title</b>	Huron Lodge Ceiling Mounted Resident Lift Replacement Program		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Corporate Property Infrastructure		
<b>Wards</b>	Ward 1		
<b>Version Name</b>	Main (Active)		

<b>Project Description</b>	To provide a capital program for the replacement of ceiling lifts, from a risk management prospective, to address the safety and security of residents and ensure all nursing equipment meets the manufacturer requirements as outlined in the Long Term Care Homes Act (2007).
----------------------------	---

<b>Version Description</b>	<p>This project is for the replacement of the 199 ceiling lifts within Huron Lodge. This is a phased-in project to accommodate one resident home area per year at approximately \$110,000 for 32 lifts. The \$110,000 cost does not include the ceiling track but only the motor, battery, slings and labour. The cost is for ceiling lifts in the resident rooms. The ceiling tracks may be required to be replaced in future years. When required, analysis of the ceiling, building structure and track will be completed in conjunction with the facilities department and at that time and any additional funds required may be funded from this replacement program if available.</p> <p>The ceiling lifts located in the tub rooms will be replaced when the showers and tubs are replaced as part of HLD-001-12 (HL nursing equipment replacement program). Depending on the new tub, the lift associated with the tub may vary.</p>
----------------------------	--

<b>Project Comments/Reference</b>	<b>Version Comments</b>
7199001	

<b>Project Detailed Forecast</b>		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>GL Account</b>												
<b>Expenses</b>												
5110	Machinery & Equipment - TCA	100,000	100,000	110,000	120,000	120,000	110,000	0	0	115,000	115,000	890,000
	Total	100,000	100,000	110,000	120,000	120,000	110,000	0	0	115,000	115,000	890,000
<b>Revenues</b>												
221	Service Sustainability Investm	100,000	100,000	110,000	120,000	120,000	110,000	0	0	115,000	115,000	890,000
	Total	100,000	100,000	110,000	120,000	120,000	110,000	0	0	115,000	115,000	890,000

Related Projects		Historical Approved Budget			Operating Budget Impact				
		Year	Total Expense	Revenue		Effective Date	Unknown	Exp/(Rev)	FTE Impact
				Net City Cost	Subsidies				
		2019	115,000	115,000	0				
		2020	200,000	200,000	0				
		2021	200,000	200,000	0				
		2022	100,000	100,000	0				
					No Operating Budget Impact				
Year Identified	Start Date	Project Type for 2023		Project Lead	Est. Completion Date				
2015	January 1, 2019	Growth: 0.0 % Maintenance: 100.0 %		Susan Rogers	Ongoing`				



# Project Version Summary

<b>Project #</b>	HLD-002-15	<b>Service Area</b>	Human & Health Services
<b>Budget Year</b>	2023	<b>Department</b>	Huron Lodge
<b>Asset Type</b>	Unassigned	<b>Division</b>	Nursing & Personal Care
<b>Title</b>	Huron Lodge Resident Monitoring & Nurse Bedside Call System		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Corporate Technology		
<b>Wards</b>	Ward 1		
<b>Version Name</b>	Main (Active)		

**Project Description**

This project allows for a safe and secure environment for the residents of Huron Lodge. This project replaces all equipment required for the resident monitoring, security and access throughout the home property including the bedside call system, addresses risk management and the safety and security of all residents indoors and outdoors.

**Version Description**

The current WanderGuard system requires updates. This project includes parts and labour and software and hardware required to support the Nurse Call Bell system and the WanderGuard watchmate system.

This project also includes the implementation of a Wanderguard secured outdoor area for all residents to use. Currently there is no common outdoor secure area for residents. Due to increased resident population with dementia this would limit the health and safety risks which exist. Fencing, accessible walkway, modest shade gazebo, benches, WanderGuard secured. Updates allow for fundamental communication components in responding to resident needs.

2025-2027- Equipment, Hardware and Software expenses related to upkeep of home safety and security including but not limited to any modifications to doors inside or outside to complement the WanderGuard care.  
 2029-Complete Replacement or Major upgrade depending on technological changes  
 As resident population changes with increased dementia introduction of new technology to support safety of residents will be implemented.

Project Comments/Reference	Version Comments
7191032 CLOSED: 7163001	

Project Detailed Forecast											
GL Account	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>											
5110 Machinery & Equipment - TCA	0	0	25,000	20,000	20,000	0	120,000	0	20,000	20,000	225,000
Total	0	0	25,000	20,000	20,000	0	120,000	0	20,000	20,000	225,000
<b>Revenues</b>											
221 Service Sustainability Investm	0	0	25,000	20,000	20,000	0	120,000	0	20,000	20,000	225,000
Total	0	0	25,000	20,000	20,000	0	120,000	0	20,000	20,000	225,000

Related Projects		Historical Approved Budget			Operating Budget Impact				
		Year	Total Expense	Revenue		Effective Date	Unknown	Exp/(Rev)	FTE Impact
				Net City Cost	Subsidies				
		2018	100,000	100,000	0				
		2019	25,000	25,000	0				
		2021	20,000	20,000	0				
					No Operating Budget Impact				
Year Identified	Start Date	Project Type for 2023		Project Lead	Est. Completion Date				
2015	January 1, 2019	Growth: 0.0 % Maintenance: 0.0 %		Susan Rogers	Ongoing`				



# Project Version Summary

<b>Project #</b>	HLD-001-17	<b>Service Area</b>	Human & Health Services
<b>Budget Year</b>	2023	<b>Department</b>	Huron Lodge
<b>Asset Type</b>	Unassigned	<b>Division</b>	Nutrition & Dietary Services
<b>Title</b>	Huron Lodge Dietary Servery and Cafe Updates and Equipment Replacement		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Corporate Property Infrastructure		
<b>Wards</b>	Ward 1		
<b>Version Name</b>	Main (Active)		

**Project Description**

Huron Lodge has 7 server/pantry areas and dining rooms within the building which was built in 2007. Each servery and dining room is located within each resident home area in which 32 residents live. The servery is where the staff members do small food preparation work and food is kept warm or cold. Staff pick up the meals from the servery to deliver to the dining room.

Each servery includes the following equipment: 1 reach-in fridge, industrial microwave, steam table, cold food table, rotary toaster and small toaster. Each servery has a pantry, cupboards and counter top. It is estimated at this time that each servery including its equipment will require updating. Wear and tear is already prevalent with the countertops chipping and are susceptible to mold.

The café is located on the main floor and will also require equipment pieces / minor updates such as countertops to be prioritized.

**Version Description**

The following equipment/updates are required to be replaced when the server/pantry/cafe is updated. Equipment in these areas includes but is not limited to Microwave, steam table, cold table, rotary toaster, multiple use oven, ice machines, garburator, hot water dispenser, small dishmachine, various food carts, stainless steel countertop installation.

Project Comments/Reference	Version Comments
7219017	

Project Detailed Forecast		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>GL Account</b>												
<b>Expenses</b>												
5111	Machinery & Equipment -Non TCA	35,000	35,000	35,000	50,000	50,000	40,000	0	50,000	50,000	0	345,000
	Total	35,000	35,000	35,000	50,000	50,000	40,000	0	50,000	50,000	0	345,000
<b>Revenues</b>												
221	Service Sustainability Investm	35,000	35,000	35,000	50,000	50,000	40,000	0	50,000	50,000	0	345,000
	Total	35,000	35,000	35,000	50,000	50,000	40,000	0	50,000	50,000	0	345,000

Related Projects		Historical Approved Budget			Operating Budget Impact				
		Year	Total Expense	Revenue		Effective Date	Unknown	Exp/(Rev)	FTE Impact
				Net City Cost	Subsidies				
		2021	35,000	35,000	0				
		2022	35,000	35,000	0				
					reorganizing operations during off peak hours				
Year Identified	Start Date	Project Type for 2023		Project Lead	Est. Completion Date				
2017	January 1, 2021	Growth: 0.0 % Maintenance: 100.0 %		Cathy Harris	Ongoing`				



# Project Version Summary

<b>Project #</b>	HLD-002-12	<b>Service Area</b>	Human & Health Services
<b>Budget Year</b>	2023	<b>Department</b>	Huron Lodge
<b>Asset Type</b>	Unassigned	<b>Division</b>	Nutrition & Dietary Services
<b>Title</b>	Huron Lodge Cooking and Food Preparation Equipment Replacement Program		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Corporate Property Infrastructure		
<b>Wards</b>	Ward 1		
<b>Version Name</b>	Main (Active)		

<b>Project Description</b>
To ensure there is an efficient capital fund for the Dietary Services division of Huron Lodge that addresses risk management, quality assurance, and resident care as it relates to legislated food services.

<b>Version Description</b>
Establishment of a replacement program to purchase, upgrade, and or replace Dietary equipment for food storage & preparation equipment which must comply with the Ministry of Health and Long Term Care Act and Regulations as well as other legislated food service standards to ensure quality of food service to residents to maximize nutritional needs. Smallwares equipment such as smaller ovens, steamers, food preparation equipment, heating, food waste disposal processes, shelving and steam tables, have a life span of 8 – 10 years.

<b>Project Comments/Reference</b>	<b>Version Comments</b>
7183003	

<b>Project Detailed Forecast</b>											
<b>GL Account</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>	<b>Total</b>
<b>Expenses</b>											
5111 Machinery & Equipment -Non TCA	40,000	0	42,000	45,000	45,000	0	0	50,000	50,000	100,000	372,000
Total	40,000	0	42,000	45,000	45,000	0	0	50,000	50,000	100,000	372,000
<b>Revenues</b>											
221 Service Sustainability Investm	40,000	0	42,000	45,000	45,000	0	0	50,000	50,000	100,000	372,000
Total	40,000	0	42,000	45,000	45,000	0	0	50,000	50,000	100,000	372,000



Related Projects		Historical Approved Budget			Operating Budget Impact				
		Year	Total Expense	Revenue		Effective Date	Unknown	Exp/(Rev)	FTE Impact
				Net City Cost	Subsidies				
		2018	40,000	40,000	0				
		2019	40,000	40,000	0				
		2021	40,000	40,000	0				
		2022	40,000	40,000	0				
					No Operating Budget Impact				
Year Identified	Start Date	Project Type for 2023		Project Lead	Est. Completion Date				
2012	January 1, 2018	Growth: 0.0 % Maintenance: 100.0 %		Cathy Harris	Ongoing`				



# Project Version Summary

<b>Project #</b>	HLD-003-15	<b>Service Area</b>	Human & Health Services
<b>Budget Year</b>	2023	<b>Department</b>	Huron Lodge
<b>Asset Type</b>	Unassigned	<b>Division</b>	Nutrition & Dietary Services
<b>Title</b>	Huron Lodge Dish Machines and Industrial Kitchen Equipment		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Corporate Property Infrastructure		
<b>Wards</b>	Ward 1		
<b>Version Name</b>	Main (Active)		

**Project Description**  
 To establish a capital project to replace the dish machines and other industrial equipment within the kitchen at Huron Lodge that addresses risk management, quality assurance, and resident care requirements. This equipment is used as part of Huron Lodge's infection control procedures offering industrial quality sanitation and cleaning practices.

**Version Description**  
 To establish a project for the replacement of the dish machines and industrial kitchen equipment at Huron Lodge. This equipment has a life span of 8 - 10 years. Some equipment pieces were moved from the old building in 2007 and are still in working order but could fail at any time. Included in this project is the replacement of all kitchen industrial equipment / industrial storage units in the main kitchen. Equipment includes but not limited to hot carts, steamers, garburators, turbo wash pot/pan sink, ovens and hot tops and costs for plumbing/electrical during installation to be included.

Project Comments/Reference	Version Comments
7183001	

GL Account	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>											
5111 Machinery & Equipment -Non TCA	40,000	0	50,000	50,000	50,000	110,000	70,000	100,000	100,000	0	570,000
Total	40,000	0	50,000	50,000	50,000	110,000	70,000	100,000	100,000	0	570,000
<b>Revenues</b>											
221 Service Sustainability Investm	40,000	0	50,000	50,000	50,000	110,000	70,000	100,000	100,000	0	570,000
Total	40,000	0	50,000	50,000	50,000	110,000	70,000	100,000	100,000	0	570,000

Related Projects	Historical Approved Budget				Operating Budget Impact	
	Year	Total Expense	Revenue Net City Cost	Subsidies	Effective Date	Exp/(Rev) FTE Impact
	2018	80,000	80,000	0	Unknown	0 0
	2019	95,000	95,000	0		
	2021	110,000	110,000	0		
	Description					No Operating Budget Impact

Year Identified	Start Date	Project Type for 2023	Project Lead	Est. Completion Date
2015	January 1, 2018	Growth: 0.0 % Maintenance: 100.0 %	Cathy Harris	Ongoing`



# Project Version Summary

<b>Project #</b>	HLD-004-15	<b>Service Area</b>	Human & Health Services
<b>Budget Year</b>	2023	<b>Department</b>	Huron Lodge
<b>Asset Type</b>	Unassigned	<b>Division</b>	Nutrition & Dietary Services
<b>Title</b>	Huron Lodge Refrigeration and Freezer Equipment Replacement		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Corporate Property Infrastructure		
<b>Wards</b>	Ward 1		
<b>Version Name</b>	Main (Active)		

<b>Project Description</b>	To establish a capital project for the replacement of the refrigeration and freezer equipment throughout the RHA servery, pantry, and main kitchen at Huron Lodge.
----------------------------	--

<b>Version Description</b>	This equipment has a life expectancy of 8 to 10 years and by 2018 this equipment will need to be replaced as the cost of repairs will be too costly. Items requiring major repairs or replacing include 3 fridge walk-ins, 2 freezer walk-ins, and several fridges and freezers for the dietary (17 reach in refrigeration units, 6 reach in freezer units) and nursing areas (16 units) . Some units will be purchased new and others can be repaired through the purchase of compressors and motors. 2022-establish replacement program for fridge/freezers and purchase software system for monitoring temperature for food and medications as required per the Ministry of Health and long term care standards.
----------------------------	---

<b>Project Comments/Reference</b>	<b>Version Comments</b>
7183002	

<b>Project Detailed Forecast</b>											
<b>GL Account</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>	<b>Total</b>
<b>Expenses</b>											
5111 Machinery & Equipment -Non TCA	0	0	0	175,000	100,000	0	0	250,000	250,000	0	775,000
Total	0	0	0	175,000	100,000	0	0	250,000	250,000	0	775,000
<b>Revenues</b>											
221 Service Sustainability Investm	0	0	0	175,000	100,000	0	0	250,000	250,000	0	775,000
Total	0	0	0	175,000	100,000	0	0	250,000	250,000	0	775,000

Related Projects		Historical Approved Budget			Operating Budget Impact				
		Year	Total Expense	Revenue		Effective Date	Unknown	Exp/(Rev)	FTE Impact
				Net City Cost	Subsidies				
		2018	80,000	80,000	0				
		2022	175,000	175,000	0				
					No Operating Budget Impact				
Year Identified	Start Date	Project Type for 2023		Project Lead	Est. Completion Date				
2015	January 1, 2018	Growth: 0.0 % Maintenance: 0.0 %		Cathy Harris	Ongoing`				



# Project Version Summary

<b>Project #</b>	HLD-006-15	<b>Service Area</b>	Human & Health Services
<b>Budget Year</b>	2023	<b>Department</b>	Huron Lodge
<b>Asset Type</b>	Unassigned	<b>Division</b>	Nutrition & Dietary Services
<b>Title</b>	Huron Lodge Dietary Management System Maintenance		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Corporate Technology		
<b>Wards</b>	Ward 1		
<b>Version Name</b>	Main (Active)		

**Project Description**

This system will allow for a real time posting of all therapeutic information, such as but not limited to, individual needs, daily and weekly menus, diet cards, production sheets, and real time resident dietary requirements. This will mitigate risks such as aspiration, allergic reactions, ministry requirements, and consistent proper seating arrangements, etc.

**Version Description**

This project will allow the Dietary area to update resident files in real-time as opposed to the current manual system which requires binders in several locations in every resident home area and main kitchen to be updated daily (e.g. therapeutics count sheets, production sheets, table cards, seating placements, nourishment list, etc, all required by the Ministry of Health and long term care). This will allow for computerized menus to be posted electronically and all changes to be reflected in real time as they are made. This would also benefit the nursing staff as they will have access to the most up-to-date information in providing resident care which will reduce risk to the residents of Huron Lodge and the Corporation of the City of Windsor.

Improved production efficiencies will result with streamlining the process in which data is entered and significant reduction of risk to resident health. It is expected there will be an operating budget impact as a new software may have an annual license fee and if tablets are purchased our IT department may charge the department an annual fee. Budget is based on 2016 estimates.

Hardware (ie: screens, keyboards) for each dietary server, kitchen, diet offices; Software to allow for point of care for dietary needs, possible wiring WIFI connection updates; backfill for training and possible temporary dollars for heavy workload staff member

2022- integration with clinical software and point of care tablets

2023- integration with current dietary software and menu integration, hardware such as computer terminal in the kitchen, monitors in the dining rooms, software updates as required.

2031-Hardware Software updates, training

Project Comments/Reference	Version Comments
7199002	

Project Detailed Forecast												
GL Account	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total	
<b>Expenses</b>												
5110 Machinery & Equipment - TCA	105,000	0	35,000	0	70,000	0	0	0	50,000	60,000	320,000	
Total	105,000	0	35,000	0	70,000	0	0	0	50,000	60,000	320,000	
<b>Revenues</b>												
221 Service Sustainability Investm	105,000	0	35,000	0	70,000	0	0	0	50,000	60,000	320,000	
Total	105,000	0	35,000	0	70,000	0	0	0	50,000	60,000	320,000	

Related Projects		Historical Approved Budget			Operating Budget Impact				
		Year	Total Expense	Revenue		Effective Date	Unknown	Exp/(Rev)	FTE Impact
				Net City Cost	Subsidies				
		2019	65,000	65,000	0			0	0
		2022	75,000	75,000	0				
Year Identified	Start Date	Project Type for 2023		Project Lead	Est. Completion Date				
2015	January 1, 2019	Growth: 0.0 % Maintenance: 100.0 %		Cathy Harris	Ongoing`				



# Project Version Summary

<b>Project #</b>	HLD-001-13	<b>Service Area</b>	Human & Health Services
<b>Budget Year</b>	2023	<b>Department</b>	Huron Lodge
<b>Asset Type</b>	Unassigned	<b>Division</b>	Program Services
<b>Title</b>	Huron Lodge Beds/Mattresses/Furniture Replacement Program		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Corporate Property Infrastructure		
<b>Wards</b>	Ward 1		
<b>Version Name</b>	Main (Active)		

<b>Project Description</b>
Heavy usage by residents and constant environmental disinfection practices results in irreparable damages to the resident furniture. A capital replacement program averaging every 7 - 10 years is recommended to provide for furniture replacement.

<b>Version Description</b>
<p>A replacement program for the beds and mattresses along with mandatory utilitarian furniture require replacement due to age (10+ years) and wear and breakdown from cleaning chemicals.</p> <p>Resident Room Furniture includes beds, mattresses, bedside tables, dressers, chairs, blinds, window coverings</p> <p>Common home area Furniture includes couches, chairs, tables</p> <p>The ministry of long term care provides modest funding of \$22,400 for which beds qualify as part of the fall prevention funding (equates to estimated 10 beds), note that there are 224 resident beds in the home.</p> <p>2019-2022 beds (due to safety) and resident room furniture immediate need of replacing</p> <p>2023-2026 all common areas such as lounges and dining areas in all 7 resident home areas and main floor lounge/auditorium/café dining</p> <p>2028-2031 complete home replacement of all furniture including freight, assembly, staging costs (removing old furniture, resident personal belongings to be moved etc)</p> <p>2032 replacement of all beds due to new technology and expected resident further decline. Most often, resident falls and injuries occur while moving to and from beds.</p>

<b>Project Comments/Reference</b>	<b>Version Comments</b>
7189013	

<b>Project Detailed Forecast</b>												
<b>GL Account</b>		<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>	<b>Total</b>
<b>Expenses</b>												
5130 Furniture & Furnishings		100,000	100,000	100,000	200,000	200,000	0	300,000	200,000	100,000	400,000	1,700,000
	Total	100,000	100,000	100,000	200,000	200,000	0	300,000	200,000	100,000	400,000	1,700,000
<b>Revenues</b>												
221 Service Sustainability Investm		100,000	100,000	100,000	200,000	200,000	0	300,000	200,000	100,000	400,000	1,700,000
	Total	100,000	100,000	100,000	200,000	200,000	0	300,000	200,000	100,000	400,000	1,700,000



Related Projects		Historical Approved Budget			Operating Budget Impact				
		Year	Total Expense	Revenue		Effective Date	Unknown	Exp/(Rev)	FTE Impact
				Net City Cost	Subsidies				
		2019	272,400	250,000	22,400				
		2020	100,000	100,000	0				
		2021	100,000	100,000	0				
		2022	122,404	100,000	22,404				
					No Operating Budget Impact				
Year Identified	Start Date	Project Type for 2023	Project Lead		Est. Completion Date				
2013	January 1, 2019	Growth: 0.0 % Maintenance: 100.0 %	Tanya Shreve		Ongoing`				



# Project Version Summary

<b>Project #</b>	HLD-002-17	<b>Service Area</b>	Human & Health Services
<b>Budget Year</b>	2023	<b>Department</b>	Huron Lodge
<b>Asset Type</b>	Unassigned	<b>Division</b>	Resident Services
<b>Title</b>	Huron Lodge Resident Services Equipment Replacement		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Corporate Property Infrastructure		
<b>Wards</b>	Ward 1		
<b>Version Name</b>	Main (Active)		

**Project Description**

Establish an equipment replacement program for the Resident Services Division of Huron Lodge that addresses risk management, enriched quality of life, Psycho-social, Physiotherapy and Group Exercise programs, and improved delivery of resident programs.

**Version Description**

Establishment of a replacement program over the next five years to purchase, upgrade and or replace equipment for Physiotherapy Services and Resident life enrichment. These must comply with the Ministry of Health and Long Term Care Physiotherapy and Recreation and Social Activities regulations. Maintaining physical function in long term care is critical for improved functions across all aspects of resident care. By being able to provide the appropriate equipment to maintain or improve a resident's abilities we see reduced skin issues, improved ADL performance and increased psychosocial well being. Equipment such as ultrasounds, tens machines, and pedlars ensure our residents receive the appropriate exercises, range of motion, and strengthening to improve or maintain their physical abilities.

In addition to equipment for Physiotherapy and group exercise there are various equipment pieces that improve the programs and leisure time of our residents. It is mandated by the Act that the home provide a recreation program that meets the needs of the residents. Televisions, sound equipment, therapeutic recreation pieces, resident computers, and a large projection screen are all equipment that is necessary to enrich the lives of our residents. The use of technology and software in resident programming is vital in order to keep Huron lodge current with best practices in the private sector.

- \$15,000 - Auditorium TV
- \$10,000 - TVs (7 Lounge, 1 Therapy Room, 1 Café and 1 Front Main Area)
- \$10,000 - Ipads and Software (8)
- \$2,000 - Camera
- \$10,000 - Computers (7 Resident, 1 for Library)
- \$2,500 - BBQ
- \$5,000 - Canopy
- \$10,000 - Outdoor Furniture
- \$10,000 - Snoezelen Equipment
- \$5,000 - Celebration Dining Room Furniture
- \$45,000 - Physio and Exercise Room Equipment
- \$50,000 - Shade Structure for Outdoor Equipment
- \$40,000 - Interactive Equipment (It's Never2Late or equivalent) Replacement - \$10,000 each and software upgrades
- \$25,000 Kitchenette
- \$40,000 Introduction of Dementia Chrysalis Project
- \$60,000 Expansion of Chrysalis Project to other home areas
- Heavy workload social worker and/or activity aide to implement Chrysalis in the home

<b>Project Comments/Reference</b>	<b>Version Comments</b>
7219000	

Project Detailed Forecast												
GL Account		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>												
5111	Machinery & Equipment -Non TCA	0	0	0	40,000	150,000	0	0	40,000	60,000	150,000	440,000
Total		0	0	0	40,000	150,000	0	0	40,000	60,000	150,000	440,000
<b>Revenues</b>												
221	Service Sustainability Investm	0	0	0	40,000	150,000	0	0	40,000	60,000	150,000	440,000
Total		0	0	0	40,000	150,000	0	0	40,000	60,000	150,000	440,000
<b>Related Projects</b>		<b>Historical Approved Budget</b>				<b>Operating Budget Impact</b>						
				<b>Revenue</b>				<b>Effective Date</b> Unknown		<b>Exp/(Rev) FTE Impact</b>		
		<u>Year</u>	<u>Total Expense</u>	<u>Net City Cost</u>	<u>Subsidies</u>					0	0	
		2021	124,500	124,500	0					No Operating Budget Impact		
		2022	50,000	50,000	0							
<b>Year Identified</b>	<b>Start Date</b>	<b>Project Type for 2023</b>		<b>Project Lead</b>		<b>Est. Completion Date</b>						
2017	January 1, 2021	Growth: 0.0 % Maintenance: 0.0 %		Amanda Caslick		Ongoing`						

# **2023 Recommended Capital Budget**



## **Capital Project Summaries**

**Office of the Commissioner of Community Services**



# Project Version Summary

<b>Project #</b>	WPL-001-17	<b>Service Area</b>	Community Services
<b>Budget Year</b>	2023	<b>Department</b>	Library Services
<b>Asset Type</b>	Unassigned	<b>Division</b>	Administration - Library
<b>Title</b>	Windsor Public Library Refurbishments		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Agencies, Boards and Committees (ABC's)		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

**Project Description**  
 Libraries get significant "wear and tear" from repeated public usage and require regular refurbishment, such as painting, new customer seating, children's seating, shelving improvements and study surfaces every 8 to 10 years to protect the capital investment and assure sustainability. WPL Administration maintains a refurbishment plan and carries out priorities based on the capital budget allocation provided by the City.

**Version Description**  
 Current priorities include painting, flooring replacements, shelving improvements and furniture replacements at the Fontainebleau, Bridgeview and Forest Glade branches.

<b>Project Comments/Reference</b>	<b>Version Comments</b>
7219016	

<b>Project Detailed Forecast</b>		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>GL Account</b>												
<b>Expenses</b>												
5130	Furniture & Furnishings	33,752	46,000	46,000	31,000	48,000	0	0	0	138,000	98,000	440,752
	Total	33,752	46,000	46,000	31,000	48,000	0	0	0	138,000	98,000	440,752
<b>Revenues</b>												
169	Pay As You Go - Capital Reserve	33,752	46,000	46,000	31,000	48,000	0	0	0	138,000	98,000	440,752
	Total	33,752	46,000	46,000	31,000	48,000	0	0	0	138,000	98,000	440,752

<b>Related Projects</b>	<b>Historical Approved Budget</b>				<b>Operating Budget Impact</b>			
			<b>Revenue</b>		<b>Effective Date</b>	Unknown	<b>Exp/(Rev)</b>	<b>FTE Impact</b>
	<b>Year</b>	<b>Total Expense</b>	<b>Net City Cost</b>	<b>Subsidies</b>	<b>Description</b>		0	0
	2021	71,344	71,344	0	No Operating Budget Impact			
	2022	89,180	89,180	0				

<b>Year Identified</b>	<b>Start Date</b>	<b>Project Type for 2023</b>	<b>Project Lead</b>	<b>Est. Completion Date</b>
------------------------	-------------------	------------------------------	---------------------	-----------------------------

2017	January 1, 2019	Growth: 0.0 % Maintenance: 100.0 %	Nancy Peel & Christine Arkell	Ongoing`
------	-----------------	---------------------------------------	-------------------------------	----------



# Project Version Summary

<b>Project #</b>	WPL-001-20	<b>Service Area</b>	Community Services
<b>Budget Year</b>	2023	<b>Department</b>	Library Services
<b>Asset Type</b>	Unassigned	<b>Division</b>	Administration - Library
<b>Title</b>	WPL Electronic Signs		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Agencies, Boards and Committees (ABC's)		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

<b>Project Description</b>	Purchase and installation of electronic signs at select library facilities.
----------------------------	---

<b>Version Description</b>	Priority library locations for the installation of electronic signs are the Forest Glade, Riverside, Seminole, John Muir and Budimir branches.
----------------------------	--

<b>Project Comments/Reference</b>	<b>Version Comments</b>

<b>Project Detailed Forecast</b>												
GL Account	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total	
<b>Expenses</b>												
5130 Furniture & Furnishings	0	0	0	0	0	0	90,000	0	92,000	68,000	250,000	
Total	0	0	0	0	0	0	90,000	0	92,000	68,000	250,000	
<b>Revenues</b>												
169 Pay As You Go - Capital Reserve	0	0	0	0	0	0	90,000	0	92,000	68,000	250,000	
Total	0	0	0	0	0	0	90,000	0	92,000	68,000	250,000	

<b>Related Projects</b>	<b>Historical Approved Budget</b>	<b>Operating Budget Impact</b>

<b>Year Identified</b>	<b>Start Date</b>	<b>Project Type for 2023</b>	<b>Project Lead</b>	<b>Est. Completion Date</b>
------------------------	-------------------	------------------------------	---------------------	-----------------------------

2020		Growth: 0.0 % Maintenance: 0.0 %	TBD	2027
------	--	-------------------------------------	-----	------





# Project Version Summary

<b>Project #</b>	WPL-001-23	<b>Service Area</b>	Community Services
<b>Budget Year</b>	2023	<b>Department</b>	Library Services
<b>Asset Type</b>		<b>Division</b>	Administration - Library
<b>Title</b>	Equipment Upgrades		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Agencies, Boards and Committees (ABC's)		
<b>Wards</b>			
<b>Version Name</b>	Main (Active)		

<b>Project Description</b>	Upgrade the recording and editing equipment in the Digital Branch and upgrades to customer technology hubs.
----------------------------	---

<b>Version Description</b>	
----------------------------	--

<b>Project Comments/Reference</b>	<b>Version Comments</b>
-----------------------------------	-------------------------

<b>Project Detailed Forecast</b>												
GL Account	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total	
<b>Expenses</b>												
5410 Construction Contracts - TCA	0	0	0	0	17,000	0	0	0	0	25,000	42,000	
Total	0	0	0	0	17,000	0	0	0	0	25,000	42,000	
<b>Revenues</b>												
169 Pay As You Go - Capital Reserve	0	0	0	0	17,000	0	0	0	0	25,000	42,000	
Total	0	0	0	0	17,000	0	0	0	0	25,000	42,000	

<b>Related Projects</b>	<b>Historical Approved Budget</b>	<b>Operating Budget Impact</b>
-------------------------	-----------------------------------	--------------------------------

<b>Year Identified</b>	<b>Start Date</b>	<b>Project Type for 2023</b>	<b>Project Lead</b>	<b>Est. Completion Date</b>
------------------------	-------------------	------------------------------	---------------------	-----------------------------

2023		Growth: 0.0 % Maintenance: 0.0 %	Kitty Pope	TBD`
------	--	-------------------------------------	------------	------



# Project Version Summary

<b>Project #</b>	WPL-002-18	<b>Service Area</b>	Community Services
<b>Budget Year</b>	2023	<b>Department</b>	Library Services
<b>Asset Type</b>	Unassigned	<b>Division</b>	Administration - Library
<b>Title</b>	Windsor Public Library Materials Acquisitions		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Agencies, Boards and Committees (ABC's)		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

**Project Description**

The development charges component of the Library Board capital program includes a provision of \$1.0 million to cover the cost of materials acquisitions over the ten-year planning period. This acquisition will assist in servicing areas of Windsor with significant residential growth without expenditures on bricks and mortar. Our materials are popular and in constant demand and new materials are regularly expected by our customers. Within a budget conscious environment, the Windsor Public Library wishes to remain relevant, in particular with respect to Wards 1, 7 & 9 - the wards which have experienced significant residential growth.

**Version Description**

The funds have been designated to purchase library books/videos and e-resources to serve areas with significant residential growth (i.e. Wards 1/7/9) thereby reducing the need for more library facilities. The proposed plan going forward to use Development Charge funding to support library collections and outreach in areas where a public library is not easily accessible.

Project Comments/Reference	Version Comments
7145000	

Project Detailed Forecast												
GL Account	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total	
<b>Expenses</b>												
2085 Publications and Manuals	125,000	150,000	150,000	150,000	133,000	200,000	200,000	0	150,000	225,000	1,483,000	
Total	125,000	150,000	150,000	150,000	133,000	200,000	200,000	0	150,000	225,000	1,483,000	
<b>Revenues</b>												
122 Dev Chg - Library	100,000	75,000	75,000	75,000	75,000	75,000	75,000	0	150,000	0	700,000	
169 Pay As You Go - Capital Reserve	25,000	75,000	75,000	75,000	58,000	125,000	125,000	0	0	225,000	783,000	
Total	125,000	150,000	150,000	150,000	133,000	200,000	200,000	0	150,000	225,000	1,483,000	

Related Projects		Historical Approved Budget			Operating Budget Impact
			Revenue		
		Year	Total Expense	Net City Cost	Subsidies
		2019	175,000	175,000	0
		2020	150,000	150,000	0
		2021	150,000	150,000	0
		2022	125,000	125,000	0
Year Identified	Start Date	Project Type for 2023	Project Lead	Est. Completion Date	
2018	January 1, 2022	Growth: 0.0 % Maintenance: 100.0 %	Kitty Pope	Ongoing`	



# Project Version Summary

<b>Project #</b>	WPL-002-20	<b>Service Area</b>	Community Services
<b>Budget Year</b>	2023	<b>Department</b>	Library Services
<b>Asset Type</b>	Unassigned	<b>Division</b>	Administration - Library
<b>Title</b>	Library Self Checkouts		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Agencies, Boards and Committees (ABC's)		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

<b>Project Description</b>	Scheduled replacement of library self-checkout machines.										
----------------------------	--	--	--	--	--	--	--	--	--	--	--

<b>Version Description</b>											
----------------------------	--	--	--	--	--	--	--	--	--	--	--

<b>Project Comments/Reference</b>				<b>Version Comments</b>							
-----------------------------------	--	--	--	-------------------------	--	--	--	--	--	--	--

<b>Project Detailed Forecast</b>											
GL Account	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>											
5110 Machinery & Equipment - TCA	0	0	0	0	0	40,000	40,000	80,000	55,000	150,000	365,000
Total	0	0	0	0	0	40,000	40,000	80,000	55,000	150,000	365,000
<b>Revenues</b>											
169 Pay As You Go - Capital Reserve	0	0	0	0	0	40,000	40,000	80,000	55,000	150,000	365,000
Total	0	0	0	0	0	40,000	40,000	80,000	55,000	150,000	365,000

<b>Related Projects</b>	<b>Historical Approved Budget</b>			<b>Operating Budget Impact</b>							

<b>Year Identified</b>	<b>Start Date</b>	<b>Project Type for 2023</b>	<b>Project Lead</b>	<b>Est. Completion Date</b>
------------------------	-------------------	------------------------------	---------------------	-----------------------------

2020		Growth: 0.0 % Maintenance: 0.0 %	TBD	TBD`
------	--	-------------------------------------	-----	------



# Project Version Summary

<b>Project #</b>	ENG-006-17	<b>Service Area</b>	Community Services
<b>Budget Year</b>	2023	<b>Department</b>	Parks & Facilities
<b>Asset Type</b>	Unassigned	<b>Division</b>	Facilities Operations
<b>Title</b>	Windsor International Aquatic Training Centre – Ongoing Capital Maintenance		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Corporate Property Infrastructure		
<b>Wards</b>	Ward 3		
<b>Version Name</b>	Main (Active)		

**Project Description**

The Windsor International Aquatic Training Centre (WIATC) including Adventure Bay is a unique facility. It has a vast array of equipment that is used to run the facility as well as the specialized equipment associated with the waterpark and diving facility. In addition, the warranty for the equipment in the facility is now expired so this program will fund necessary replacement of components or equipment. It will include replacement and capital repairs of equipment, amusement devices, specialized HVAC equipment, pumps, water treatment equipment, etc. Other capital needs include replacement of safety features as well as capital repairs/replacements of items that support the unique functions of the facility.

**Version Description**

The funding will be assigned on a priority basis.

Enterprise Risk(s): This funding will mitigate against the identified Infrastructure enterprise risk. The lack of funding for these works will result in deferral of repairs and increase the likelihood of over expenditures in the operating budget when emergency repairs must be undertaken.

Project Comments/Reference	Version Comments
7189001	

Project Detailed Forecast		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>GL Account</b>												
<b>Expenses</b>												
5410	Construction Contracts - TCA	150,000	971,500	568,500	150,000	150,000	300,000	300,000	300,000	350,000	180,000	3,420,000
	Total	150,000	971,500	568,500	150,000	150,000	300,000	300,000	300,000	350,000	180,000	3,420,000
<b>Revenues</b>												
151	Parks/Rec/Facil Acquis Funding	150,000	821,500	418,500	150,000	150,000	300,000	300,000	300,000	350,000	100,000	3,040,000
169	Pay As You Go - Capital Reserve	0	0	0	0	0	0	0	0	0	0	0
209	WIATC Capital Maintenance Rve	0	150,000	150,000	0	0	0	0	0	0	80,000	380,000
221	Service Sustainability Investm	0	0	0	0	0	0	0	0	0	0	0
	Total	150,000	971,500	568,500	150,000	150,000	300,000	300,000	300,000	350,000	180,000	3,420,000

Related Projects		Historical Approved Budget			Operating Budget Impact				
		Year	Total Expense	Revenue		Effective Date	Unknown	Exp/(Rev)	FTE Impact
				Net City Cost	Subsidies				
		2018	75,000	75,000	0				
		2019	200,000	200,000	0				
		2020	80,000	80,000	0				
		2022	150,000	150,000	0				
					A minimum \$50,000 impact to operating budget per year if the non-slip floor coating is not funded.				
Year Identified	Start Date	Project Type for 2023		Project Lead	Est. Completion Date				
2017		Growth: 0.0 % Maintenance: 100.0 %		Daryel Brisebois	Ongoing`				





# Project Version Summary

<b>Project #</b>	ENG-007-17	<b>Service Area</b>	Community Services
<b>Budget Year</b>	2023	<b>Department</b>	Parks & Facilities
<b>Asset Type</b>	Unassigned	<b>Division</b>	Facilities Operations
<b>Title</b>	Facility Equipment Replacement Program		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Corporate Property Infrastructure		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

**Project Description**

To repair and replace maintenance equipment within Facilities. This equipment is costly to repair/replace and many items are reaching the end of their useful life. Annual funding is being requested to replace/repair aging maintenance equipment, such as floor cleaning equipment, compressors, lifts etc. This budget will ensure that funds are available when maintenance equipment throughout Facilities fails or needs replacement.

**Version Description**

The following project requires an annual allotment of \$50,000 in 2023-2028, and 2031-2032 to fund the replacement of facility maintenance equipment. The annual funds will be assigned on a priority basis based on the overall needs for maintenance equipment within the various facilities maintained by the Facilities division.

Enterprise Risk(s): This funding will mitigate against the identified infrastructure enterprise risk. The lack of funding for these works will result in deferral of repairs and increase the likelihood of over expenditures in the operating budget when emergency repairs must be undertaken.

Project Comments/Reference	Version Comments
7221038	

Project Detailed Forecast		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>GL Account</b>												
<b>Expenses</b>												
5410	Construction Contracts - TCA	50,000	50,000	50,000	50,000	50,000	50,000	0	0	50,000	50,000	400,000
	Total	50,000	50,000	50,000	50,000	50,000	50,000	0	0	50,000	50,000	400,000
<b>Revenues</b>												
221	Service Sustainability Investm	50,000	50,000	50,000	50,000	50,000	50,000	0	0	50,000	50,000	400,000
	Total	50,000	50,000	50,000	50,000	50,000	50,000	0	0	50,000	50,000	400,000

Related Projects		Historical Approved Budget			Operating Budget Impact				
		Year	Total Expense	Revenue		Effective Date	Unknown	Exp/(Rev)	FTE Impact
				Net City Cost	Subsidies				
		2022	50,000	50,000	0	Any shortfalls will be handled by the operating budget.			
Year Identified	Start Date	Project Type for 2023		Project Lead	Est. Completion Date				
2017	January 1, 2022	Growth: 0.0 % Maintenance: 100.0 %		Adrian Busa	Ongoing`				



# Project Version Summary

<b>Project #</b>	HCP-002-07	<b>Service Area</b>	Community Services
<b>Budget Year</b>	2023	<b>Department</b>	Parks & Facilities
<b>Asset Type</b>	Unassigned	<b>Division</b>	Facilities Operations
<b>Title</b>	Corporate Facilities Roof Replacement Program		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Corporate Property Infrastructure		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

**Project Description**

The corporate roof replacement program has been revised to reflect the highest priority based on available funding. It should be noted, roofs which will not be replaced until funds are available will continue to deteriorate resulting in either emergency repairs and/or eventual, untimely and unfunded roof replacements.

**Version Description**

The City of Windsor has several building roofs that need attention. Jobs have been prioritized and estimated according to current status.

Enterprise Risk(s): This funding will mitigate against the identified Infrastructure enterprise risk. The lack of funding for these works will result in deferral of repairs and increase the likelihood of over expenditures in the operating budget when emergency repairs must be undertaken.

<b>Project Comments/Reference</b>	<b>Version Comments</b>
See document attached for complete listing. 7085008	

<b>Project Detailed Forecast</b>												
<b>GL Account</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>	<b>Total</b>	
<b>Expenses</b>												
5410 Construction Contracts - TCA	400,000	400,000	400,000	1,200,000	200,000	1,150,000	2,820,000	1,560,000	1,525,000	2,300,000	11,955,000	
Total	400,000	400,000	400,000	1,200,000	200,000	1,150,000	2,820,000	1,560,000	1,525,000	2,300,000	11,955,000	
<b>Revenues</b>												
221 Service Sustainability Investm	400,000	400,000	400,000	1,200,000	200,000	1,150,000	2,820,000	1,560,000	1,525,000	2,300,000	11,955,000	
Total	400,000	400,000	400,000	1,200,000	200,000	1,150,000	2,820,000	1,560,000	1,525,000	2,300,000	11,955,000	

Related Projects		Historical Approved Budget			Operating Budget Impact				
Follows ENG-005-16		Year	Total Expense	Revenue		Effective Date	Unknown	Exp/(Rev)	FTE Impact
Project Title				Net City Cost	Subsidies				
2437 Howard Ave. Improvements Placeholder		2007	150,000	150,000	0			0	0
		2008	525,000	525,000	0				
		2009	285,000	285,000	0				
		2010	700,000	700,000	0				
		2011	740,000	740,000	0				
		2012	372,167	372,167	0				
		2014	355,320	355,320	0				
		2015	413,400	413,400	0				
		2016	456,000	456,000	0				
		2017	1,293,800	1,293,800	0				
		2018	471,100	471,100	0				
		2019	415,400	415,400	0				
		2020	1,330,500	1,330,500	0				
		2021	410,000	410,000	0				
		2022	400,000	400,000	0				
Year Identified	Start Date	Project Type for 2023		Project Lead	Est. Completion Date				
2007	January 1, 2015	Growth: 0.0 % Maintenance: 100.0 %		Adrian Busa / Ryan Schuchard	Ongoing`				

**ROOF BUDGET**

BUILDING	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2022-2032 Total
											** post Finance review	
1 Willistead Manor, Coach House, Gate House Repairs	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000							40,000
2 Willistead Manor, Coach House, Gate House Replacement	\$0	\$260,000					\$450,000				\$800,000	1,510,000
3 MacKenzie Hall (flat roof)												-
4 Roseland Golf Club												-
5 Bridgeview Library												-
6 Seminole Library												-
7 Glenqary Community Centre (Gym Area)												-
8 Gino A Marcus CC		\$130,000	\$390,000									520,000
9 Pump Stations at Little River Yard												-
10 2450 McDougall												-
11 Optimist Memorial Park Washrooms and Storage												-
12 Remington Outdoor Pool Building												-
13 Charles Clark (zamboni building)												-
14 Charles Clark (concession building)												-
15 Jefferson Police Station TBD	\$180,000											-
16 2437 Howard (former Angileri Building) **												-
17 Central Heat Building at City Hall				\$20,000								20,000
18 Fire Apparatus (Kew Drive)				\$40,000	\$140,000							180,000
19 Public Works Administration (1266 McDougall)				\$280,000								280,000
21 Misc Parks Buildings (including shelter roofing)				\$50,000	\$50,000							100,000
22 Windsor Justice Facility (WJF)												-
23 Capri Recreation Complex												-
24 Fire Hall #3 - 2750 Ouellette Ave									\$650,000	\$1,250,000	\$1,100,000	3,000,000
25 Crawford Yard - Carpenter Shop												105,000
26 400 CHS					\$1,000,000							95,000
27 Computers4Kids - 4100 Sandwich Street	\$210,000						\$0					1,000,000
28 WJF (F403)												-
29 DND												-
30 930 Mercer								\$1,700,000				1,700,000
31 North Service Road Transfer Station-Admin Bldg									\$230,000			230,000
32 Atkinson Pool Park Washrooms								\$195,000				195,000
33 1231 Mercer								\$18,000				18,000
34 Lou Romano - Dewatering, Grit, Electrical Buildings									\$160,000			160,000
35 Lanspeary Arena (overlay metal roof, plus remove/reinstall solar system)						\$0	\$0	\$650,000				650,000
36 Baby House							\$0		\$340,000			340,000
37 WFCU									\$45,000			45,000
38 Paul Martin Building									\$0	\$0	\$0	-
39 FH1											\$275,000	275,000
40 1269 Mercer											\$390,000	390,000
41 Capitol Theatre							\$500,000					500,000
42 Jackson Park Shelter (by splash pad)			\$0									-
43 350 CHS												-
44 185 CHS												-
45 500 Tuscarora												-
46 Misc as per BCA							\$200,000	\$212,000	\$180,000		\$10,000	602,000
<b>TOTAL REQUESTED:</b>	<b>\$400,000</b>	<b>\$400,000</b>	<b>\$400,000</b>	<b>\$400,000</b>	<b>\$1,200,000</b>	<b>\$200,000</b>	<b>\$1,150,000</b>	<b>\$2,820,000</b>	<b>\$1,560,000</b>	<b>\$1,525,000</b>	<b>\$2,300,000</b>	<b>\$11,955,000</b>



# Project Version Summary

<b>Project #</b>	PFO-001-15	<b>Service Area</b>	Community Services
<b>Budget Year</b>	2023	<b>Department</b>	Parks & Facilities
<b>Asset Type</b>	Unassigned	<b>Division</b>	Facilities Operations
<b>Title</b>	Huron Lodge Environmental Services Equipment Replacement		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Corporate Property Infrastructure		
<b>Wards</b>	Ward 1		
<b>Version Name</b>	Main (Active)		

<b>Project Description</b>
Huron Lodge is a long-term care residence for seniors. The equipment needs for this facility are extensive and must be in constant working order to be able to operate the residence according to the provincial standards set by the Ministry of Health and Long-Term Care.

<b>Version Description</b>
The anticipated kitchen, cleaning and laundry equipment are: 2026 - 2028 - Trash Compactor (\$400,000), 2029 - 2030 - Dock Leveler (\$100,000) and other miscellaneous equipment repairs 2032 - (\$100,000)
Enterprise Risk(s): This funding will mitigate against the identified infrastructure enterprise risk. The lack of funding for these works will result in deferral of repairs and increase the likelihood of over expenditures in the operating budget when emergency repairs must be undertaken.

<b>Project Comments/Reference</b>	<b>Version Comments</b>
7152003	

<b>Project Detailed Forecast</b>		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>GL Account</b>												
<b>Expenses</b>												
5410	Construction Contracts - TCA	0	0	0	175,000	175,000	50,000	50,000	50,000	0	100,000	600,000
	Total	0	0	0	175,000	175,000	50,000	50,000	50,000	0	100,000	600,000
<b>Revenues</b>												
221	Service Sustainability Investm	0	0	0	175,000	175,000	50,000	50,000	50,000	0	100,000	600,000
	Total	0	0	0	175,000	175,000	50,000	50,000	50,000	0	100,000	600,000

Related Projects		Historical Approved Budget			Operating Budget Impact				
		Year	Total Expense	Revenue		Effective Date	Unknown	Exp/(Rev)	FTE Impact
				Net City Cost	Subsidies				
		2015	120,000	120,000	0				
		2016	18,000	18,000	0				
		2019	60,000	60,000	0				
		2020	175,000	175,000	0				
					The lack of capital funding would result in further deterioration of the equipment and increase the likelihood of expenditures in the operating budget due to repairs.				
Year Identified	Start Date	Project Type for 2023		Project Lead	Est. Completion Date				
2014	January 1, 2015	Growth: 0.0 % Maintenance: 0.0 %		Daryel Brisebois	Ongoing`				



# Project Version Summary

<b>Project #</b>	PFO-001-23	<b>Service Area</b>	Community Services
<b>Budget Year</b>	2023	<b>Department</b>	Parks & Facilities
<b>Asset Type</b>		<b>Division</b>	Facilities Operations
<b>Title</b>	Parks & Facilities Maintenance Funding		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Corporate Property Infrastructure		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

**Project Description**  
 This project is created for the Capital refurbishment of existing structures and amenities found with the City's 205 Parks. Additionally the refurbishment of existing structures within the Parks & Facilities Department that are utilized to carry out the effective daily operations of our parkland.

**Version Description**  
 Specific allocation of funds to be determined on an ongoing basis by the department based upon risk assessments and asset/inventory assessments.

<b>Project Comments/Reference</b>	<b>Version Comments</b>

<b>Project Detailed Forecast</b>											
GL Account	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>											
5410 Construction Contracts - TCA	0	0	0	40,000	0	0	0	0	0	100,000	140,000
Total	0	0	0	40,000	0	0	0	0	0	100,000	140,000
<b>Revenues</b>											
221 Service Sustainability Investm	0	0	0	40,000	0	0	0	0	0	100,000	140,000
Total	0	0	0	40,000	0	0	0	0	0	100,000	140,000

<b>Related Projects</b>	<b>Historical Approved Budget</b>	<b>Operating Budget Impact</b>

<b>Year Identified</b>	<b>Start Date</b>	<b>Project Type for 2023</b>	<b>Project Lead</b>	<b>Est. Completion Date</b>



2023		Growth: 0.0 % Maintenance: 0.0 %	James Chacko	Ongoing`
------	--	-------------------------------------	--------------	----------



## Project Version Summary

<b>Project #</b>	PFO-002-19	<b>Service Area</b>	Community Services
<b>Budget Year</b>	2023	<b>Department</b>	Parks & Facilities
<b>Asset Type</b>	Unassigned	<b>Division</b>	Facilities Operations
<b>Title</b>	Fountain Restoration and Repairs		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Corporate Property Infrastructure		
<b>Wards</b>	Ward 2		
<b>Version Name</b>	Main (Active)		

### Project Description

This project is intended to fund capital costs for ongoing maintenance and restoration of all Facilities fountains including repainting, retiling, pump repairs, etc.

As per CR250/2022:

II. That Council DIRECT Administration to MOVE FORWARD with Option 1: Floating Fountain design concept, and that Administration PERFORM public consultation and BRING FORWARD final design, costing and funding options for presentation to Council for the 2023 Capital Budget.

The anticipated funding required for the new Peace Fountain based upon the approved conceptual plan has been included in the years 2023 to 2027. The final design will be presented to Council following the 2023 Capital Budget and additional public consultation.

### Version Description

Specific work identified at this time is as follows:

- 2023 - Peace Fountain (\$2,206,182)
- 2024 - Bert Weeks, Willistead and other fountain repairs (\$250,000)
- 2025 - Peace Fountain (\$2,624,046)
- 2026 - Peace Fountain (\$5,009,772)
- 2027 - Peace Fountain (\$500,000)

Below funding be prioritized based on identified needs:

- 2025 - (\$250,000)
- 2027 - (\$160,000)

### Project Comments/Reference

7209008/7211054

### Version Comments

Project Detailed Forecast												
GL Account		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>												
5410	Construction Contracts - TCA	2,206,182	250,000	2,874,046	5,009,772	660,000	0	0	0	0	0	11,000,000
Total		2,206,182	250,000	2,874,046	5,009,772	660,000	0	0	0	0	0	11,000,000
<b>Revenues</b>												
169	Pay As You Go - Capital Reserve	0	0	624,046	363,522	500,000	0	0	0	0	0	1,487,568
176	Canada Community-Building Fund	0	0	0	4,454,250	0	0	0	0	0	0	4,454,250
214	Tourism Devlmt Infrst & Prgm	0	0	1,250,000	0	0	0	0	0	0	0	1,250,000
221	Service Sustainability Investm	2,206,182	250,000	1,000,000	192,000	160,000	0	0	0	0	0	3,808,182
Total		2,206,182	250,000	2,874,046	5,009,772	660,000	0	0	0	0	0	11,000,000

Related Projects		Historical Approved Budget				Operating Budget Impact			
				Revenue					
		Year	Total Expense	Net City Cost	Subsidies	Effective Date	Unknown	Exp/(Rev)	FTE Impact
		2020	50,000	50,000	0			0	0
		2022	449,500	449,500	0				
		Description: Any maintenance required prior to a full refurbishment may impact the operating budget.							

Year Identified	Start Date	Project Type for 2023	Project Lead	Est. Completion Date
2019	January 1, 2019	Growth: 0.0 % Maintenance: 100.0 %	Donovan Tremblay	Ongoing`



# Project Version Summary

<b>Project #</b>	PFO-013-21	<b>Service Area</b>	Community Services
<b>Budget Year</b>	2023	<b>Department</b>	Parks & Facilities
<b>Asset Type</b>	Unassigned	<b>Division</b>	Facilities Operations
<b>Title</b>	Corporate Facility Equipment Maintenance Program		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Corporate Property Infrastructure		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

**Project Description**

To repair and replace infrastructure equipment within Facilities. The equipment is costly to repair/replace and many items are reaching the end of their useful life. Annual funding is being requested to replace/repair aging infrastructure equipment, such as pumps, dock leveler, and trash compactor, etc. This budget will ensure that funds are available when infrastructure equipment throughout Facilities fails or needs replacement.

**Version Description**

Specific work identified at this time is as follows:  
 2023 - Outdoor pool equipment maintenance (\$48,000)  
 2024 - Outdoor pool equipment maintenance (\$23,000) /CHEMTROL system maintenance (\$27,000)  
 2025 - Gino Marcus CHEMTROL system (\$10,000)  
 2026 - Adventure Bay (\$1,000,000); Outdoor pool maintenance (\$50,000)  
 2028 - Adventure Bay Sound system (\$150,000)  
 2031 - BCA identified needs (\$50k)  
 2032 - BCA identified needs (\$75k)

Enterprise Risk(s): This funding will mitigate against the identified infrastructure enterprise risk. The lack of funding for these works will result in deferral of repairs and increase the likelihood of over expenditures in the operating budget when emergency repairs must be undertaken

<b>Project Comments/Reference</b>	<b>Version Comments</b>
7219012	

<b>Project Detailed Forecast</b>		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>GL Account</b>												
<b>Expenses</b>												
5410	Construction Contracts - TCA	48,000	50,000	10,000	1,050,000	0	150,000	0	0	50,000	75,000	1,433,000
	Total	48,000	50,000	10,000	1,050,000	0	150,000	0	0	50,000	75,000	1,433,000
<b>Revenues</b>												
125	Dev Chg - Indoor Recreation	0	0	0	0	0	0	0	0	50,000	0	50,000
221	Service Sustainability Investm	48,000	50,000	10,000	1,050,000	0	150,000	0	0	0	75,000	1,383,000
	Total	48,000	50,000	10,000	1,050,000	0	150,000	0	0	50,000	75,000	1,433,000

Related Projects		Historical Approved Budget			Operating Budget Impact
		Year	Total Expense	Revenue	
				Net City Cost	Subsidies
		2021	63,000	63,000	0
		2022	232,800	232,800	0
Year Identified	Start Date	Project Type for 2023		Project Lead	Est. Completion Date
2021		Growth: 0.0 % Maintenance: 100.0 %		Adrian Busa	TBD`



# Project Version Summary

<b>Project #</b>	PFO-014-07	<b>Service Area</b>	Community Services
<b>Budget Year</b>	2023	<b>Department</b>	Parks & Facilities
<b>Asset Type</b>	Unassigned	<b>Division</b>	Facilities Operations
<b>Title</b>	Corporate Facilities Health & Safety Compliance		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Corporate Property Infrastructure		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

<b>Project Description</b>
----------------------------

This is an ongoing program to address the deficiencies outlined in the corporate health and safety audit. Pending initiatives are brought forward as issues arise.

Facilities Operations finds itself called upon to resolve Health & Safety matters across the Corporation, with a limited corresponding source of funding. As identified in the recent OMBI performance indicators, Facilities Operations is responsible for providing service to over one million square feet of space among various City owned facilities. This includes ensuring that Health & Safety orders/complaints are followed up in a timely manner. Currently, many orders cannot be absorbed in the various operating budgets. Expectations are that, due to aging municipal facilities, an aging work force and the recent hiring of additional Ministry of Labour work force with respect to enforcing Bill C45, the demand for Health & Safety related replacements will steadily increase.

In addition, this program will fund the expenses incurred when Designated Substances, as defined in Ontario Regulation 490/90 of the OH&S Act, are encountered and required to be properly managed in municipal buildings. These substances are sometimes encountered unexpectedly during renovation projects or are discovered through a targeted investigation.

<b>Version Description</b>
----------------------------

Issues that will require attention as a result of various Provincial Ministry and Municipal orders include but are not limited to the following:

- Designated substance remediation
- Mould remediation
- Work environment illumination levels as set forth by the Ministry of Labour
- Washroom rehabilitation
- Sidewalk/pathway trip hazards
- Flooring trip hazards & other structural hazards
- Air quality & noise replacements
- Arc flash & shock protection assessments
- Electrical safety authority orders to comply
- Fire prevention officer orders to comply

Outstanding orders from both the ESA and our own Health & Safety team are currently being compiled. It should be noted that this represents a running total that is fluid and changes over time. A backlog of work orders is anticipated based on Bill C-45, although dealt with as far as funding will allow. It can be effectively demonstrated that more funds will be required in future years.

<b>Project Comments/Reference</b>	<b>Version Comments</b>
7086007 H&S /7001225 Designated Substance Remediation (replaced The Asbestos Abatement Program)	

Project Detailed Forecast												
GL Account		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>												
5410	Construction Contracts - TCA	100,000	125,000	100,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	1,375,000
Total		100,000	125,000	100,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	1,375,000
<b>Revenues</b>												
221	Service Sustainability Investm	100,000	125,000	100,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	1,375,000
Total		100,000	125,000	100,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	1,375,000
Related Projects		Historical Approved Budget				Operating Budget Impact						
				Revenue				Effective Date		Unknown	Exp/(Rev) FTE Impact	
		Year	Total Expense	Net City Cost	Subsidies	Description				0	0	
		2007	75,000	75,000	0	No operating budget impact.						
		2008	150,000	150,000	0							
		2009	150,000	150,000	0							
		2010	150,000	150,000	0							
		2011	150,000	150,000	0							
		2012	150,000	150,000	0							
		2013	160,000	160,000	0							
		2014	150,000	150,000	0							
		2015	185,000	185,000	0							
		2017	150,000	150,000	0							
		2018	150,000	150,000	0							
		2019	90,000	90,000	0							
		2021	100,000	100,000	0							
Year Identified	Start Date	Project Type for 2023		Project Lead		Est. Completion Date						
2007	January 1, 2007	Growth: 0.0 % Maintenance: 100.0 %		Adrian Busa		Ongoing`						



# Project Version Summary

<b>Project #</b>	ECB-004-18	<b>Service Area</b>	Community Services
<b>Budget Year</b>	2023	<b>Department</b>	Parks & Facilities
<b>Asset Type</b>	Unassigned	<b>Division</b>	Parks
<b>Title</b>	Wigle Park Capital Improvements		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Parks & Recreation		
<b>Wards</b>	Ward 3		
<b>Version Name</b>	Main (Active)		

**Project Description**  
 On Tues. Jan. 16th, 2018, City Council approved the 2018 Enhanced Capital Budget Plan for a number of specific projects in the form of placeholder allocations subject to detailed reports to be prepared for Council's consideration.

**Version Description**  
 2023- Installation of a perimeter walking path and lighting \$175,000

<b>Project Comments/Reference</b>	<b>Version Comments</b>
7186000	COMMITMENT: CR4/2019 - C 217/2018 - 2023 F169 \$175,000

<b>Project Detailed Forecast</b>											
GL Account	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>											
5410 Construction Contracts - TCA	175,000	0	0	0	0	0	0	0	0	0	175,000
Total	175,000	0	0	0	0	0	0	0	0	0	175,000
<b>Revenues</b>											
169 Pay As You Go - Capital Reserve	0	0	0	0	0	0	0	0	0	0	0
169CF Committed Funding	175,000	0	0	0	0	0	0	0	0	0	175,000
Total	175,000	0	0	0	0	0	0	0	0	0	175,000

<b>Related Projects</b>	<b>Historical Approved Budget</b>				<b>Operating Budget Impact</b>			
			<b>Revenue</b>					
	<u>Year</u>	<u>Total Expense</u>	<u>Net City Cost</u>	<u>Subsidies</u>				
	2019	150,000	150,000	0				



<b>Year Identified</b>	<b>Start Date</b>	<b>Project Type for 2023</b>	<b>Project Lead</b>	<b>Est. Completion Date</b>
2018	March 1, 2018	Growth: 100.0 % Maintenance: 0.0 %	Darron Ahlstedt	TBD`



# Project Version Summary

<b>Project #</b>	ECB-011-18	<b>Service Area</b>	Community Services
<b>Budget Year</b>	2023	<b>Department</b>	Parks & Facilities
<b>Asset Type</b>	Unassigned	<b>Division</b>	Parks
<b>Title</b>	Stodgell Park Redevelopment		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Parks & Recreation		
<b>Wards</b>	Ward 4		
<b>Version Name</b>	Main (Active)		

**Project Description**  
 On Tues. Jan. 16th, 2018, City Council approved the 2018 Enhanced Capital Budget Plan for a number of specific projects in the form of placeholder allocations subject to detailed reports to be prepared for Council's consideration.

**Version Description**  
 Installation of an asphalt multi-use trail around the perimeter of the park, accessible parking lot and tree planting. All works will be completed in accordance with the approved Master Plan.

<b>Project Comments/Reference</b>	<b>Version Comments</b>
7182019	COMMITMENT: CR4/2019 - C 217/2018 - 2023 F169 \$460,000

<b>Project Detailed Forecast</b>											
GL Account	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>											
5410 Construction Contracts - TCA	460,000	0	0	0	0	0	0	0	0	0	460,000
Total	460,000	0	0	0	0	0	0	0	0	0	460,000
<b>Revenues</b>											
169CF Committed Funding	460,000	0	0	0	0	0	0	0	0	0	460,000
Total	460,000	0	0	0	0	0	0	0	0	0	460,000

<b>Related Projects</b>	<b>Historical Approved Budget</b>	<b>Operating Budget Impact</b>

<b>Year Identified</b>	<b>Start Date</b>	<b>Project Type for 2023</b>	<b>Project Lead</b>	<b>Est. Completion Date</b>
------------------------	-------------------	------------------------------	---------------------	-----------------------------

2018	January 1, 2019	Growth: 100.0 % Maintenance: 0.0 %	Trevor Duquette	2023`
------	-----------------	---------------------------------------	-----------------	-------



# Project Version Summary

<b>Project #</b>	ECB-026-18	<b>Service Area</b>	Community Services
<b>Budget Year</b>	2023	<b>Department</b>	Parks & Facilities
<b>Asset Type</b>	Unassigned	<b>Division</b>	Parks
<b>Title</b>	Elizabeth Kishkon Park - Install Washroom		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Parks & Recreation		
<b>Wards</b>	Ward 7		
<b>Version Name</b>	Main (Active)		

**Project Description**  
 On Tues. Jan. 16th, 2018, City Council approved the 2018 Enhanced Capital Budget Plan for a number of specific projects in the form of placeholder allocations subject to detailed reports to be prepared for Council's consideration.

**Version Description**  
 Installation of a washroom facility at the east entrance to the park adjacent to the existing playground and parking lot.

<b>Project Comments/Reference</b>	<b>Version Comments</b>
7171024	COMMITMENT: CR507/2018 - S 138/2018: 2023 F169 \$400,000 CR350/2021 - C 90/2021: 2023 F169 \$50,000

<b>Project Detailed Forecast</b>											
<b>GL Account</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>	<b>Total</b>
<b>Expenses</b>											
5410 Construction Contracts - TCA	450,000	0	0	0	0	0	0	0	0	0	450,000
Total	450,000	0	0	0	0	0	0	0	0	0	450,000
<b>Revenues</b>											
169 Pay As You Go - Capital Reserve	0	0	0	0	0	0	0	0	0	0	0
169CF Committed Funding	450,000	0	0	0	0	0	0	0	0	0	450,000
Total	450,000	0	0	0	0	0	0	0	0	0	450,000

Related Projects		Historical Approved Budget			Operating Budget Impact										
			<table border="1"> <thead> <tr> <th rowspan="2">Year</th> <th rowspan="2">Total Expense</th> <th colspan="2">Revenue</th> </tr> <tr> <th>Net City Cost</th> <th>Subsidies</th> </tr> </thead> <tbody> <tr> <td>2022</td> <td>150,000</td> <td>150,000</td> <td>0</td> </tr> </tbody> </table>		Year	Total Expense	Revenue		Net City Cost	Subsidies	2022	150,000	150,000	0	
Year	Total Expense	Revenue													
		Net City Cost	Subsidies												
2022	150,000	150,000	0												
Year Identified	Start Date	Project Type for 2023	Project Lead	Est. Completion Date											
2018	January 1, 2019	Growth: 100.0 % Maintenance: 0.0 %	Laura Ash	TBD`											



# Project Version Summary

<b>Project #</b>	ECB-028-18	<b>Service Area</b>	Community Services
<b>Budget Year</b>	2023	<b>Department</b>	Parks & Facilities
<b>Asset Type</b>	Unassigned	<b>Division</b>	Parks
<b>Title</b>	Improvements to Peche Island and Boat Access		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Parks & Recreation		
<b>Wards</b>	Ward 7		
<b>Version Name</b>	Main (Active)		

**Project Description**

Funding for this project includes the purchase of pontoon boat, restorations to trails, washroom improvements, restoration of bridges and docks along with shoreline preservation.

On Tues. Jan. 16th, 2018, City Council approved the 2018 Enhanced Capital Budget Plan for a number of specific projects in the form of placeholder allocations subject to detailed reports to be prepared for Council's consideration.

**Version Description**

Allocated funds will be used for dock improvements, signage, trail and pedestrian bridge renovations, shore protection, accessible park amenities and a boat to transport the public to and from the island.

Capital funding has been added to this project for \$800,000 allocated in 2023 which represents portion of estimated expenditures in the future complete the project as a result of tender results provided by ERCA from regulatory requirements from the DFO. There is additional funding that will be required that has been identified in 2025 for \$500,000 and 2027 for \$263,670. This results in a total capital forecast for the shoreline protection work for Peche Island at \$1,563,670.

<b>Project Comments/Reference</b>	<b>Version Comments</b>
7193002, 7193003	COMMITMENTS: B18/2021 - C 20/2021: 2023 F169 \$800,000

<b>Project Detailed Forecast</b>		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>GL Account</b>												
<b>Expenses</b>												
5410	Construction Contracts - TCA	800,000	0	0	0	0	0	500,000	0	263,670	0	1,563,670
	Total	800,000	0	0	0	0	0	500,000	0	263,670	0	1,563,670
<b>Revenues</b>												
169	Pay As You Go - Capital Reserve	0	0	0	0	0	0	0	0	0	0	0
169CF	Committed Funding	800,000	0	0	0	0	0	0	0	0	0	800,000
221	Service Sustainability Investm	0	0	0	0	0	0	500,000	0	263,670	0	763,670
	Total	800,000	0	0	0	0	0	500,000	0	263,670	0	1,563,670

Related Projects		Historical Approved Budget			Operating Budget Impact														
			<table border="1"> <thead> <tr> <th rowspan="2">Year</th> <th rowspan="2">Total Expense</th> <th colspan="2">Revenue</th> </tr> <tr> <th>Net City Cost</th> <th>Subsidies</th> </tr> </thead> <tbody> <tr> <td>2019</td> <td>3,750,000</td> <td>3,750,000</td> <td>0</td> </tr> <tr> <td>2020</td> <td>68,000</td> <td>68,000</td> <td>0</td> </tr> </tbody> </table>		Year	Total Expense	Revenue		Net City Cost	Subsidies	2019	3,750,000	3,750,000	0	2020	68,000	68,000	0	
Year	Total Expense	Revenue																	
		Net City Cost	Subsidies																
2019	3,750,000	3,750,000	0																
2020	68,000	68,000	0																
Year Identified	Start Date	Project Type for 2023	Project Lead	Est. Completion Date															
2018	March 1, 2018	Growth: 100.0 % Maintenance: 0.0 %	James Chacko	TBD`															



## Project Version Summary

<b>Project #</b>	ECB-029-18	<b>Service Area</b>	Community Services
<b>Budget Year</b>	2023	<b>Department</b>	Parks & Facilities
<b>Asset Type</b>	Unassigned	<b>Division</b>	Parks
<b>Title</b>	Wayfinding Signage and Markers - Ganatchio Trail/Little River		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Parks & Recreation		
<b>Wards</b>	Ward 6, Ward 7		
<b>Version Name</b>	Main (Active)		

<b>Project Description</b>
Wayfinding Signage and Markers is a very important program and safety feature in our parks which includes the installation of signs and kiosks along trails and throughout parks to help pedestrians orient themselves and navigate through parks. It is also a very important program to continue from a safety perspective to aid Police Fire and EMS to precise locations within our parks when people are in trouble.

<b>Version Description</b>
2023- Installation of wayfinding signage and markers along the Little River Corridor extension of the Ganatchio Trail to improve orientation for users and emergency services \$100,000 2024- Ojibway and West End Natural Areas \$0 2026- East End Radcliff trails and Malden park Trails \$0 2027- Riverfront Wayfinding Signage and Markers Design and Consulting \$0 2028- Riverfront Wayfinding Signage and Markers Implementation \$0 2030- Woodlots and Natural Area Park Trails \$0

<b>Project Comments/Reference</b>	<b>Version Comments</b>
7181047	COMMITMENT: CR4/2019 - C 217/2018 -2023 F169 \$100,000

<b>Project Detailed Forecast</b>		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>GL Account</b>												
<b>Expenses</b>												
5410	Construction Contracts - TCA	100,000	0	0	0	0	0	0	0	0	0	100,000
	Total	100,000	0	0	0	0	0	0	0	0	0	100,000
<b>Revenues</b>												
169	Pay As You Go - Capital Reserve	0	0	0	0	0	0	0	0	0	0	0
169CF	Committed Funding	100,000	0	0	0	0	0	0	0	0	0	100,000
221	Service Sustainability Investm	0	0	0	0	0	0	0	0	0	0	0
	Total	100,000	0	0	0	0	0	0	0	0	0	100,000



Related Projects		Historical Approved Budget		Operating Budget Impact
Year Identified	Start Date	Project Type for 2023	Project Lead	Est. Completion Date
2018	January 1, 2019	Growth: 100.0 % Maintenance: 0.0 %	Trevor Duquette	2023



# Project Version Summary

<b>Project #</b>	ECB-041-18	<b>Service Area</b>	Community Services
<b>Budget Year</b>	2023	<b>Department</b>	Parks & Facilities
<b>Asset Type</b>	Unassigned	<b>Division</b>	Parks
<b>Title</b>	Off-Road Cycling Trails		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Parks & Recreation		
<b>Wards</b>	Ward 2, Ward 7		
<b>Version Name</b>	Main (Active)		

<b>Project Description</b>	In response to the public interest for off-road cycling courses, Council directed Administration to develop plans for constructing two types of cycling tracks at both Malden Park and Little River Corridor Park. This project includes the design and installation of off-road cycling trails along with required signage.
----------------------------	--

<b>Version Description</b>	This project involves the creation of off-road bicycle facilities in consultation with the community and with stakeholders. 2023- Malden Park and Little River Corridor Park single trails/ Pump Track at Little River Corridor Park \$500,000; Additional funding required for Little River Corridor Park \$200,000 2024- Additional funding required for Little River Corridor Park \$0 2028- Future Bike Park Development- planning and design \$0
----------------------------	--

<b>Project Comments/Reference</b>	<b>Version Comments</b>
7182020	COMMITMENT: CR4/2019 - C 217/2018: 2023 F169 \$500,000 CR331/2022 C 119/2022: 2023 F169 \$200,000

<b>Project Detailed Forecast</b>		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>GL Account</b>												
<b>Expenses</b>												
5410	Construction Contracts - TCA	700,000	0	0	0	0	0	0	0	0	0	700,000
	Total	700,000	0	0	0	0	0	0	0	0	0	700,000
<b>Revenues</b>												
169	Pay As You Go - Capital Reserve	0	0	0	0	0	0	0	0	0	0	0
169CF	Committed Funding	700,000	0	0	0	0	0	0	0	0	0	700,000
	Total	700,000	0	0	0	0	0	0	0	0	0	700,000

Related Projects		Historical Approved Budget			Operating Budget Impact				
		Year	Total Expense	Revenue		Effective Date	Unknown	Exp/(Rev)	FTE Impact
				Net City Cost	Subsidies				
		2021	200,000	200,000	0				
		2022	200,000	200,000	0				
		Additional operating maintenance costs are forecasted for new amenity added to the parkland infrastructure. Service levels for these new off-road trails will be evaluated during the first year of operations to determine if additional budget funding will be required for Parks Operations on an annual basis.							
Year Identified	Start Date	Project Type for 2023		Project Lead	Est. Completion Date				
2018	January 1, 2019	Growth: 100.0 % Maintenance: 0.0 %		Trevor Duquette	TBD`				



# Project Version Summary

<b>Project #</b>	ENG-002-14	<b>Service Area</b>	Community Services
<b>Budget Year</b>	2023	<b>Department</b>	Parks & Facilities
<b>Asset Type</b>	Unassigned	<b>Division</b>	Parks
<b>Title</b>	Riverside Drive Retaining Wall - Design & Construction & Facility Requirements		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Parks & Recreation		
<b>Wards</b>	Ward 3, Ward 4		
<b>Version Name</b>	Main (Active)		

**Project Description**  
 This project is the continuation of the block retaining wall along the south limits of the new Festival Plaza between Riverside Drive and the Festival Plaza. Phase 1 of retaining runs from Glengarry to McDougal was completed in 2019/2020. The remaining wall will run from McDougal to Vane Udine Cr. The remaining portion of this retaining wall will provide stabilization for the roadway along riverside drive and will allow of a multiuse walkway to continually run along the length of Riverside Drive as per the Vista Riverside Drive Improvement Project.

**Version Description**  
 2031: Phase 2 Retaining wall Design Drawings \$101,982  
 2031-2032: Phase 2 Continuation of the wall \$1,648,018

<b>Project Comments/Reference</b>	<b>Version Comments</b>
7182021 (closed), 7152005 Festival Plaza is used extensively as an anchor for many festivals and events to provide open air entertainment. The facility, and equipment within, need to support the requirements of the users.	

<b>Project Detailed Forecast</b>											
<b>GL Account</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>	<b>Total</b>
<b>Expenses</b>											
5410 Construction Contracts - TCA	0	0	0	0	0	0	0	0	101,982	1,648,018	1,750,000
Total	0	0	0	0	0	0	0	0	101,982	1,648,018	1,750,000
<b>Revenues</b>											
169 Pay As You Go - Capital Reserve	0	0	0	0	0	0	0	0	101,982	1,648,018	1,750,000
Total	0	0	0	0	0	0	0	0	101,982	1,648,018	1,750,000

Related Projects		Historical Approved Budget			Operating Budget Impact				
		Year	Total Expense	Revenue		Effective Date	Unknown	Exp/(Rev)	FTE Impact
				Net City Cost	Subsidies				
		2019	675,000	675,000	0	No operating budget impact.			
		2020	675,000	675,000	0				
		2022	50,000	50,000	0				
Year Identified	Start Date	Project Type for 2023		Project Lead	Est. Completion Date				
2014	January 1, 2019	Growth: 0.0 % Maintenance: 0.0 %		Wadah Al-Yassiri	2030				



# Project Version Summary

<b>Project #</b>	PFO-001-17	<b>Service Area</b>	Community Services
<b>Budget Year</b>	2023	<b>Department</b>	Parks & Facilities
<b>Asset Type</b>	Unassigned	<b>Division</b>	Parks
<b>Title</b>	Adult Exercise Equipment		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Parks & Recreation		
<b>Wards</b>	Ward 9		
<b>Version Name</b>	Main (Active)		

**Project Description**  
 To install adult exercise equipment in various park locations.

**Version Description**  
 Funding has been identified as required for the installation of exercise equipment throughout various parkland. An annual placeholder of \$150,000 has been established within the ten year capital forecast for years 2031 and 2032 respectively for Parks administration to determine the optimal park location for this amenity.

<b>Project Comments/Reference</b>	<b>Version Comments</b>

<b>Project Detailed Forecast</b>												
GL Account	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total	
<b>Expenses</b>												
5410 Construction Contracts - TCA	0	0	0	0	0	0	0	0	150,000	150,000	300,000	
Total	0	0	0	0	0	0	0	0	150,000	150,000	300,000	
<b>Revenues</b>												
169 Pay As You Go - Capital Reserve	0	0	0	0	0	0	0	0	150,000	150,000	300,000	
Total	0	0	0	0	0	0	0	0	150,000	150,000	300,000	

<b>Related Projects</b>	<b>Historical Approved Budget</b>	<b>Operating Budget Impact</b>															
		<table border="0"> <tr> <td><b>Effective Date</b></td> <td>Unknown</td> <td><b>Exp/(Rev)</b></td> <td>FTE</td> <td><b>Impact</b></td> </tr> <tr> <td><b>Description</b></td> <td></td> <td>0</td> <td></td> <td>0</td> </tr> <tr> <td colspan="5">Adult Exercise Equipment have a financial impact on the Operating budget. Replacement parts and repairs will be necessary over the lifespan of the equipment.</td> </tr> </table>	<b>Effective Date</b>	Unknown	<b>Exp/(Rev)</b>	FTE	<b>Impact</b>	<b>Description</b>		0		0	Adult Exercise Equipment have a financial impact on the Operating budget. Replacement parts and repairs will be necessary over the lifespan of the equipment.				
<b>Effective Date</b>	Unknown	<b>Exp/(Rev)</b>	FTE	<b>Impact</b>													
<b>Description</b>		0		0													
Adult Exercise Equipment have a financial impact on the Operating budget. Replacement parts and repairs will be necessary over the lifespan of the equipment.																	

<b>Year Identified</b>	<b>Start Date</b>	<b>Project Type for 2023</b>	<b>Project Lead</b>	<b>Est. Completion Date</b>

2017	May 3, 2021	Growth: 0.0 % Maintenance: 0.0 %	Wadah Al-Yassiri	TBD`
------	-------------	-------------------------------------	------------------	------



# Project Version Summary

<b>Project #</b>	PFO-001-22	<b>Service Area</b>	Community Services
<b>Budget Year</b>	2023	<b>Department</b>	Parks & Facilities
<b>Asset Type</b>		<b>Division</b>	Parks
<b>Title</b>	Self-Watering Planters		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Parks & Recreation		
<b>Wards</b>			
<b>Version Name</b>	Main (Active)		

<b>Project Description</b>	Purchase of additional self-watering planters of various sizes are to replace damaged or discoloured, to add to our existing inventory in areas that are deficient within the BIA's and parklands. These planters are twinned with current stand-alone planters at various City locations.
----------------------------	--

<b>Version Description</b>	2023- 2030: Annual installation and replacement of planters located in avenue or promenade \$0 2031: Replacement of planters in avenue or promenade \$60,000 2032: Replacement of planters in avenue or promenade \$72,000
----------------------------	--

<b>Project Comments/Reference</b>	<b>Version Comments</b>

<b>Project Detailed Forecast</b>												
GL Account	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total	
<b>Expenses</b>												
5410 Construction Contracts - TCA	0	0	0	0	0	0	0	0	60,000	72,000	132,000	
Total	0	0	0	0	0	0	0	0	60,000	72,000	132,000	
<b>Revenues</b>												
221 Service Sustainability Investm	0	0	0	0	0	0	0	0	60,000	72,000	132,000	
Total	0	0	0	0	0	0	0	0	60,000	72,000	132,000	

<b>Related Projects</b>	<b>Historical Approved Budget</b>	<b>Operating Budget Impact</b>

<b>Year Identified</b>	<b>Start Date</b>	<b>Project Type for 2023</b>	<b>Project Lead</b>	<b>Est. Completion Date</b>



2022		Growth: 0.0 % Maintenance: 0.0 %	Wanda Letourneau	TBD`
------	--	-------------------------------------	------------------	------



# Project Version Summary

<b>Project #</b>	PFO-002-15	<b>Service Area</b>	Community Services
<b>Budget Year</b>	2023	<b>Department</b>	Parks & Facilities
<b>Asset Type</b>	Unassigned	<b>Division</b>	Parks
<b>Title</b>	Playgrounds Replacement Program		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Parks & Recreation		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

**Project Description**  
 This project will capture the costs of the playground replacement program as a result of the independent audit, compliance with CSA guidelines and AODA standards.

**Version Description**  
 There is a listing included with Council Report C 142/2017 highlighting the prioritization of playgrounds which will be replaced based upon condition and inspections reports. The report also identifies an annual funding requirement for playground replacements over the next 20 years of \$1.5 to \$2M.

Project Comments/Reference	Version Comments
7171090	COMMITMENT: CR367/2021 - C 95/2021: 2023 F221 \$1,343,875 - 2024 F221 \$2,510,302 - 2025 F221 \$2,226,728 - 2026 F221 \$1,771,647

Project Detailed Forecast											
GL Account	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>											
5410 Construction Contracts - TCA	1,343,875	2,510,302	2,226,728	2,903,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	20,983,905
Total	1,343,875	2,510,302	2,226,728	2,903,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	20,983,905
<b>Revenues</b>											
221 Service Sustainability Investm	0	0	0	1,131,353	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	13,131,353
221CF Committed Funding	1,343,875	2,510,302	2,226,728	1,771,647	0	0	0	0	0	0	7,852,552
Total	1,343,875	2,510,302	2,226,728	2,903,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	20,983,905

Related Projects		Historical Approved Budget			Operating Budget Impact				
		Year	Total Expense	Revenue		Effective Date	Unknown	Exp/(Rev)	FTE Impact
				Net City Cost	Subsidies				
		2018	2,654,172	2,654,172	0				
		2019	480,000	480,000	0				
		2020	224,595	224,595	0				
		2021	1,826,021	1,826,021	0				
		2022	1,577,448	1,577,448	0				
<b>Year Identified</b>	<b>Start Date</b>	<b>Project Type for 2023</b>	<b>Project Lead</b>		<b>Est. Completion Date</b>				
2014	October 1, 2014	Growth: 0.0 % Maintenance: 100.0 %	Trevor Duquette/Laura Ash		Ongoing`				



# Project Version Summary

<b>Project #</b>	PFO-002-21	<b>Service Area</b>	Community Services
<b>Budget Year</b>	2023	<b>Department</b>	Parks & Facilities
<b>Asset Type</b>		<b>Division</b>	Parks
<b>Title</b>	Parks Drainage Improvements		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Parks & Recreation		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

**Project Description**

To establish annual capital funding to improve parks with drainage issue to mitigate flooding which occurs during periods of heavy rainfall. There has been significant drainage issues in parks which has resulted in the flooding of residential properties that are adjacent to parkland throughout the City. An extensive conditional assessment review is required to identify parks that may present significant risk to the residential properties and result in flooding in parkland. The drainage issues also result in flooded sports field which result in the cancellation of events and the loss of revenue for the City recreation division. The flooding that occurs in parkland delays the commencement of grass maintenance as a result of the weight of the park equipment. Improvements to park drainage would reduce the standing water volumes and mitigate the potential damage to parkland and sports fields in periods subsequent to heavy precipitations levels. The projects under this funding will be based upon a conditional review of the drainage for parks to determine the prioritization based upon areas of need.

**Version Description**

2023-2025: Annual capital funding for drainage improvements \$175,000 to be included in sewer surcharge report as expenditures are eligible for funding. C 8/2021  
 2026- 2032: Annual capital funding requirement for drainage improvements \$200,000 to be included in sewer surcharge report as expenditures are eligible for funding. C 8/2021

Project Comments/Reference	Version Comments
7219013	CR331/2022 C 119/2022: 2023 F153 \$175,000

Project Detailed Forecast		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>GL Account</b>												
<b>Expenses</b>												
5410	Construction Contracts - TCA	175,000	175,000	175,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	1,925,000
	Total	175,000	175,000	175,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	1,925,000
<b>Revenues</b>												
028	Sewer Surcharge	0	0	0	0	0	0	0	0	0	0	0
028CF	Committed Funding	0	0	0	0	0	0	0	0	0	0	0
153	Sewer Surcharge	0	175,000	175,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	1,750,000
153CF	Committed Funding	175,000	0	0	0	0	0	0	0	0	0	175,000
169	Pay As You Go - Capital Reserve	0	0	0	0	0	0	0	0	0	0	0
	Total	175,000	175,000	175,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	1,925,000

Related Projects		Historical Approved Budget			Operating Budget Impact														
			<table border="1"> <thead> <tr> <th rowspan="2">Year</th> <th rowspan="2">Total Expense</th> <th colspan="2">Revenue</th> </tr> <tr> <th>Net City Cost</th> <th>Subsidies</th> </tr> </thead> <tbody> <tr> <td>2021</td> <td>125,000</td> <td>125,000</td> <td>0</td> </tr> <tr> <td>2022</td> <td>125,000</td> <td>125,000</td> <td>0</td> </tr> </tbody> </table>		Year	Total Expense	Revenue		Net City Cost	Subsidies	2021	125,000	125,000	0	2022	125,000	125,000	0	
Year	Total Expense	Revenue																	
		Net City Cost	Subsidies																
2021	125,000	125,000	0																
2022	125,000	125,000	0																
Year Identified	Start Date	Project Type for 2023	Project Lead	Est. Completion Date															
2021		Growth: 0.0 % Maintenance: 100.0 %	Wadah Al-Yassiri/ Jamie Scott	Ongoing`															



# Project Version Summary

<b>Project #</b>	PFO-003-18	<b>Service Area</b>	Community Services
<b>Budget Year</b>	2023	<b>Department</b>	Parks & Facilities
<b>Asset Type</b>	Unassigned	<b>Division</b>	Parks
<b>Title</b>	Fred Thomas Splash Pad (Glengarry)		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Parks & Recreation		
<b>Wards</b>	Ward 3		
<b>Version Name</b>	Main (Active)		

**Project Description**  
 Council Resolution B54/2017 approved \$300,000 to be charged to 2020 Pay as You Go funding for work planned for the Fred Thomas Splash Pad along Glengarry Avenue. Funding for this project is reserved for a splash pad at either Fred Thomas park or alternative park in the Glengarry neighbourhood.

**Version Description**  
 2023: Splash pad construction for Fred Thomas Park \$150,000

<b>Project Comments/Reference</b>	<b>Version Comments</b>
	COMMITMENT: CR550/2021 - C 186/2021: F169 2023 \$150,000

<b>Project Detailed Forecast</b>											
GL Account	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>											
5410 Construction Contracts - TCA	150,000	0	0	0	0	0	0	0	0	0	150,000
Total	150,000	0	0	0	0	0	0	0	0	0	150,000
<b>Revenues</b>											
169 Pay As You Go - Capital Reserve	0	0	0	0	0	0	0	0	0	0	0
169CF Committed Funding	150,000	0	0	0	0	0	0	0	0	0	150,000
Total	150,000	0	0	0	0	0	0	0	0	0	150,000

<b>Related Projects</b>	<b>Historical Approved Budget</b>			<b>Operating Budget Impact</b>	
			<b>Revenue</b>		
	<u>Year</u>	<u>Total Expense</u>	<u>Net City Cost</u>	<u>Subsidies</u>	
	2020	300,000	300,000	0	
	2021	300,000	300,000	0	

Year Identified	Start Date	Project Type for 2023	Project Lead	Est. Completion Date
2018	January 15, 2020	Growth: 100.0 % Maintenance: 0.0 %	Sherif Barsom	2023`



# Project Version Summary

<b>Project #</b>	PFO-003-19	<b>Service Area</b>	Community Services
<b>Budget Year</b>	2023	<b>Department</b>	Parks & Facilities
<b>Asset Type</b>	Unassigned	<b>Division</b>	Parks
<b>Title</b>	Parks Lighting		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Parks & Recreation		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

**Project Description**  
Placeholder for the installation of new park lighting required for parkland and the replacement of existing lighting which is beyond the useful life. There are many lighting structures located in parks where poles have worn due to age and are in need of renovation to protect the lighting structure and ensure maximum safety to the public. This capital project will ensure asset management principles are maintained within the infrastructure in Parks.

**Version Description**  
Parks lighting was identified by the public as a significant amenity within parklands in the Parks master plan. Parks administration identified the requirement for annual expenditures of \$100,000 within the ten year forecast period with the exception of 2031 and 2032 which has \$500,000 and \$300,000 forecasted respectively.

<b>Project Comments/Reference</b>	<b>Version Comments</b>
7191011/7201022	COMMITMENT: CR331/2022 C 119/2022: 2023 F221 \$100,000

<b>Project Detailed Forecast</b>												
GL Account	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total	
<b>Expenses</b>												
5410 Construction Contracts - TCA	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	500,000	300,000	1,600,000	
Total	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	500,000	300,000	1,600,000	
<b>Revenues</b>												
169 Pay As You Go - Capital Reserve	0	0	0	0	0	0	0	0	400,000	0	400,000	
221 Service Sustainability Investm	0	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	300,000	1,100,000	
221CF Committed Funding	100,000	0	0	0	0	0	0	0	0	0	100,000	
Total	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	500,000	300,000	1,600,000	



Related Projects		Historical Approved Budget			Operating Budget Impact
			Revenue		
		Year	Total Expense	Net City Cost	Subsidies
		2019	38,500	38,500	0
		2020	100,000	100,000	0
		2021	100,000	100,000	0
		2022	425,000	425,000	0
Year Identified	Start Date	Project Type for 2023	Project Lead	Est. Completion Date	
2019		Growth: 0.0 % Maintenance: 100.0 %	James Chacko/ Jamie Scott	Ongoing`	



# Project Version Summary

<b>Project #</b>	PFO-003-21	<b>Service Area</b>	Community Services
<b>Budget Year</b>	2023	<b>Department</b>	Parks & Facilities
<b>Asset Type</b>		<b>Division</b>	Parks
<b>Title</b>	Parks Fencing and Railings		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Parks & Recreation		
<b>Wards</b>			
<b>Version Name</b>	Main (Active)		

**Project Description**  
 To identify capital funding required for the replacement and restoration of park fencing and railing located within parks across the city and along our riverfront.

**Version Description**  
 Parks administration identified annual capital expenditures requirements of \$125,000 from 2023 to 2025 and increasing to \$225,000 from 2026 to 2028. However given the current financial conditions the capital funding restrictions did not allow them to be included in this forecast at this time. Specific areas were identified below to considered in the future capital budget development in this category.  
 2023- 2027 Construction of Alexander Park railings \$0  
 2031- St. Paul railing construction \$225,000

<b>Project Comments/Reference</b>	<b>Version Comments</b>

<b>Project Detailed Forecast</b>												
GL Account	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total	
<b>Expenses</b>												
5410 Construction Contracts - TCA	0	0	0	0	0	0	0	0	225,000	325,000	550,000	
Total	0	0	0	0	0	0	0	0	225,000	325,000	550,000	
<b>Revenues</b>												
169 Pay As You Go - Capital Reserve	0	0	0	0	0	0	0	0	0	0	0	
221 Service Sustainability Investm	0	0	0	0	0	0	0	0	225,000	325,000	550,000	
Total	0	0	0	0	0	0	0	0	225,000	325,000	550,000	

Related Projects		Historical Approved Budget		Operating Budget Impact
Year Identified	Start Date	Project Type for 2023	Project Lead	Est. Completion Date
2021		Growth: 0.0 % Maintenance: 0.0 %	Wadah Al-Yassiri	Ongoing`



# Project Version Summary

<b>Project #</b>	PFO-003-22	<b>Service Area</b>	Community Services
<b>Budget Year</b>	2023	<b>Department</b>	Parks & Facilities
<b>Asset Type</b>		<b>Division</b>	Parks
<b>Title</b>	Walking Trail in Parks		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Parks & Recreation		
<b>Wards</b>			
<b>Version Name</b>	Main (Active)		

<b>Project Description</b>	Funding was identified as required for the establishment of walking trails for pedestrians within various parkland as part of the Parks master plan.
----------------------------	--

<b>Version Description</b>	2031: \$700K - Trail at Robert McDonald Park \$50K for Lighting at Ford Test Track Field
----------------------------	---

<b>Project Comments/Reference</b>	<b>Version Comments</b>

<b>Project Detailed Forecast</b>											
GL Account	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>											
5410 Construction Contracts - TCA	0	0	0	0	0	0	0	0	750,000	0	750,000
Total	0	0	0	0	0	0	0	0	750,000	0	750,000
<b>Revenues</b>											
169 Pay As You Go - Capital Reserve	0	0	0	0	0	0	0	0	750,000	0	750,000
Total	0	0	0	0	0	0	0	0	750,000	0	750,000

<b>Related Projects</b>	<b>Historical Approved Budget</b>	<b>Operating Budget Impact</b>

<b>Year Identified</b>	<b>Start Date</b>	<b>Project Type for 2023</b>	<b>Project Lead</b>	<b>Est. Completion Date</b>

2022		Growth: 0.0 % Maintenance: 0.0 %	Wadah Al-Yassiri	TBD`
------	--	-------------------------------------	------------------	------



# Project Version Summary

<b>Project #</b>	PFO-004-21	<b>Service Area</b>	Community Services
<b>Budget Year</b>	2023	<b>Department</b>	Parks & Facilities
<b>Asset Type</b>	Unassigned	<b>Division</b>	Parks
<b>Title</b>	Parks Sports Courts Improvements		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Parks & Recreation		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

**Project Description**  
 This program fully replaces and rebuilds existing sports courts or creates new ones in the city based on the parks and recreation master plans.

**Version Description**  
 2023: Sports Court refurbishment \$300,000  
 2025: Sports Court refurbishment \$50,000; Forest Glade Tennis/Pickleball Court \$145,000  
 2031: Sports Court refurbishment \$582,000  
 2032: Sports Court refurbishment \$400,000

<b>Project Comments/Reference</b>	<b>Version Comments</b>
7212007/7221065	COMMITMENT: CR347/2021 - C 61/2021: 2023 F169 \$300,000 - 2025 F169 \$50,000

<b>Project Detailed Forecast</b>											
GL Account	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>											
5410 Construction Contracts - TCA	300,000	0	195,000	0	0	0	0	0	582,000	400,000	1,477,000
Total	300,000	0	195,000	0	0	0	0	0	582,000	400,000	1,477,000
<b>Revenues</b>											
169 Pay As You Go - Capital Reserve	0	0	145,000	0	0	0	0	0	582,000	400,000	1,127,000
169CF Committed Funding	300,000	0	50,000	0	0	0	0	0	0	0	350,000
221 Service Sustainability Investm	0	0	0	0	0	0	0	0	0	0	0
Total	300,000	0	195,000	0	0	0	0	0	582,000	400,000	1,477,000

Related Projects		Historical Approved Budget			Operating Budget Impact	
			Revenue			
		<u>Year</u>	<u>Total Expense</u>	<u>Net City Cost</u>	<u>Subsidies</u>	
		2021	500,000	500,000	0	
Year Identified	Start Date	Project Type for 2023	Project Lead	Est. Completion Date		
2021		Growth: 215.0 % Maintenance: (115.0 %)	Darron Ahlstedt	Ongoing`		



# Project Version Summary

<b>Project #</b>	PFO-004-22	<b>Service Area</b>	Community Services
<b>Budget Year</b>	2023	<b>Department</b>	Parks & Facilities
<b>Asset Type</b>		<b>Division</b>	Parks
<b>Title</b>	Pave Parkside Tennis and Jackson Park for Bright Lights		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Parks & Recreation		
<b>Wards</b>			
<b>Version Name</b>	Main (Active)		

<b>Project Description</b>	Pavement of areas related to the Parkside tennis access and parking lot for Windsor Lawn Bowling club.
----------------------------	--

<b>Version Description</b>	2031- \$450k to pave the tennis areas and the entire area up to and including the north side of the lawn bowling club.
----------------------------	--

<b>Project Comments/Reference</b>	<b>Version Comments</b>
-----------------------------------	-------------------------

<b>Project Detailed Forecast</b>											
GL Account	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>											
5410 Construction Contracts - TCA	0	0	0	0	0	0	0	0	450,000	0	450,000
Total	0	0	0	0	0	0	0	0	450,000	0	450,000
<b>Revenues</b>											
169 Pay As You Go - Capital Reserve	0	0	0	0	0	0	0	0	450,000	0	450,000
Total	0	0	0	0	0	0	0	0	450,000	0	450,000

<b>Related Projects</b>	<b>Historical Approved Budget</b>	<b>Operating Budget Impact</b>
-------------------------	-----------------------------------	--------------------------------

<b>Year Identified</b>	<b>Start Date</b>	<b>Project Type for 2023</b>	<b>Project Lead</b>	<b>Est. Completion Date</b>
------------------------	-------------------	------------------------------	---------------------	-----------------------------



2022		Growth: 0.0 % Maintenance: 0.0 %	Wadah Al-Yassiri	
------	--	-------------------------------------	------------------	--



# Project Version Summary

<b>Project #</b>	PFO-005-12	<b>Service Area</b>	Community Services
<b>Budget Year</b>	2023	<b>Department</b>	Parks & Facilities
<b>Asset Type</b>	Unassigned	<b>Division</b>	Parks
<b>Title</b>	Regional Parks Rehabilitation Program		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Parks & Recreation		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

**Project Description**  
 Regional Parks have a higher service level and benefit the entire community, surrounding communities, tourist and visitors to Windsor. Regional Park projects focus on park redevelopment including improvements to major park amenities such as fountains, buildings, community centres, gateway features and other heritage items that may be present. Regional parks include riverfront parks, sports parks, horticultural displays and heritage parks.

**Version Description**  
 2024: Jackson Park planning, design and restorations for the sunken garden \$400,000 (Phase One)  
 2025: Jackson Park Sunken Garden Restorations \$300,000 (Phase Two)  
 2026: Jackson Park Sunken Garden restorations continuation \$500,000 (Phase Two)  
 2027: Jackson Parks Sunken Garden water fountain restorations \$600,000  
 2028: Coventry Gardens retaining walls and pathway \$300,000  
 2029-2030: Jackson Park Gate restorations \$600,000  
 2031: Coventry Gardens Redevelopment \$300,000

Project Comments/Reference	Version Comments
7151013/7181027/7161024 (Closed) 7129002/7171065/7171027/7181026/7201020/7221022	

Project Detailed Forecast											
GL Account	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>											
5410 Construction Contracts - TCA	0	400,000	300,000	500,000	600,000	300,000	300,000	300,000	300,000	0	3,000,000
Total	0	400,000	300,000	500,000	600,000	300,000	300,000	300,000	300,000	0	3,000,000
<b>Revenues</b>											
151 Parks/Rec/Facil Acquis Funding	0	0	0	0	0	0	0	0	0	0	0
221 Service Sustainability Investm	0	400,000	300,000	500,000	600,000	300,000	300,000	300,000	300,000	0	3,000,000
Total	0	400,000	300,000	500,000	600,000	300,000	300,000	300,000	300,000	0	3,000,000

Related Projects		Historical Approved Budget			Operating Budget Impact				
		Year	Total Expense	Revenue		Effective Date	Unknown	Exp/(Rev)	FTE Impact
				Net City Cost	Subsidies				
		2012	585,000	585,000	0				
		2013	336,379	174,750	161,629				
		2014	510,000	510,000	0				
		2015	831,000	831,000	0				
		2016	220,000	220,000	0				
		2017	500,000	500,000	0				
		2018	500,000	500,000	0				
		2019	1,000,000	1,000,000	0				
		2020	250,000	250,000	0				
		2021	955,000	955,000	0				
		2022	200,000	200,000	0				
Year Identified	Start Date	Project Type for 2023	Project Lead		Est. Completion Date				
2012	January 1, 2015	Growth: 0.0 % Maintenance: 0.0 %	Wadah Al-Yassiri		Ongoing`				



# Project Version Summary

<b>Project #</b>	PFO-005-18	<b>Service Area</b>	Community Services
<b>Budget Year</b>	2023	<b>Department</b>	Parks & Facilities
<b>Asset Type</b>	Unassigned	<b>Division</b>	Parks
<b>Title</b>	Shorewall Capital Rehabilitation Program		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Parks & Recreation		
<b>Wards</b>	Ward 3, Ward 7		
<b>Version Name</b>	Main (Active)		

<b>Project Description</b>	This capital program is for the repair/refurbishment/replacement of shorewalls along the riverfront.
----------------------------	--

<b>Version Description</b>	Work will be identified through the conditional assessment report . These are placeholder values only. Funding will be allocated based on failing infrastructure and a future report to council of required funding association with each segment.
----------------------------	--

<b>Project Comments/Reference</b>	<b>Version Comments</b>
7209006	

<b>Project Detailed Forecast</b>												
<b>GL Account</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>	<b>Total</b>	
<b>Expenses</b>												
5410 Construction Contracts - TCA	8,885	0	0	0	592,000	2,295,266	600,000	600,000	600,000	600,000	5,296,151	
Total	8,885	0	0	0	592,000	2,295,266	600,000	600,000	600,000	600,000	5,296,151	
<b>Revenues</b>												
221 Service Sustainability Investm	8,885	0	0	0	592,000	2,295,266	600,000	600,000	600,000	600,000	5,296,151	
Total	8,885	0	0	0	592,000	2,295,266	600,000	600,000	600,000	600,000	5,296,151	

<b>Related Projects</b>	<b>Historical Approved Budget</b>				<b>Operating Budget Impact</b>			
			<b>Revenue</b>					
	<u>Year</u>	<u>Total Expense</u>	<u>Net City Cost</u>	<u>Subsidies</u>				
	2020	1,740	1,740	0				
	2021	135,621	135,621	0				
2022	425,003	425,003	0					

<b>Year Identified</b>	<b>Start Date</b>	<b>Project Type for 2023</b>	<b>Project Lead</b>	<b>Est. Completion Date</b>
------------------------	-------------------	------------------------------	---------------------	-----------------------------

2018	May 1, 2018	Growth: 0.0 % Maintenance: 100.0 %	Wadah Al-Yassiri	Ongoing`
------	-------------	---------------------------------------	------------------	----------



# Project Version Summary

<b>Project #</b>	PFO-005-19	<b>Service Area</b>	Community Services
<b>Budget Year</b>	2023	<b>Department</b>	Parks & Facilities
<b>Asset Type</b>	Unassigned	<b>Division</b>	Parks
<b>Title</b>	Parks & Recreation Service and Infrastructure Program		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Parks & Recreation		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

<b>Project Description</b>	Parks and Recreation service and infrastructure rehabilitation throughout the City. This funding represents a placeholder for installation or replacement of significant features in a Park or in a Recreation Facility.
----------------------------	--

<b>Version Description</b>	Boer War Monument
----------------------------	-------------------

<b>Project Comments/Reference</b>	<b>Version Comments</b>
7204002	COMMITMENT: CR195/2020 - S 109/2019 (SCM 92/2020): 2023 F221 \$105,000.

<b>Project Detailed Forecast</b>											
<b>GL Account</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>	<b>Total</b>
<b>Expenses</b>											
5410 Construction Contracts - TCA	105,000	395,000	500,000	0	0	0	0	0	0	0	1,000,000
Total	105,000	395,000	500,000	0	0	0	0	0	0	0	1,000,000
<b>Revenues</b>											
221 Service Sustainability Investm	0	395,000	500,000	0	0	0	0	0	0	0	895,000
221CF Committed Funding	105,000	0	0	0	0	0	0	0	0	0	105,000
Total	105,000	395,000	500,000	0	0	0	0	0	0	0	1,000,000

<b>Related Projects</b>	<b>Historical Approved Budget</b>	<b>Operating Budget Impact</b>

Year Identified	Start Date	Project Type for 2023	Project Lead	Est. Completion Date
2019	January 1, 2023	Growth: 0.0 % Maintenance: 100.0 %	Ray Mensour	Ongoing`



# Project Version Summary

<b>Project #</b>	PFO-005-20	<b>Service Area</b>	Community Services
<b>Budget Year</b>	2023	<b>Department</b>	Parks & Facilities
<b>Asset Type</b>	Unassigned	<b>Division</b>	Parks
<b>Title</b>	Natural Areas Management Program		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Parks & Recreation		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

<b>Project Description</b>	
<p>The Natural Areas division is responsible for multiple sites of 620 acres of natural areas, 600m of fencing, 9200m of trails, bridges, gates, boardwalks, interpretive and wayfinding signage. The natural areas include Ojibway Park, Black Oak Heritage Park, Tallgrass Prairie Heritage Park, Spring Garden Natural Area, Peche Island, South Cameron Woodlot, and Oakwood Natural Area.</p> <p>These areas need to be monitored for public safety, species at risk, invasive species, vandalism, unauthorized uses, destruction of nationally significant natural areas, hazardous conditions both from flooding and winds as well as people modifying the landscape and using it inappropriately.</p> <p>Management of these natural areas include repair and maintenance of public accessible amenities (signage, trails, boardwalks, bridges, boardwalks), protection for species at risk (compliance with Endangered Species Act, 2007), preservation of nationally endangered ecosystems, control of invasive species, and monitoring of ecosystems and biodiversity.</p> <p>These management works are necessary to mitigate risk and to protect the City’s investment in these highly sensitive and nationally significant natural areas.</p> <p>There is a the potential to apply for grants that would provide matching funds which would be used to do additional work to catch up on the backlog of invasive species removal and prescribed burning of fire-dependant ecosystems. Initially work would begin within Black Oak Heritage Park due to the ongoing pressures and backlog of management works at that site.</p>	
<b>Version Description</b>	
<p>The estimated costs for this project represent an annual estimate. The Black Oak Management Plan which was approved by council in 2019 made it apparent that a capital budget will be required in order to implement the recommendations included in the plan.</p>	
<b>Project Comments/Reference</b>	<b>Version Comments</b>
7219014	



Project Detailed Forecast												
GL Account		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>												
5410	Construction Contracts - TCA	200,000	100,000	100,000	100,000	100,000	150,000	150,000	150,000	200,000	200,000	1,450,000
Total		200,000	100,000	100,000	100,000	100,000	150,000	150,000	150,000	200,000	200,000	1,450,000
<b>Revenues</b>												
221	Service Sustainability Investm	200,000	100,000	100,000	100,000	100,000	150,000	150,000	150,000	200,000	200,000	1,450,000
Total		200,000	100,000	100,000	100,000	100,000	150,000	150,000	150,000	200,000	200,000	1,450,000
<b>Related Projects</b>		<b>Historical Approved Budget</b>				<b>Operating Budget Impact</b>						
				<b>Revenue</b>								
		<u>Year</u>	<u>Total Expense</u>	<u>Net City Cost</u>	<u>Subsidies</u>							
		2021	100,000	100,000	0							
		2022	100,000	100,000	0							
<b>Year Identified</b>	<b>Start Date</b>	<b>Project Type for 2023</b>		<b>Project Lead</b>			<b>Est. Completion Date</b>					
2020	April 1, 2020	Growth: 0.0 % Maintenance: 100.0 %		Yemi Adeyeye			Ongoing`					



# Project Version Summary

<b>Project #</b>	PFO-005-21	<b>Service Area</b>	Community Services
<b>Budget Year</b>	2023	<b>Department</b>	Parks & Facilities
<b>Asset Type</b>	Unassigned	<b>Division</b>	Parks
<b>Title</b>	Park Splash Pads		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Parks & Recreation		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

**Project Description**

Splash pads are a popular park amenity and are recommended as per the Parks, Recreation and Environmental Master plans. They will be implemented accordingly across the City as per planning documents funding required for design and construction. This funding does not include washrooms or change rooms which are required to properly service this park amenity. Parks without existing washroom facilities will need to seek additional funding.

**Version Description**

Parks administration had identified the capital requirement for splash pads to provide greater level of amenities within Community and Neighbourhood parkland. The estimated expenditures required preliminary design work and construction costs for each splash pad. Due to current financial conditions the capital funding restrictions only allowed for funding of the Fontainebleau Splash Pad, which is also being funded through a contribution from the Councillor's Ward Funds

2023-2024 : Fontainebleau Splash Pad \$100,000

Other specific locations have been identified below for future consideration:

2025- Alexander Park Splash Pad construction \$0  
 2027- Elizabeth Kishkon Splash Pad construction \$0  
 2031- Additional Splash Pad Locations \$400,000  
 2032- Additional Splash Pad Locations \$500,000

<b>Project Comments/Reference</b>	<b>Version Comments</b>
7214001-Fontainebleau Splash Pad	COMMITTMENT: CR348/2021 - S 73/2021: 2023 F169 \$50,000 - 2024 \$169 \$50,000 (Fontainebleau Splash Pad)

<b>Project Detailed Forecast</b>		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>												
5410	Construction Contracts - TCA	50,000	50,000	0	0	0	0	0	0	400,000	500,000	1,000,000
	Total	50,000	50,000	0	0	0	0	0	0	400,000	500,000	1,000,000
<b>Revenues</b>												
169	Pay As You Go - Capital Reserve	0	0	0	0	0	0	0	0	400,000	500,000	900,000
169CF	Committed Funding	50,000	50,000	0	0	0	0	0	0	0	0	100,000
	Total	50,000	50,000	0	0	0	0	0	0	400,000	500,000	1,000,000

Related Projects		Historical Approved Budget			Operating Budget Impact														
			<table border="1"> <thead> <tr> <th rowspan="2">Year</th> <th rowspan="2">Total Expense</th> <th colspan="2">Revenue</th> </tr> <tr> <th>Net City Cost</th> <th>Subsidies</th> </tr> </thead> <tbody> <tr> <td>2021</td> <td>50,000</td> <td>50,000</td> <td>0</td> </tr> <tr> <td>2022</td> <td>50,000</td> <td>50,000</td> <td>0</td> </tr> </tbody> </table>		Year	Total Expense	Revenue		Net City Cost	Subsidies	2021	50,000	50,000	0	2022	50,000	50,000	0	
Year	Total Expense	Revenue																	
		Net City Cost	Subsidies																
2021	50,000	50,000	0																
2022	50,000	50,000	0																
Year Identified	Start Date	Project Type for 2023	Project Lead	Est. Completion Date															
2021		Growth: 100.0 % Maintenance: 0.0 %	Wadah Al-Yassiri	Ongoing`															



# Project Version Summary

<b>Project #</b>	PFO-005-22	<b>Service Area</b>	Community Services
<b>Budget Year</b>	2023	<b>Department</b>	Parks & Facilities
<b>Asset Type</b>	Unassigned	<b>Division</b>	Parks
<b>Title</b>	New Multi-Use Trails		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Parks & Recreation		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

**Project Description**  
 For the development of new trails within parkland that are deficient in this amenity or without existing trails. This capital funding would be allocated to areas in the City that Parks administration would determine to be in the greatest need of multi-use trails and would be evaluated on an annual basis. Parks Master Plan identified trails to be one of the most important recreational amenities in parks.

**Version Description**  
 Parks administration identified annual capital expenditures requirements of \$450,000 for the five year forecast from 2023 to 2031. However given the current financial conditions the capital funding restrictions did not allow them to be included in this forecast at this time until 2032. Parkland will continued to be evaluated during the ten year forecast period for opportunities to add this asset subject to future Council approval.

<b>Project Comments/Reference</b>	<b>Version Comments</b>
7221023	

<b>Project Detailed Forecast</b>												
GL Account	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total	
<b>Expenses</b>												
5410 Construction Contracts - TCA	0	0	0	600,000	0	0	0	0	0	450,000	1,050,000	
Total	0	0	0	600,000	0	0	0	0	0	450,000	1,050,000	
<b>Revenues</b>												
169 Pay As You Go - Capital Reserve	0	0	0	600,000	0	0	0	0	0	450,000	1,050,000	
Total	0	0	0	600,000	0	0	0	0	0	450,000	1,050,000	

<b>Related Projects</b>	<b>Historical Approved Budget</b>				<b>Operating Budget Impact</b>			
			<b>Revenue</b>					
	<u>Year</u>	<u>Total Expense</u>	<u>Net City Cost</u>	<u>Subsidies</u>				
	2022	300,000	300,000	0				

<b>Year Identified</b>	<b>Start Date</b>	<b>Project Type for 2023</b>	<b>Project Lead</b>	<b>Est. Completion Date</b>
------------------------	-------------------	------------------------------	---------------------	-----------------------------

2022		Growth: 0.0 % Maintenance: 0.0 %	Wadah Al-Yassiri/ James Chacko	
------	--	-------------------------------------	-----------------------------------	--



# Project Version Summary

<b>Project #</b>	PFO-006-12	<b>Service Area</b>	Community Services
<b>Budget Year</b>	2023	<b>Department</b>	Parks & Facilities
<b>Asset Type</b>	Unassigned	<b>Division</b>	Parks
<b>Title</b>	Community Parks Rehabilitation Program		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Parks & Recreation		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

**Project Description**

Community parks vary in size and are designed to service a diverse population and provide opportunities for all types of recreation, social and cultural activities. Community parks have more amenities than neighbourhood parks and can include large sport fields, splash pads, community centres, large playground areas, sport courts, picnic shelters and other park amenities. Projects undertaken will focus on rehabilitating major park amenities.

**Version Description**

2023: Lanspeary Park Improvements- \$500,000  
 2026: MacDonald Park Design- \$250,000; Lanspeary Park Improvements- \$250,000  
 2027: Lanspeary Park Improvements- \$1,300,000

<b>Project Comments/Reference</b>	<b>Version Comments</b>
7171024/7181042/7191039/7221024 Closed:7129011/7151014	

<b>Project Detailed Forecast</b>		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>GL Account</b>												
<b>Expenses</b>												
5410	Construction Contracts - TCA	500,000	0	0	500,000	1,300,000	0	0	0	0	0	2,300,000
	Total	500,000	0	0	500,000	1,300,000	0	0	0	0	0	2,300,000
<b>Revenues</b>												
169	Pay As You Go - Capital Reserve	0	0	0	0	0	0	0	0	0	0	0
221	Service Sustainability Investm	500,000	0	0	500,000	1,300,000	0	0	0	0	0	2,300,000
	Total	500,000	0	0	500,000	1,300,000	0	0	0	0	0	2,300,000

Related Projects		Historical Approved Budget			Operating Budget Impact
			Revenue		
		<u>Year</u>	<u>Total Expense</u>	<u>Net City Cost</u>	<u>Subsidies</u>
		2013	450,000	450,000	0
		2014	751,282	751,282	0
		2015	750,000	750,000	0
		2016	577,000	577,000	0
		2017	250,000	250,000	0
		2019	500,000	500,000	0
		2020	500,000	500,000	0
		2021	250,000	250,000	0
		2022	250,000	250,000	0
Year Identified	Start Date	Project Type for 2023	Project Lead	Est. Completion Date	
2012	January 1, 2015	Growth: 0.0 % Maintenance: 100.0 %	Sherif Barsom	Ongoing`	



# Project Version Summary

<b>Project #</b>	PFO-006-19	<b>Service Area</b>	Community Services
<b>Budget Year</b>	2023	<b>Department</b>	Parks & Facilities
<b>Asset Type</b>	Unassigned	<b>Division</b>	Parks
<b>Title</b>	Recycling Silos in Parks		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Parks & Recreation		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

<b>Project Description</b>	Purchase and installation of additional recycling silos which would be twinned with current stand alone garbage silos at City Parks. Installation of new recycling silos in areas that are deficient within parklands.
----------------------------	--

<b>Version Description</b>	2023: Purchase and installation of additional recycling silos which would be twinned with current stand alone garbage silos at City Parks 2024- 2032:: Installation of new recycling silos in areas that are deficient within parklands.
----------------------------	---

<b>Project Comments/Reference</b>	<b>Version Comments</b>
7192008	COMMITMENTS: CR331/2022 C 119/2022: 2023 F169 \$64,000

<b>Project Detailed Forecast</b>											
<b>GL Account</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>	<b>Total</b>
<b>Expenses</b>											
2230 Infrastructure Maint. Material	64,000	64,000	64,000	64,000	64,000	25,000	25,000	25,000	82,000	82,000	559,000
Total	64,000	64,000	64,000	64,000	64,000	25,000	25,000	25,000	82,000	82,000	559,000
<b>Revenues</b>											
169 Pay As You Go - Capital Reserve	0	64,000	64,000	64,000	64,000	25,000	25,000	25,000	82,000	82,000	495,000
169CF Committed Funding	64,000	0	0	0	0	0	0	0	0	0	64,000
Total	64,000	64,000	64,000	64,000	64,000	25,000	25,000	25,000	82,000	82,000	559,000

<b>Related Projects</b>	<b>Historical Approved Budget</b>			<b>Operating Budget Impact</b>		
			<b>Revenue</b>			
	<b>Year</b>	<b>Total Expense</b>	<b>Net City Cost</b>	<b>Subsidies</b>		
	2019	65,000	65,000	0		
	2020	64,000	64,000	0		
	2021	64,000	64,000	0		
	2022	64,000	64,000	0		



Year Identified	Start Date	Project Type for 2023	Project Lead	Est. Completion Date
2019	May 1, 2019	Growth: 100.0 % Maintenance: 0.0 %	James Chacko/ Jamie Scott	Ongoing`



# Project Version Summary

<b>Project #</b>	PFO-006-20	<b>Service Area</b>	Community Services
<b>Budget Year</b>	2023	<b>Department</b>	Parks & Facilities
<b>Asset Type</b>	Unassigned	<b>Division</b>	Parks
<b>Title</b>	Riverfront Walkway Stabilization		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Parks & Recreation		
<b>Wards</b>	Ward 3, Ward 7		
<b>Version Name</b>	Main (Active)		

<b>Project Description</b>	Project funding is to ensure the integrity and stabilization of the walkway located at the river's edge. Stabilization of the walkway is not related to the shore wall infrastructure which is funded separate. This project is supported by the asset management principles as detailed in report S 129/2019.
----------------------------	--

<b>Version Description</b>	2025: Riverfront Walkway restorations Legacy Park - \$1,500,000 2026: Riverfront Walkway restoration Legacy Park - \$500,000 2028: Riverfront Walkway restorations St. Paul Pumping Station- \$500,000 2029: Riverfront Walkway restorations St. Paul Pumping Station- \$500,000 2030: Riverfront Walkway restorations Centennial Park- \$500,000 2031: Riverfront Walkway restorations Centennial Park- \$500,000
----------------------------	---

<b>Project Comments/Reference</b>	<b>Version Comments</b>

<b>Project Detailed Forecast</b>		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>GL Account</b>												
<b>Expenses</b>												
5410	Construction Contracts - TCA	0	0	1,500,000	500,000	0	500,000	500,000	500,000	500,000	0	4,000,000
	Total	0	0	1,500,000	500,000	0	500,000	500,000	500,000	500,000	0	4,000,000
<b>Revenues</b>												
221	Service Sustainability Investm	0	0	1,500,000	500,000	0	500,000	500,000	500,000	500,000	0	4,000,000
	Total	0	0	1,500,000	500,000	0	500,000	500,000	500,000	500,000	0	4,000,000

Related Projects		Historical Approved Budget		Operating Budget Impact
Year Identified	Start Date	Project Type for 2023	Project Lead	Est. Completion Date
2020		Growth: 0.0 % Maintenance: 0.0 %	Wadah Al-Yassiri	Ongoing`



# Project Version Summary

<b>Project #</b>	PFO-007-11	<b>Service Area</b>	Community Services
<b>Budget Year</b>	2023	<b>Department</b>	Parks & Facilities
<b>Asset Type</b>	Unassigned	<b>Division</b>	Parks
<b>Title</b>	Tree Maintenance and Urban Forest Enhancement Program		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Parks & Recreation		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

## Project Description

The Forestry Division is responsible for the maintenance of approximately 65,000 street trees along the right-of-way and 20,000 parkland trees. In addition to this, the division also ensures that the City's natural areas are cared for in a responsible way. Tree maintenance involves the trimming of trees to promote health, longevity and safety while tree and stump removal is reserved for trees that are badly damaged by storms and or for trees that are in decline from age and other environmental factors. Historically, the Division has carried out limited preventative maintenance programs, through area trims but on a small scale (ie. area trim that was completed in Forest Glade back in 2015). However, as the City's trees have matured and aged and as storms continue to take their toll on their condition, the Division strictly operates on a reactive basis, fielding over 5,500 calls per year for maintenance.

An update of the Forestry plan was presented to Council via report S184/2017 to propose a preventative maintenance program which would not only improve the health and safety of the City's trees but would also serve to prevent the future occurrence of another tree maintenance backlog. The Council report recommended that \$2,080,000 be referred to the future capital budget deliberations. This project funding level would be required to maintain appropriate asset management principles.

## Version Description

The funding allocated for this project has yielded positive results for the division. Recent restructuring to the Division and its contracts have increased the capacity and production of our division in terms of inspections and completed work orders. Waiting times for tree maintenance has been significantly reduced over the last few years. Not only will this program reduce the number of complaints, service requests and the likelihood of another tree maintenance back log from occurring, but will also improve the health of the City's urban forest while reducing the number of tree related claims and liability exposure to the City.

2023:  
 \$1,544,143 Tree Trimming Preventative Maintenance  
 \$250,000 Tree Planting  
 \$200,000 Tree Removals  
 TOTAL: \$1,994,143

2024:  
 \$1,795,143 Tree Trimming Preventative Maintenance  
 \$250,000 Tree Planting  
 \$200,000 Tree Removals  
 TOTAL: \$2,245,143

2025:  
 \$1,544,143 Tree Trimming Preventative Maintenance  
 \$250,000 Tree Planting  
 \$200,000 Tree Removals  
 TOTAL: \$1,994,143

2026:  
 \$1,580,000 Tree Trimming Preventative Maintenance  
 \$250,000 Tree Planting

\$250,000 Tree Removals  
TOTAL: \$2,080,000

2027:  
\$1,580,000 Tree Trimming Preventative Maintenance  
\$250,000 Tree Planting  
\$250,000 Tree Removals  
TOTAL: \$2,080,000

2028:  
\$1,580,000 Tree Trimming Preventative Maintenance  
\$250,000 Tree Planting  
\$250,000 Tree Removals  
TOTAL: \$2,080,000

2029:  
\$1,580,000 Tree Trimming Preventative Maintenance  
\$250,000 Tree Planting  
\$250,000 Tree Removals  
TOTAL: \$2,080,000

2030:  
\$1,580,000 Tree Trimming Preventative Maintenance  
\$250,000 Tree Planting  
\$250,000 Tree Removals  
TOTAL: \$2,080,000

2031:  
\$1,580,000 Tree Trimming Preventative Maintenance  
\$250,000 Tree Planting  
\$250,000 Tree Removals  
TOTAL: \$2,080,000

2032:  
\$1,600,000 Tree Trimming Preventative Maintenance  
\$250,000 Tree Planting  
\$250,000 Tree Removals  
TOTAL: \$2,100,000

<b>Project Comments/Reference</b> 7131021	<b>Version Comments</b> COMMENTS: The Corporate asset management plan report S129/2019 was presented to Council on July 29th, 2019 which indicates the annual funding requirement for preventative tree maintenance of \$2,080,000 which represents a funding shortfall of \$1,294,143 with an average of \$785,857 from 2019 to 2025.  Response to Council Directive B32/2018 "That Administration provide information on any available subsidized programs which may exist by investigating best practices used in other municipalities; and that this information be provided during the 2019 Budget deliberation process". UPDATE Administration continues to seek opportunities to address this request . To date no funding programs have been found to assist with this addressing this need and or the eligibility requirements were such that we were not able to apply. Administration will continue to look for any new programs that might become available.  COMMITMENT: CR 349/2021 - S 79/2021: 2023 F221 \$1,851,959
--	---

<b>Project Detailed Forecast</b>												
<b>GL Account</b>		<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>	<b>Total</b>
<b>Expenses</b>												
2980	Contracted Services	1,994,143	2,245,143	1,994,143	2,080,000	2,080,000	2,080,000	2,080,000	2,080,000	2,080,000	2,100,000	20,813,429
	Total	1,994,143	2,245,143	1,994,143	2,080,000	2,080,000	2,080,000	2,080,000	2,080,000	2,080,000	2,100,000	20,813,429
<b>Revenues</b>												
221	Service Sustainability Investm	142,184	2,245,143	1,994,143	2,080,000	2,080,000	2,080,000	2,080,000	2,080,000	2,080,000	2,100,000	18,961,470
221CF	Committed Funding	1,851,959	0	0	0	0	0	0	0	0	0	1,851,959
	Total	1,994,143	2,245,143	1,994,143	2,080,000	2,080,000	2,080,000	2,080,000	2,080,000	2,080,000	2,100,000	20,813,429

<b>Related Projects</b>	<b>Historical Approved Budget</b>				<b>Operating Budget Impact</b>			
	<b>Year</b>	<b>Total Expense</b>	<b>Revenue</b>		<b>Effective Date</b>	Unknown	<b>Exp/(Rev) FTE Impact</b>	
			<b>Net City Cost</b>	<b>Subsidies</b>	<b>Description</b>		0 1	
	2012	65,000	65,000	0	Forestry Analyst to assist with tree inventory program.			
	2013	96,250	96,250	0				
	2014	121,250	121,250	0				
	2015	225,000	225,000	0				
	2016	210,000	210,000	0				
	2017	250,000	250,000	0				
	2018	710,000	710,000	0				
	2019	746,500	746,500	0				
	2020	2,232,643	2,232,643	0				
	2021	1,994,143	1,994,143	0				
	2022	1,994,143	1,994,143	0				

<b>Year Identified</b>	<b>Start Date</b>	<b>Project Type for 2023</b>	<b>Project Lead</b>	<b>Est. Completion Date</b>
2011	January 1, 2015	Growth: 0.0 % Maintenance: 100.0 %	Yemi Adeyeye	Ongoing`



# Project Version Summary

<b>Project #</b>	PFO-007-12	<b>Service Area</b>	Community Services
<b>Budget Year</b>	2023	<b>Department</b>	Parks & Facilities
<b>Asset Type</b>	Unassigned	<b>Division</b>	Parks
<b>Title</b>	Neighbourhood Parks Rehabilitation Program		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Parks & Recreation		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

**Project Description**  
 Neighbourhood parks are smaller in scale and are designed to compliment and contribute to the character of their neighbourhoods including more passive recreational amenities. Projects undertaken under neighbourhood parks will focus on complete redevelopment of the entire park. Typically, the City will focus on those parks that are deemed to be out of date, lack resources and do not attract users. Redevelopment improvements include, but are not limited to, improved landscaping, pathway development and demolition/renovation of outdated park amenities.

**Version Description**  
 2027: Factoria Park- \$0  
 2028: Chopin Park- \$100,000 and Bradley Park - \$348,000  
 2029: Chopin Park- \$100,000, Bradley Park - \$152,000 and Maple Leaf Park - \$500,000  
 2031-2032: Roseland Park Development \$1,000,000

Project Comments/Reference	Version Comments
Closed: 7129003,7161025,7151015,7184007,7171025,7181041 Open: 7201021/7221003	

<b>Project Detailed Forecast</b>											
GL Account	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>											
5410 Construction Contracts - TCA	0	0	348,000	0	0	100,000	448,000	752,000	400,000	600,000	2,648,000
Total	0	0	348,000	0	0	100,000	448,000	752,000	400,000	600,000	2,648,000
<b>Revenues</b>											
169 Pay As You Go - Capital Reserve	0	0	0	0	0	0	348,000	652,000	400,000	600,000	2,000,000
221 Service Sustainability Investm	0	0	348,000	0	0	100,000	100,000	100,000	0	0	648,000
Total	0	0	348,000	0	0	100,000	448,000	752,000	400,000	600,000	2,648,000

Related Projects		Historical Approved Budget			Operating Budget Impact				
		Year	Total Expense	Revenue		Effective Date	Unknown	Exp/(Rev)	FTE Impact
				Net City Cost	Subsidies				
		2012	70,000	70,000	0				
		2014	300,000	300,000	0				
		2015	340,500	340,500	0				
		2016	250,000	250,000	0				
		2017	250,000	250,000	0				
		2019	500,000	500,000	0				
		2020	610,000	610,000	0				
		2021	250,000	250,000	0				
		2022	150,000	150,000	0				
Year Identified	Start Date	Project Type for 2023		Project Lead	Est. Completion Date				
2012	January 1, 2015	Growth: 0.0 % Maintenance: 0.0 %		Wadah Al-Yassiri	Ongoing`				





# Project Version Summary

<b>Project #</b>	PFO-008-12	<b>Service Area</b>	Community Services
<b>Budget Year</b>	2023	<b>Department</b>	Parks & Facilities
<b>Asset Type</b>	Unassigned	<b>Division</b>	Parks
<b>Title</b>	New Park Design/Development/Construction		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Parks & Recreation		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

**Project Description**  
 Capital funding for the development of new parkland throughout the City. Developers under agreement in subdivision development provide 5% land for a park plus additional funds per acre to construct the park and provide amenities. The collected fees are deposited into Reserve Fund 151 - Land Acquisitions - Other than Highways. The future costs are related to Sandwich South Employment Lands which is expected to occur in 2026.

**Version Description**  
 2023- New Parks Development Linear Trails and Lights- \$400,000 (Phase Two)  
 2026- Sandwich South Employment Lands \$300,000

<b>Project Comments/Reference</b>	<b>Version Comments</b>
7129004/ 7171026/7211053	COMMITMENTS: CR368/2021 - IN-CAMERA: 2023 F151 \$400,000

<b>Project Detailed Forecast</b>											
<b>GL Account</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>	<b>Total</b>
<b>Expenses</b>											
5410 Construction Contracts - TCA	400,000	0	0	300,000	0	0	0	0	0	0	700,000
Total	400,000	0	0	300,000	0	0	0	0	0	0	700,000
<b>Revenues</b>											
151 Parks/Rec/Facil Acquis Funding	0	0	0	300,000	0	0	0	0	0	0	300,000
151CF Committed Funding	400,000	0	0	0	0	0	0	0	0	0	400,000
Total	400,000	0	0	300,000	0	0	0	0	0	0	700,000

Related Projects		Historical Approved Budget			Operating Budget Impact				
		Year	Total Expense	Revenue		Effective Date	Unknown	Exp/(Rev)	FTE Impact
				Net City Cost	Subsidies				
		2012	300,000	300,000	0				
		2017	300,000	300,000	0				
		2022	300,000	300,000	0				
<b>Year Identified</b>	<b>Start Date</b>	<b>Project Type for 2023</b>		<b>Project Lead</b>		<b>Est. Completion Date</b>			
2012	January 1, 2021	Growth: 100.0 % Maintenance: 0.0 %		Wadah Al-Yassiri		Ongoing`			



# Project Version Summary

<b>Project #</b>	PFO-008-17	<b>Service Area</b>	Community Services
<b>Budget Year</b>	2023	<b>Department</b>	Parks & Facilities
<b>Asset Type</b>	Unassigned	<b>Division</b>	Parks
<b>Title</b>	Riverfront Exercise Equipment		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Parks & Recreation		
<b>Wards</b>	Ward 4		
<b>Version Name</b>	Main (Active)		

**Project Description**  
 To design and develop adult exercise equipment located at the Riverfront. The original budget as per the approved 2017 enhanced Capital Budget 5-year plan was \$100K. As per B56/2017, a detailed report has not yet come before Council to formally approve this project.

**Version Description**  
 2030: Planning and design for riverfront exercise equipment \$50K  
 Equipment and Installation of Exercise Equipment \$750K

<b>Project Comments/Reference</b>	<b>Version Comments</b>

<b>Project Detailed Forecast</b>											
<b>GL Account</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>	<b>Total</b>
<b>Expenses</b>											
5410 Construction Contracts - TCA	0	0	0	0	0	0	0	800,000	0	0	800,000
Total	0	0	0	0	0	0	0	800,000	0	0	800,000
<b>Revenues</b>											
169 Pay As You Go - Capital Reserve	0	0	0	0	0	0	0	800,000	0	0	800,000
176 Canada Community-Building Fund	0	0	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	800,000	0	0	800,000

Related Projects		Historical Approved Budget		Operating Budget Impact
Year Identified	Start Date	Project Type for 2023	Project Lead	Est. Completion Date
2017	January 23, 2021	Growth: 0.0 % Maintenance: 0.0 %	Wadah Al-Yassiri	TBD`



# Project Version Summary

<b>Project #</b>	PFO-009-12	<b>Service Area</b>	Community Services
<b>Budget Year</b>	2023	<b>Department</b>	Parks & Facilities
<b>Asset Type</b>	Unassigned	<b>Division</b>	Parks
<b>Title</b>	Park Bridges/Shelters/Buildings/Capital Rehabilitation Program		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Parks & Recreation		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

<b>Project Description</b>
This capital program includes replacement and renovations of bridges, shelters, buildings and other park structures which may need replacement. Bridge and culvert inspection are carried out on an annual basis to prioritize repairs and replacements.

<b>Version Description</b>
2023: Little River Corridor Park - Washrooms - \$130,000 2024: Jackson Park Picnic Shelter (New Roof Only By Splash Pad) - \$100,000 2026: Realtor Park Picnic Shelter - \$132,000 2027- 2032: East End Building Design and Construction- \$2,693,000

<b>Project Comments/Reference</b>	<b>Version Comments</b>
7171027, 7221025, 7221026, 7221027  Closed: 7192003, 7129005, 7171065	COMMITMENTS: CR331/2022 C 119/2022; 2023 F151 \$130K

<b>Project Detailed Forecast</b>												
<b>GL Account</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>	<b>Total</b>	
<b>Expenses</b>												
5410 Construction Contracts - TCA	130,000	100,000	0	132,000	500,000	300,000	300,000	150,000	500,000	943,000	3,055,000	
Total	130,000	100,000	0	132,000	500,000	300,000	300,000	150,000	500,000	943,000	3,055,000	
<b>Revenues</b>												
151 Parks/Rec/Facil Acquis Funding	0	0	0	0	0	300,000	300,000	100,000	0	440,000	1,140,000	
151CF Committed Funding	130,000	0	0	0	0	0	0	0	0	0	130,000	
169 Pay As You Go - Capital Reserve	0	0	0	0	0	0	0	0	0	0	0	
221 Service Sustainability Investm	0	100,000	0	132,000	500,000	0	0	50,000	500,000	503,000	1,785,000	
Total	130,000	100,000	0	132,000	500,000	300,000	300,000	150,000	500,000	943,000	3,055,000	

Related Projects		Historical Approved Budget			Operating Budget Impact				
		Year	Total Expense	Revenue		Effective Date	Unknown	Exp/(Rev)	FTE Impact
				Net City Cost	Subsidies				
		2012	50,000	50,000	0				
		2013	50,000	50,000	0				
		2014	50,000	50,000	0				
		2015	50,000	50,000	0				
		2016	50,000	50,000	0				
		2017	50,000	50,000	0				
		2019	300,000	300,000	0				
		2022	918,000	918,000	0				
Year Identified	Start Date	Project Type for 2023	Project Lead		Est. Completion Date				
2012	January 1, 2015	Growth: 100.0 % Maintenance: 0.0 %	Wadah Al-Yassiri		Ongoing`				



# Project Version Summary

<b>Project #</b>	PFO-009-20	<b>Service Area</b>	Community Services
<b>Budget Year</b>	2023	<b>Department</b>	Parks & Facilities
<b>Asset Type</b>	Unassigned	<b>Division</b>	Parks
<b>Title</b>	Parks Signage		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Parks & Recreation		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

**Project Description**  
 This project is for the installation of signage for parkland required to be updated and locations currently without signs throughout the City.

**Version Description**  
 Park Signage installation to be identified throughout city parkland on a priority basis. Parks administration identified annual capital requirement estimated to be \$100,000 for the ten year forecast period. Due to current economic conditions there were capital funding restrictions that did not allow for the allocation of the expenditures within the budget at this time. There are placeholders for capital funding of \$400,000 and \$100,000 in 2031 and 2032 respectively.

<b>Project Comments/Reference</b>	<b>Version Comments</b>

<b>Project Detailed Forecast</b>												
<b>GL Account</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>	<b>Total</b>	
<b>Expenses</b>												
5410 Construction Contracts - TCA	0	0	0	0	0	0	0	0	400,000	100,000	500,000	
Total	0	0	0	0	0	0	0	0	400,000	100,000	500,000	
<b>Revenues</b>												
169 Pay As You Go - Capital Reserve	0	0	0	0	0	0	0	0	300,000	100,000	400,000	
221 Service Sustainability Investm	0	0	0	0	0	0	0	0	100,000	0	100,000	
Total	0	0	0	0	0	0	0	0	400,000	100,000	500,000	

Related Projects		Historical Approved Budget		Operating Budget Impact
Year Identified	Start Date	Project Type for 2023	Project Lead	Est. Completion Date
2020	April 1, 2020	Growth: 0.0 % Maintenance: 0.0 %	Wadah Al-Yassiri	Ongoing`





# Project Version Summary

<b>Project #</b>	PFO-010-17	<b>Service Area</b>	Community Services
<b>Budget Year</b>	2023	<b>Department</b>	Parks & Facilities
<b>Asset Type</b>	Unassigned	<b>Division</b>	Parks
<b>Title</b>	Dog Park Development		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Parks & Recreation		
<b>Wards</b>	Ward 2		
<b>Version Name</b>	Main (Active)		

**Project Description**  
 For Development of Dog Parks within Parkland throughout the City as per the Parks master plan. New Dog Park policy was approved by Council which highlighted standard amenities to be included.

**Version Description**  
 2031 - East End Dog Park  
 2032- Future Dog Park Development

<b>Project Comments/Reference</b>	<b>Version Comments</b>
7222013	CR228/2022 C 82/2022: 2023 F169 \$130K.

<b>Project Detailed Forecast</b>											
GL Account	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>											
5410 Construction Contracts - TCA	130,000	0	0	0	0	0	0	0	300,000	500,000	930,000
Total	130,000	0	0	0	0	0	0	0	300,000	500,000	930,000
<b>Revenues</b>											
169 Pay As You Go - Capital Reserve	0	0	0	0	0	0	0	0	300,000	500,000	800,000
169CF Committed Funding	130,000	0	0	0	0	0	0	0	0	0	130,000
Total	130,000	0	0	0	0	0	0	0	300,000	500,000	930,000

<b>Related Projects</b>	<b>Historical Approved Budget</b>				<b>Operating Budget Impact</b>			
			<b>Revenue</b>					
	<u>Year</u>	<u>Total Expense</u>	<u>Net City Cost</u>	<u>Subsidies</u>				
	2021	75,000	75,000	0				

Year Identified	Start Date	Project Type for 2023	Project Lead	Est. Completion Date
2017	January 23, 2021	Growth: 100.0 % Maintenance: 0.0 %	Trevor Duquette	2026`



# Project Version Summary

<b>Project #</b>	PFO-010-20	<b>Service Area</b>	Community Services
<b>Budget Year</b>	2023	<b>Department</b>	Parks & Facilities
<b>Asset Type</b>	Unassigned	<b>Division</b>	Parks
<b>Title</b>	Park Bench Replacement Program		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Parks & Recreation		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

**Project Description**

To establish a program for the annual replacement of benches that are deemed to be unsafe and in a state of disrepair. As a result of the Accessibility for Ontarians with Disabilities Act (AODA) requirements when benches are due for replacement they are to be removed and replaced with handicap accessible benches. The cement pads that the benches are placed must also meet AODA standards requiring larger cement bases, which is a significant increase to the cost. Without these funds benches will need to be removed and not replaced. Trails are the most significant park feature for the community as identified in the Parks Master Plan. Benches are an important component of the trail system. This budget funding supports the asset management plan initiative as per Council report 129/2019.

**Version Description**

There are approximately 1,500 benches located throughout various Parks which are being tracked by Parks operations. There are various types of benches located within parkland such as wood, metal and concrete with various styles. A significant number of these benches are well beyond their useful lives and are in need of replacement. It is estimated that over 75% of the existing bench asset inventory are in need of repairs. The department is recommending that a budget is established for the replacement of benches that would allow for the current inventory of benches to be replaced over a 10 year period which would provide an enhanced level of service to the bench replacement program.

Project Comments/Reference	Version Comments
7209007, 7201022	COMMITMENT: CR331/2022 C 119/2022: 2023 F221 \$50,000

Project Detailed Forecast		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>GL Account</b>												
<b>Expenses</b>												
2230	Infrastructure Maint. Material	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	75,000	100,000	575,000
	Total	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	75,000	100,000	575,000
<b>Revenues</b>												
221	Service Sustainability Investm	0	50,000	50,000	50,000	50,000	50,000	50,000	50,000	75,000	100,000	525,000
221CF	Committed Funding	50,000	0	0	0	0	0	0	0	0	0	50,000
	Total	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	75,000	100,000	575,000

Related Projects		Historical Approved Budget			Operating Budget Impact
			Revenue		
		Year	Total Expense	Net City Cost	Subsidies
		2020	50,000	50,000	0
		2021	50,000	50,000	0
		2022	50,000	50,000	0
Year Identified	Start Date	Project Type for 2023	Project Lead		Est. Completion Date
2020		Growth: 0.0 % Maintenance: 100.0 %	James Chacko/ Jamie Scott		Ongoing`



# Project Version Summary

<b>Project #</b>	PFO-011-12	<b>Service Area</b>	Community Services
<b>Budget Year</b>	2023	<b>Department</b>	Parks & Facilities
<b>Asset Type</b>	Unassigned	<b>Division</b>	Parks
<b>Title</b>	Beautification of Civic Gateways and Other Open Spaces		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Parks & Recreation		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

**Project Description**  
 Projects include new Civic Gateways and Open Space development projects at various locations across Windsor. City beautification includes any open space development project undertaken on City owned property. Further beautification efforts adding to our gateway initiatives include Lauzon Parkway at E.C. Row and Wyandotte Street East Median Improvements and Downtown Improvements

**Version Description**  
 Funding has been identified and will be coordinated with future City beautification project being conducted by City Engineering department that have a civic gateway, median or open space component that is maintained by the Parks department.

Project Comments/Reference	Version Comments
7129006	

GL Account	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>											
5410 Construction Contracts - TCA	0	0	0	300,000	300,000	0	0	0	0	0	600,000
Total	0	0	0	300,000	300,000	0	0	0	0	0	600,000
<b>Revenues</b>											
169 Pay As You Go - Capital Reserve	0	0	0	300,000	300,000	0	0	0	0	0	600,000
Total	0	0	0	300,000	300,000	0	0	0	0	0	600,000

Related Projects	Historical Approved Budget				Operating Budget Impact		
	Year	Total Expense	Revenue		Effective Date	Description	Exp/(Rev) FTE Impact
			Net City Cost	Subsidies			
	2012	125,000	125,000	0	Unknown	0	0
	2014	104,000	104,000	0			
	2015	200,000	200,000	0			
	2016	215,000	215,000	0			

Year Identified	Start Date	Project Type for 2023	Project Lead	Est. Completion Date
2012	January 1, 2015	Growth: 0.0 % Maintenance: 0.0 %	Wadah Al-Yassiri	Ongoing`



# Project Version Summary

<b>Project #</b>	PFO-012-12	<b>Service Area</b>	Community Services
<b>Budget Year</b>	2023	<b>Department</b>	Parks & Facilities
<b>Asset Type</b>	Unassigned	<b>Division</b>	Parks
<b>Title</b>	Park Trails Capital Rehabilitation Program		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Parks & Recreation		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

<b>Project Description</b>
Repairs are required to regularly maintain asphalt and granular base trails making them safe and thereby decreasing litigation and claims. There is a growing backlog of required trail repairs which are replaced as far as funding will allow. Repairs, resurfacing, bollards, curb maintenance, safety markings and signs are all potential replacements. There are over 120 kms of trails in our system and ongoing refurbishment of sections of trails are necessary to maintain a safe and usable overall trail system.
The average life span of an asphalt trail is 15-20 years. Major trails such as the Ganatchio Trail south, Grande Marais trail, Southwood Lakes and inter park trails are approaching the end of their lifecycle. Parks currently maintains over 120km of trails in the system. The 2017 Parks Master Plan identified trails to be one of the most important recreational amenities in parks.

<b>Version Description</b>
Asset management plan is being developed which will incorporate conditional assessment reports which will identify the trails in need of replacement. Priority will be given to those areas based on inspection results and listing of trails will be detailed each year based upon funding available.

<b>Project Comments/Reference</b>	<b>Version Comments</b>
(7129012, 7181041, 7184007 Closed)/7161026/7201022	

<b>Project Detailed Forecast</b>		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>GL Account</b>												
<b>Expenses</b>												
5410	Construction Contracts - TCA	0	100,000	100,000	300,000	100,000	250,000	250,000	325,000	340,000	440,000	2,205,000
	Total	0	100,000	100,000	300,000	100,000	250,000	250,000	325,000	340,000	440,000	2,205,000
<b>Revenues</b>												
151	Parks/Rec/Facil Acquis Funding	0	0	0	0	0	0	0	0	0	0	0
151CF	Committed Funding	0	0	0	0	0	0	0	0	0	0	0
221	Service Sustainability Investm	0	100,000	100,000	300,000	100,000	250,000	250,000	325,000	340,000	440,000	2,205,000
221CF	Committed Funding	0	0	0	0	0	0	0	0	0	0	0
	Total	0	100,000	100,000	300,000	100,000	250,000	250,000	325,000	340,000	440,000	2,205,000

Related Projects		Historical Approved Budget			Operating Budget Impact				
		Year	Total Expense	Revenue		Effective Date	Unknown	Exp/(Rev)	FTE Impact
				Net City Cost	Subsidies				
		2016	200,000	200,000	0				
		2017	200,000	200,000	0				
		2019	736,000	736,000	0				
		2020	200,000	200,000	0				
		2021	200,000	200,000	0				
		2022	1,200,000	1,200,000	0				
Year Identified	Start Date	Project Type for 2023		Project Lead	Est. Completion Date				
2012	January 1, 2016	Growth: 0.0 % Maintenance: 0.0 %		Wadah Al-Yassiri	Ongoing`				





## Project Version Summary

<b>Project #</b>	PFO-013-12	<b>Service Area</b>	Community Services
<b>Budget Year</b>	2023	<b>Department</b>	Parks & Facilities
<b>Asset Type</b>	Unassigned	<b>Division</b>	Parks
<b>Title</b>	Park-Related Parking Lots Capital Upgrades		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Parks & Recreation		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

**Project Description**

Parking lots are an ongoing program that requires continuous upgrades to meet the needs of users and the standards set out by the City of Windsor By-laws. The parks and recreation system has over 80 parking lots of various sizes and conditions. The existing parking lot surfaces range from simple gravel lots to curbed paved and drained lots built to the current city standards. On average the one parking lot per year is renovated or rebuilt. A parking lot condition report will be carried out in 2020 in conjunction with the asset management plan.

**Version Description**

2023-2026: Malden Park parking lot on Matchette Rd \$1,150,000  
 2027-2028: Mic Mac parking lots \$500,000  
 2029-2030: Walker Homesite \$600,000  
 2031: Spring Garden Natural Area Environmental Parking Lot \$375,000  
 2032: Malden Park parking lot for Visitor Centre \$900,000  
 Conditional assessment reports will be developed which will allow for parking lot replacements to be identified and prioritized.

<b>Project Comments/Reference</b>	<b>Version Comments</b>
(7129007 Closed) 7159012 / 7181026 / 7191036	COMMITMENT: CR331/2022 C 119/2022: 2023 F169 \$50,000 F221 \$150,000

<b>Project Detailed Forecast</b>		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>GL Account</b>												
<b>Expenses</b>												
5410	Construction Contracts - TCA	200,000	100,000	350,000	500,000	200,000	300,000	300,000	300,000	375,000	900,000	3,525,000
	Total	200,000	100,000	350,000	500,000	200,000	300,000	300,000	300,000	375,000	900,000	3,525,000
<b>Revenues</b>												
169	Pay As You Go - Capital Reserve	0	25,000	25,000	0	0	0	0	0	100,000	0	150,000
169CF	Committed Funding	50,000	0	0	0	0	0	0	0	0	0	50,000
221	Service Sustainability Investm	0	75,000	325,000	500,000	200,000	300,000	300,000	300,000	275,000	900,000	3,175,000
221CF	Committed Funding	150,000	0	0	0	0	0	0	0	0	0	150,000
	Total	200,000	100,000	350,000	500,000	200,000	300,000	300,000	300,000	375,000	900,000	3,525,000

Related Projects		Historical Approved Budget			Operating Budget Impact				
		Year	Total Expense	Revenue		Effective Date	Unknown	Exp/(Rev)	FTE Impact
				Net City Cost	Subsidies				
		2012	75,000	75,000	0				
		2019	1,000,000	1,000,000	0				
		2020	500,000	500,000	0				
		2021	200,000	200,000	0				
		2022	200,000	200,000	0				
		The level of capital replacements will impact the repair and maintenance costs on park operations. The longer the projects are deferred the increase in the level of repairs are required in each parking lot.							
Year Identified	Start Date	Project Type for 2023	Project Lead		Est. Completion Date				
2012	January 1, 2019	Growth: 25.0 % Maintenance: 75.0 %	Wadah Al-Yassiri		2024+				



# Project Version Summary

<b>Project #</b>	PFO-014-12	<b>Service Area</b>	Community Services
<b>Budget Year</b>	2023	<b>Department</b>	Parks & Facilities
<b>Asset Type</b>	Unassigned	<b>Division</b>	Parks
<b>Title</b>	Park Community Partnership Initiatives		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Parks & Recreation		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

**Project Description**

Partnerships can include any user group wishing to contribute funding to a project for the improvement of any park asset, facility or space within the community. Partnership projects will be presented to and approved by Council on a project by project basis.

**Version Description**

Annual funding has been identified by Parks administration for contributions to community based projects as they arise in the future over the ten year capital forecast period.

Project Comments/Reference	Version Comments
7129015 7201031- Riverside Miracle Park	

Project Detailed Forecast		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>GL Account</b>												
<b>Expenses</b>												
5410	Construction Contracts - TCA	25,000	25,000	25,000	0	0	25,000	25,000	25,000	50,000	50,000	250,000
	Total	25,000	25,000	25,000	0	0	25,000	25,000	25,000	50,000	50,000	250,000
<b>Revenues</b>												
169	Pay As You Go - Capital Reserve	25,000	25,000	25,000	0	0	25,000	25,000	25,000	50,000	50,000	250,000
	Total	25,000	25,000	25,000	0	0	25,000	25,000	25,000	50,000	50,000	250,000

Related Projects		Historical Approved Budget			Operating Budget Impact				
		Year	Total Expense	Revenue		Effective Date	Unknown	Exp/(Rev)	FTE Impact
				Net City Cost	Subsidies				
		2012	275,000	25,000	250,000				
		2013	25,000	25,000	0				
		2014	25,000	25,000	0				
		2015	25,000	25,000	0				
		2016	25,000	25,000	0				
		2017	25,000	25,000	0				
		2019	25,000	25,000	0				
		2020	25,000	25,000	0				
		2021	25,000	25,000	0				
		2022	25,000	25,000	0				
Year Identified	Start Date	Project Type for 2023	Project Lead	Est. Completion Date					
2012	January 1, 2015	Growth: 100.0 % Maintenance: 0.0 %	Wadah Al-Yassiri	Ongoing`					



# Project Version Summary

<b>Project #</b>	PFO-015-12	<b>Service Area</b>	Community Services
<b>Budget Year</b>	2023	<b>Department</b>	Parks & Facilities
<b>Asset Type</b>	Unassigned	<b>Division</b>	Parks
<b>Title</b>	Parks Master Plan		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Parks & Recreation		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

**Project Description**  
 The Parks Master Plan was last updated in 2017. This program created a new document that defines and shapes our parks system for the foreseeable future. This master plan is living document aligned with the City's capital budget forecast and will be updated every 5 years with attainable goals. This master plan will be phased in and adjusted periodically through internal strategic reviews.

**Version Description**  
 2026- Master plan revisions  
 2027- Update to Master Plan  
 2028- Master plan revisions

Project Comments/Reference	Version Comments
7129013 (closed) 7212008	COMMITMENT: CR453/2021 - C 140/2021: 2022 F221 \$50,000

GL Account	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>											
2980 Contracted Services	0	0	0	125,000	50,000	50,000	0	0	0	0	225,000
8110 Salary-Reg.Full Time	0	0	0	0	0	0	0	0	0	0	0
Total	0	0	0	125,000	50,000	50,000	0	0	0	0	225,000
<b>Revenues</b>											
221 Service Sustainability Investm	0	0	0	125,000	50,000	50,000	0	0	0	0	225,000
Total	0	0	0	125,000	50,000	50,000	0	0	0	0	225,000

Related Projects	Historical Approved Budget				Operating Budget Impact	
	Year	Total Expense	Revenue		Effective Date	Exp/(Rev) FTE Impact
			Net City Cost	Subsidies	Unknown	0 0
	2013	140,000	140,000	0		
	2021	50,000	50,000	0		
	2022	50,000	50,000	0		
	Description					
	Master Plan will guide future investment and prioritization of operating budget funding allocation based upon determined level of service.					

Year Identified	Start Date	Project Type for 2023	Project Lead	Est. Completion Date
2012	January 1, 2015	Growth: 0.0 % Maintenance: 0.0 %	Wadah Al-Yassiri	Ongoing`



# Project Version Summary

<b>Project #</b>	PFO-016-12	<b>Service Area</b>	Community Services
<b>Budget Year</b>	2023	<b>Department</b>	Parks & Facilities
<b>Asset Type</b>	Unassigned	<b>Division</b>	Parks
<b>Title</b>	Parkland Acquisitions		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Parks & Recreation		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

**Project Description**  
 This general parkland acquisition & development project is used for purchases and development of lands for parks, as these lands become available. The acquisition and disposition of parkland is necessary to balance the system and provide an even distribution of parkland in all classifications to service the needs of residents as per the City of Windsor Official Plan.

**Version Description**

<b>Project Comments/Reference</b> (Closed: 7129014/7181019) 7219015	<b>Version Comments</b>
---	-------------------------

<b>Project Detailed Forecast</b>		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>GL Account</b>												
<b>Expenses</b>												
2950	Other Prof Services- External	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	500,000
	Total	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	500,000
<b>Revenues</b>												
151	Parks/Rec/Facil Acquis Funding	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	500,000
	Total	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	500,000

<b>Related Projects</b>	<b>Historical Approved Budget</b>			<b>Operating Budget Impact</b>	
			<b>Revenue</b>		
	<b>Year</b>	<b>Total Expense</b>	<b>Net City Cost</b>	<b>Subsidies</b>	
	2018	13,000	13,000	0	
	2021	50,000	50,000	0	
	2022	50,000	50,000	0	

<b>Year Identified</b>	<b>Start Date</b>	<b>Project Type for 2023</b>	<b>Project Lead</b>	<b>Est. Completion Date</b>
------------------------	-------------------	------------------------------	---------------------	-----------------------------

2012	January 1, 2024	Growth: 100.0 % Maintenance: 0.0 %	Wadah Al-Yassiri/ James Chacko	Ongoing`
------	-----------------	---------------------------------------	-----------------------------------	----------





# Project Version Summary

<b>Project #</b>	PFO-017-12	<b>Service Area</b>	Community Services
<b>Budget Year</b>	2023	<b>Department</b>	Parks & Facilities
<b>Asset Type</b>	Unassigned	<b>Division</b>	Parks
<b>Title</b>	Playground Equipment Removal		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Parks & Recreation		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Playground Equipment Removal (Active)		

**Project Description**  
 This project is required to fund the removal of playground equipment which is either being removed and not replaced or does not meet safety standards. The playground equipment audit is completed every five years with the expenditures being allocated to this project. The removal of non-compliant equipment to clear areas will mitigate possible future injuries and claims.

**Version Description**  
 This project will fund the removal of playground equipment that have been identified as not being replaced as identified in Council report 142/2017. All costs to restore the park after the removal of the playground equipment will be included in this project.

Project Comments/Reference	Version Comments
7129009	

Project Detailed Forecast		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>GL Account</b>												
<b>Expenses</b>												
5410	Construction Contracts - TCA	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	150,000	50,000	1,000,000
	Total	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	150,000	50,000	1,000,000
<b>Revenues</b>												
151	Parks/Rec/Facil Acquis Funding	0	0	0	0	0	0	0	0	0	0	0
221	Service Sustainability Investm	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	150,000	50,000	1,000,000
	Total	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	150,000	50,000	1,000,000

Related Projects		Historical Approved Budget			Operating Budget Impact
			Revenue		
	<b>Year</b>	<b>Total Expense</b>	<b>Net City Cost</b>	<b>Subsidies</b>	
	2012	100,000	100,000	0	
	2013	154,000	154,000	0	
	2014	162,468	162,468	0	
	2015	158,500	158,500	0	
	2016	150,000	150,000	0	
	2017	100,000	100,000	0	
	2019	100,000	100,000	0	
	2020	100,000	100,000	0	
	2021	100,000	100,000	0	
	2022	100,000	100,000	0	
Year Identified	Start Date	Project Type for 2023	Project Lead	Est. Completion Date	
2012	January 1, 2015	Growth: 0.0 % Maintenance: 100.0 %	Jamie Scott	Ongoing`	



# Project Version Summary

<b>Project #</b>	PFO-003-20	<b>Service Area</b>	Community Services
<b>Budget Year</b>	2023	<b>Department</b>	Recreation & Culture
<b>Asset Type</b>	Unassigned	<b>Division</b>	Admin - Recreation & Culture
<b>Title</b>	Holiday Lights Capital Maintenance		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Parks & Recreation		
<b>Wards</b>	Ward 3		
<b>Version Name</b>	Main (Active)		

<b>Project Description</b>	Holiday Lights requires funding for ongoing repair, replacement and maintenance of lights and other equipment.
----------------------------	--

<b>Version Description</b>	Bright Lights requires an annual allotment for various repairs and maintenance to address unexpected needs and to perform proper maintenance as needed.
----------------------------	---

<b>Project Comments/Reference</b>	<b>Version Comments</b>
7171089	CR331/2022 C 119/2022: 2023 F221 \$105,801

<b>Project Detailed Forecast</b>											
GL Account	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>											
5411 Construction Contracts-Non TCA	105,801	50,000	50,000	50,000	50,000	0	50,000	0	0	50,000	405,801
Total	105,801	50,000	50,000	50,000	50,000	0	50,000	0	0	50,000	405,801
<b>Revenues</b>											
221 Service Sustainability Investm	0	50,000	50,000	50,000	50,000	0	50,000	0	0	50,000	300,000
221CF Committed Funding	105,801	0	0	0	0	0	0	0	0	0	105,801
Total	105,801	50,000	50,000	50,000	50,000	0	50,000	0	0	50,000	405,801

<b>Related Projects</b>	<b>Historical Approved Budget</b>				<b>Operating Budget Impact</b>		
			<b>Revenue</b>		<b>Effective Date</b>	Unknown	<b>Exp/(Rev) FTE Impact</b>
	<b>Year</b>	<b>Total Expense</b>	<b>Net City Cost</b>	<b>Subsidies</b>	<b>Description</b>	0	0
	2020	44,199	44,199	0	The lack of capital funding would result in deferral of repairs and increase the likelihood to additional spending in the operating budget.		
	2021	50,000	50,000	0			
2022	50,000	50,000	0				

Year Identified	Start Date	Project Type for 2023	Project Lead	Est. Completion Date
2020	January 1, 2020	Growth: 0.0 % Maintenance: 100.0 %	Ray Mensour	Ongoing`



# Project Version Summary

<b>Project #</b>	REC-002-14	<b>Service Area</b>	Community Services
<b>Budget Year</b>	2023	<b>Department</b>	Recreation & Culture
<b>Asset Type</b>	Unassigned	<b>Division</b>	Community Centres & Programming
<b>Title</b>	Relocation of Sandpoint Beach		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Parks & Recreation		
<b>Wards</b>	Ward 7		
<b>Version Name</b>	Main (Active)		

## Project Description

On March 4, 2013 Council approved B3/2013 "That the report from the Executive Director of Recreation and Culture regarding the provision of lifeguards at Sandpoint Beach BE RECEIVED and further that the reinstatement of funds for the lifeguards in the amount of \$60,272 in the 2013 operating budget as part of the base budget BE APPROVED, and further, that the option of moving the beach further east on the property BE REFERRED to future Capital Budget deliberations".

Included in the March 4, 2013 report was information on the audit of Sandpoint Beach by the Lifesaving Society. Regarding the location of the beach, the Lifesaving Society audit included the following: Primary Recommendation Number 6 – Restrict access to the western edge of the supervised beach. The recommendation states in part, “Beach and water access to the western edge of the beach should be restricted. The City may also want to consider closing this beach in favour of moving it further eastwards. At a minimum, beach patrons should be restricted from accessing this area of the beach by installing additional fencing which will reduce the designated beach area.” Amenities currently at the beach include a play ground, sand volleyball court, picnic tables and a kayak/wind surfing launch area.

The redevelopment would move Sandpoint Beach further east on the property. With this option, the existing beach at the western location would be renovated and converted to land use only, including shoreline improvements that would serve to discourage access to the water in this section. The public beach access would be moved further east and would be smaller in size than the current beach. The opportunity exists at Sandpoint Beach to create a master plan for future development that will take advantage of this valuable asset on the waterfront. Additional engineering consultation would be required from a number of regulatory bodies for a full scope. For example, a new groin may be required depending on the currents to trap sand in order to facilitate retention of sand at the new location. It may be possible to phase this project, with the first phase providing functional amenities, and additional phases providing amenities to enhance the use of the park.

Relocation of Sandpoint Beach is projected to require over \$10M in funding.

## Version Description

The redevelopment of the property and has the highest capital budget impact. Administration has completed a preliminary capital cost estimate for the project including shoreline improvements, infrastructure requirements, landscape requirements and other amenities. Consulting with the regulatory bodies for further detailed estimates will be required. Administration recognizes that funds are not available for a project of this magnitude at this time, however, this project could be considered for a future project should grants become available from senior levels of government. Traditionally, shoreline protection has been cost shared with senior levels of government. The operating budget impact incorporates the reinstatement of the costs for the lifeguarding component of the operation. Depending on additional amenities desired for this space (i.e. sand volleyball courts, accessible playground, splash pad) additional operating budget requirements would be identified.

In February 2018, CR 83/2018 was approved requesting an estimate from administration to conduct a preliminary study. The requested \$227,500 is for phase 1 of the capital project, to conduct the necessary environmental assessment in order to become aware of potential long-term options for the site. Based on the results of this assessment, administration will be much better equipped to provide the requirements for future funding and planning needed for a long-term solution.

In June 2021, CR265/2021 was approved authorizing the environmental assessment. The environmental assessment is expected to be completed by the end of 2022; a report to Council detailing the results will follow.

## Project Comments/Reference

7209003

## Version Comments

COMMITMENT:  
 CR 265/2021 - CAO Clerks File SR/14130; 2024 F221 \$187,500 - 2024 F169 \$40,000

Project Detailed Forecast											
GL Account	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>											
5410 Construction Contracts - TCA	0	250,500	777,000	0	0	300,000	300,000	300,000	0	0	1,927,500
Total	0	250,500	777,000	0	0	300,000	300,000	300,000	0	0	1,927,500
<b>Revenues</b>											
169 Pay As You Go - Capital Reserve	0	23,000	777,000	0	0	0	0	0	0	0	800,000
169CF Committed Funding	0	40,000	0	0	0	0	0	0	0	0	40,000
176 Canada Community-Building Fund	0	0	0	0	0	0	0	0	0	0	0
221 Service Sustainability Investm	0	0	0	0	0	300,000	300,000	300,000	0	0	900,000
221CF Committed Funding	0	187,500	0	0	0	0	0	0	0	0	187,500
Total	0	250,500	777,000	0	0	300,000	300,000	300,000	0	0	1,927,500

Related Projects		Historical Approved Budget				Operating Budget Impact		
Year Identified	Start Date	Project Type for 2023	Project Lead	Est. Completion Date	Description	Effective Date	Unknown	Exp/(Rev) FTE Impact
						Year	Total Expense	Revenue
2014	September 1, 2024	Growth: 0.0 % Maintenance: 0.0 %	Jen Knights & Michael Chantler	2024+	Should the reconfiguration of Sandpoint Beach result in the same size and basic design as the existing beach, there would be no impact to the operating budget. However, if the reconfiguration results in an expanded size, and if the amenities attract additional attendance, there is a potential for the requirement to increase the number of lifeguards up to an additional 3 part time guards. This would result in an additional cost in wages of approximately \$23,300.			



# Project Version Summary

<b>Project #</b>	REC-003-07	<b>Service Area</b>	Community Services
<b>Budget Year</b>	2023	<b>Department</b>	Recreation & Culture
<b>Asset Type</b>	Unassigned	<b>Division</b>	Community Centres & Programming
<b>Title</b>	Municipal Pools Refurbishment Program		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Parks & Recreation		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

**Project Description**  
 Upgrades/refurbishments to municipal pools are required to ensure that they remain functional and do not pose a hazard. The infrastructure we currently have must be maintained in order to ensure continued high customer service standards. Prioritizing pool improvements to ensure they remain functional is the objective of this capital request. The possibility of procuring external subsidies with various levels of government bodies will be explored.

**Version Description**  
 Recreation and Culture's pool infrastructure must be maintained in order to ensure continued high customer service standards. Prioritizing pool improvements to ensure they remain functional is the objective of this capital request.  
 Capital Funding for pool rebuilds, maintenance, upgrades, diving boards, touch pads, lane ropes, timing systems, paddleboards, fitness centre upgrades and Recreation Master Plan priorities.

<b>Project Comments/Reference</b>	<b>Version Comments</b>
7069034 7224006 See Document Attached	COMMITTED: CR304/2022 C 107/2022: 2025 F221 \$2,000,000

<b>Project Detailed Forecast</b>												
<b>GL Account</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>	<b>Total</b>	
<b>Expenses</b>												
5410 Construction Contracts - TCA	132,000	75,000	2,305,201	2,610,000	0	474,000	500,000	500,000	0	187,500	6,783,701	
Total	132,000	75,000	2,305,201	2,610,000	0	474,000	500,000	500,000	0	187,500	6,783,701	
<b>Revenues</b>												
221 Service Sustainability Investm	132,000	75,000	305,201	2,610,000	0	474,000	500,000	500,000	0	187,500	4,783,701	
221CF Committed Funding	0	0	2,000,000	0	0	0	0	0	0	0	2,000,000	
Total	132,000	75,000	2,305,201	2,610,000	0	474,000	500,000	500,000	0	187,500	6,783,701	

Related Projects		Historical Approved Budget			Operating Budget Impact				
Follows REC-005-16		Year	Total Expense	Revenue		Effective Date	Unknown	Exp/(Rev)	FTE Impact
Project Title				Net City Cost	Subsidies				
Gino & Liz Marcus Community Centre Family Change Room		2008	466,000	466,000	0			0	0
		2009	550,839	550,839	0				
		2010	1,000,000	1,000,000	0				
		2011	1,021,000	1,021,000	0				
		2014	325,000	325,000	0				
		2017	100,000	100,000	0				
		2019	1,057,000	1,057,000	0				
		2020	433,280	433,280	0				
		2021	37,000	37,000	0				
		2022	67,200	67,200	0				
		No operating budget impact							
Year Identified	Start Date	Project Type for 2023	Project Lead		Est. Completion Date				
2007	January 2, 2017	Growth: 0.0 % Maintenance: 100.0 %	Jen Knights / Michael Chantler		Ongoing`				





# Project Version Summary

<b>Project #</b>	REC-004-07	<b>Service Area</b>	Community Services
<b>Budget Year</b>	2023	<b>Department</b>	Recreation & Culture
<b>Asset Type</b>	Unassigned	<b>Division</b>	Community Centres & Programming
<b>Title</b>	Recreation Facility Refurbishment Program		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Parks & Recreation		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

<b>Project Description</b>	Ongoing upgrades to facilities and services available in municipal recreation areas. A recent review indicates that the median age of the community centres is approximately 46 years, with 75% of all of our community centres being 25+ years old.
----------------------------	--

<b>Version Description</b>	Recreation Master Plan Priorities
----------------------------	-----------------------------------

<b>Project Comments/Reference</b>	<b>Version Comments</b>
7069035/7159012	

<b>Project Detailed Forecast</b>		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>GL Account</b>												
<b>Expenses</b>												
5410	Construction Contracts - TCA	50,000	300,000	50,000	100,000	50,000	300,000	300,000	300,000	185,000	112,500	1,747,500
	Total	50,000	300,000	50,000	100,000	50,000	300,000	300,000	300,000	185,000	112,500	1,747,500
<b>Revenues</b>												
125	Dev Chg - Indoor Recreation	5,000	5,000	5,000	94,950	0	0	0	0	0	0	109,950
221	Service Sustainability Investm	45,000	295,000	45,000	5,050	50,000	300,000	300,000	300,000	185,000	112,500	1,637,550
	Total	50,000	300,000	50,000	100,000	50,000	300,000	300,000	300,000	185,000	112,500	1,747,500

Related Projects		Historical Approved Budget			Operating Budget Impact				
		Year	Total Expense	Revenue		Effective Date	Unknown	Exp/(Rev)	FTE Impact
				Net City Cost	Subsidies				
		2007	80,000	80,000	0				
		2009	50,000	50,000	0				
		2010	150,000	150,000	0				
		2011	100,000	100,000	0				
		2012	50,000	50,000	0				
		2013	50,000	50,000	0				
		2014	282,000	282,000	0				
		2015	50,000	50,000	0				
		2016	50,000	50,000	0				
		2017	50,000	50,000	0				
		2019	50,000	50,000	0				
		2020	50,000	50,000	0				
		2021	50,000	50,000	0				
		2022	50,000	50,000	0				
Year Identified	Start Date	Project Type for 2023		Project Lead		Est. Completion Date			
2007	January 1, 2017	Growth: 0.0 % Maintenance: 100.0 %		Jen Knights / Nada Tremblay		Ongoing`			



# Project Version Summary

<b>Project #</b>	REC-001-18	<b>Service Area</b>	Community Services
<b>Budget Year</b>	2023	<b>Department</b>	Recreation & Culture
<b>Asset Type</b>	Unassigned	<b>Division</b>	Cultural Affairs
<b>Title</b>	Monument and Memorial Capital Repairs		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Parks & Recreation		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

<b>Project Description</b>	Capital repairs to monuments and memorials throughout the City of Windsor such as Boer War Monument, Centotaph, Polish monument and Freedom Way. Funds are required for repairs due to the public risk involved as the public tend to climb or get close to read particular monuments that are in need of repair.
----------------------------	---

<b>Version Description</b>	Funds are required to commence repairs on the Boer War, Cenotaph, Polish monument and Freedom Way to reduce public risk.
----------------------------	--

<b>Project Comments/Reference</b>	<b>Version Comments</b>
7204002	COMMITMENT: CR195/2020 - S 109/2019 - SCM 91/2020: 2023 F221 \$75,000

<b>Project Detailed Forecast</b>											
GL Account	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>											
5410 Construction Contracts - TCA	75,000	0	75,000	75,000	75,000	75,000	75,000	0	75,000	75,000	600,000
Total	75,000	0	75,000	75,000	75,000	75,000	75,000	0	75,000	75,000	600,000
<b>Revenues</b>											
221 Service Sustainability Investm	0	0	75,000	75,000	75,000	75,000	75,000	0	75,000	75,000	525,000
221CF Committed Funding	75,000	0	0	0	0	0	0	0	0	0	75,000
Total	75,000	0	75,000	75,000	75,000	75,000	75,000	0	75,000	75,000	600,000

<b>Related Projects</b>	<b>Historical Approved Budget</b>	<b>Operating Budget Impact</b>										
	<table border="1"> <thead> <tr> <th rowspan="2">Year</th> <th rowspan="2">Total Expense</th> <th colspan="2">Revenue</th> </tr> <tr> <th>Net City Cost</th> <th>Subsidies</th> </tr> </thead> <tbody> <tr> <td>2022</td> <td>75,000</td> <td>75,000</td> <td>0</td> </tr> </tbody> </table>	Year	Total Expense	Revenue		Net City Cost	Subsidies	2022	75,000	75,000	0	
Year	Total Expense			Revenue								
		Net City Cost	Subsidies									
2022	75,000	75,000	0									

Year Identified	Start Date	Project Type for 2023	Project Lead	Est. Completion Date
2018	January 1, 2022	Growth: 0.0 % Maintenance: 100.0 %	TBD	Ongoing`



# Project Version Summary

<b>Project #</b>	REC-001-21	<b>Service Area</b>	Community Services
<b>Budget Year</b>	2023	<b>Department</b>	Recreation & Culture
<b>Asset Type</b>	Unassigned	<b>Division</b>	Cultural Affairs
<b>Title</b>	Spirit of Windsor Train		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Parks & Recreation		
<b>Wards</b>			
<b>Version Name</b>	Main (Active)		

<b>Project Description</b>	Spirit of Windsor Train ongoing maintenance										
----------------------------	---	--	--	--	--	--	--	--	--	--	--

<b>Version Description</b>											
----------------------------	--	--	--	--	--	--	--	--	--	--	--

<b>Project Comments/Reference</b>				<b>Version Comments</b>							
-----------------------------------	--	--	--	-------------------------	--	--	--	--	--	--	--

<b>Project Detailed Forecast</b>											
<b>GL Account</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>	<b>Total</b>
<b>Expenses</b>											
5410 Construction Contracts - TCA	0	0	0	0	0	0	0	0	50,000	50,000	100,000
Total	0	0	0	0	0	0	0	0	50,000	50,000	100,000
<b>Revenues</b>											
169 Pay As You Go - Capital Reserve	0	0	0	0	0	0	0	0	0	0	0
221 Service Sustainability Investm	0	0	0	0	0	0	0	0	50,000	50,000	100,000
Total	0	0	0	0	0	0	0	0	50,000	50,000	100,000

Related Projects		Historical Approved Budget		Operating Budget Impact
Year Identified	Start Date	Project Type for 2023	Project Lead	Est. Completion Date
2021		Growth: 0.0 % Maintenance: 0.0 %	TBD	Ongoing`



# Project Version Summary

<b>Project #</b>	REC-002-07	<b>Service Area</b>	Community Services
<b>Budget Year</b>	2023	<b>Department</b>	Recreation & Culture
<b>Asset Type</b>	Unassigned	<b>Division</b>	Recreation Facilities
<b>Title</b>	Lakeview Park Marina Rehabilitation Program		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Parks & Recreation		
<b>Wards</b>	Ward 6, Ward 7		
<b>Version Name</b>	Main (Active)		

<b>Project Description</b>	Replacement of the docks at Lakeview Park Marina to floating docks along with ongoing maintenance and structural repairs.
----------------------------	---

<b>Version Description</b>	<p>Specific work identified at this time is as follows:</p> <ul style="list-style-type: none"> <li>- Replacement of the docks to floating docks</li> <li>- Ongoing maintenance and general structural repairs</li> <li>- Lighthouse repairs</li> <li>- Dredging</li> <li>- New pumpout system</li> </ul>
----------------------------	--

<b>Project Comments/Reference</b>	<b>Version Comments</b>
7171033 7061146/7161014 (Closed)	<p>COMMITMENTS:</p> <p>CR276/2019 - C 98/2019: 2023 F221 \$50,000</p> <p>CR553/2019 - C 187/2019: 2023 F221 \$900,000 - CR approved \$2,000,000 with the remaining balance of \$682,000 less the \$100,000 deductible to be funded firstly from proceeds resulting from an insurance claim with any deficit to be funded from F165 and any financing charges to be funded from 7145005 with CAO approval.</p>

<b>Project Detailed Forecast</b>		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>												
5410	Construction Contracts - TCA	950,000	50,000	50,000	34,000	34,000	275,000	275,000	275,000	275,000	0	2,218,000
	Total	950,000	50,000	50,000	34,000	34,000	275,000	275,000	275,000	275,000	0	2,218,000
<b>Revenues</b>												
165	Lakeview Park Marina	0	50,000	50,000	0	0	0	0	0	0	0	100,000
169	Pay As You Go - Capital Reserve	0	0	0	0	0	0	0	0	0	0	0
221	Service Sustainability Investm	0	0	0	34,000	34,000	275,000	275,000	275,000	275,000	0	1,168,000
221CF	Committed Funding	950,000	0	0	0	0	0	0	0	0	0	950,000
	Total	950,000	50,000	50,000	34,000	34,000	275,000	275,000	275,000	275,000	0	2,218,000

Related Projects		Historical Approved Budget			Operating Budget Impact				
		Year	Total Expense	Revenue		Effective Date	Unknown	Exp/(Rev)	FTE Impact
				Net City Cost	Subsidies				
		2012	60,000	60,000	0				
		2017	100,000	100,000	0				
		2018	50,000	50,000	0				
		2019	180,000	180,000	0				
		2020	1,393,646	811,646	582,000				
		2021	2,651,240	2,171,240	480,000				
		2022	360,114	360,114	0				
					No operating budget impact.				
Year Identified	Start Date	Project Type for 2023	Project Lead		Est. Completion Date				
2007	January 1, 2017	Growth: 0.0 % Maintenance: 100.0 %	James Chacko		Ongoing`				





# Project Version Summary

<b>Project #</b>	REC-004-08	<b>Service Area</b>	Community Services
<b>Budget Year</b>	2023	<b>Department</b>	Recreation & Culture
<b>Asset Type</b>	Unassigned	<b>Division</b>	Recreation Facilities
<b>Title</b>	The WFCU Centre Capital Rehabilitation Program		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Parks & Recreation		
<b>Wards</b>	Ward 6		
<b>Version Name</b>	Main (Active)		

**Project Description**  
 The WFCU Centre constructed in 2007/2008 will require ongoing capital maintenance and minor operational adjustments for the new fully operational state-of-the-art facility. Operation over the last four years has brought certain elements to management that needs to be addressed such as the zamboni floor drains that are too small and cannot keep up with the flow of water and therefore causing a health and safety issue.

**Version Description**  
 The WFCU is highly used by the City and other tenants such as Ovations (OVG), Seniors Group, Windsor Spitfires, Windsor Express and Spectra Venue Management.

Project Comments/Reference	Version Comments
See document attached for complete listing. 7064900/7161046	

Project Detailed Forecast		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>GL Account</b>												
<b>Expenses</b>												
5410	Construction Contracts - TCA	1,100,000	0	200,000	540,000	790,000	300,000	300,000	300,000	290,000	185,000	4,005,000
	Total	1,100,000	0	200,000	540,000	790,000	300,000	300,000	300,000	290,000	185,000	4,005,000
<b>Revenues</b>												
151	Parks/Rec/Facil Acquis Funding	650,000	0	200,000	540,000	790,000	300,000	300,000	300,000	290,000	185,000	3,555,000
206	WFCU Centre Capital Improve	450,000	0	0	0	0	0	0	0	0	0	450,000
221	Service Sustainability Investm	0	0	0	0	0	0	0	0	0	0	0
	Total	1,100,000	0	200,000	540,000	790,000	300,000	300,000	300,000	290,000	185,000	4,005,000

Related Projects		Historical Approved Budget			Operating Budget Impact				
		Year	Total Expense	Revenue		Effective Date	Unknown	Exp/(Rev)	FTE Impact
				Net City Cost	Subsidies				
		2014	26,000	26,000	0				
		2016	340,000	340,000	0				
		2017	430,000	430,000	0				
		2019	200,000	200,000	0				
		2020	480,000	480,000	0				
		2021	978,441	978,441	0				
Year Identified	Start Date	Project Type for 2023		Project Lead	Est. Completion Date				
2008	January 2, 2017	Growth: 0.0 % Maintenance: 100.0 %		James Chacko	Ongoing`				



# Project Version Summary

<b>Project #</b>	REC-005-07	<b>Service Area</b>	Community Services
<b>Budget Year</b>	2023	<b>Department</b>	Recreation & Culture
<b>Asset Type</b>	Unassigned	<b>Division</b>	Recreation Facilities
<b>Title</b>	Corporate Arena Refurbishments		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Corporate Property Infrastructure		
<b>Wards</b>	Ward 1, Ward 3, Ward 7		
<b>Version Name</b>	Main (Active)		

**Project Description**

Ongoing upgrades/refurbishments to municipal arenas in order to ensure that they remain functional and do not pose a hazard to users and address the needs of user groups. Due to changing user demographics (i.e. more females playing hockey), a shortage of dressing rooms is one of the areas that must be addressed. We should now be offering 6 dressing rooms per single pad and 12 per double pad. There is also a concern that additional capital repairs are required for the aging arena facilities (Forest Glade Arena, Adie Knox Arena, Capri Pizzeria Recreation Complex Arenas) and outdoor rinks (Charles Clark Square Rink, Lanspeary Rink). Compressors/chillers are very expensive equipment that require ongoing maintenance programs and major overhauls every few years.

**Version Description**

On a (3) three year cycle, the City of Windsor arena facilities require a comprehensive structural inspection report, in accordance with Section 54 (1) (m) of the Occupational Health and Safety Act, Revised Statutes of Ontario, 1990 and the guidelines for "Structural Adequacy of Arenas" of the Association of Professional Engineers of Ontario, published latest edition, as required under the Ontario Ministry of Labour. \$30,000 is required to adhere with Ministry of Labour standards to maintain our compliance within these standards.

To complete the extensive capital improvements to our arenas' dressing rooms, showers, restrooms, complete structural assessment work, maintenance programs for all of the plant equipment including refrigeration equipment, compressors, etc.

Project Comments/Reference	Version Comments
7069036	

Project Detailed Forecast		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>GL Account</b>												
<b>Expenses</b>												
5410	Construction Contracts - TCA	200,000	1,000,000	200,000	1,090,000	1,000,000	0	0	0	700,000	0	4,190,000
	Total	200,000	1,000,000	200,000	1,090,000	1,000,000	0	0	0	700,000	0	4,190,000
<b>Revenues</b>												
221	Service Sustainability Investm	200,000	1,000,000	200,000	1,090,000	1,000,000	0	0	0	700,000	0	4,190,000
	Total	200,000	1,000,000	200,000	1,090,000	1,000,000	0	0	0	700,000	0	4,190,000

Related Projects		Historical Approved Budget			Operating Budget Impact				
		Year	Total Expense	Revenue		Effective Date	Unknown	Exp/(Rev)	FTE Impact
				Net City Cost	Subsidies				
		2009	200,000	200,000	0				
		2010	400,000	400,000	0				
		2011	150,000	150,000	0				
		2012	20,000	20,000	0				
		2013	20,000	20,000	0				
		2014	40,000	40,000	0				
		2015	250,000	250,000	0				
		2016	250,000	250,000	0				
		2017	280,000	280,000	0				
		2018	635,000	635,000	0				
		2019	250,000	250,000	0				
		2020	280,000	280,000	0				
		2021	250,000	250,000	0				
		2022	375,000	375,000	0				
<b>Year Identified</b>	<b>Start Date</b>	<b>Project Type for 2023</b>		<b>Project Lead</b>		<b>Est. Completion Date</b>			
2007	January 1, 2015	Growth: 0.0 % Maintenance: 100.0 %		Ray Mensour		Ongoing`			

# **2023 Recommended Capital Budget**



## **Capital Project Summaries**

**Office of the Commissioner of Infrastructure Services**



# Project Version Summary

<b>Project #</b>	ECP-009-08	<b>Service Area</b>	Infrastructure Services
<b>Budget Year</b>	2023	<b>Department</b>	Engineering
<b>Asset Type</b>	Unassigned	<b>Division</b>	Corporate Projects
<b>Title</b>	Corporate Properties Site Assessments/Clean-ups/Demolitions		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Corporate Property Infrastructure		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

### Project Description

There are lands that the City has obtained through tax arrears that need to be evaluated for environmental liabilities. It is imperative that the proper environmental site assessment detail the level of contamination or clean up required to sell the lands and qualify for any Brownfield funding.

In addition, the state of disrepair of many of these properties render them unfit to sell or make improvements on, and their condition can sometimes present a safety hazard to neighboring property owners and residents. In order to mitigate the potential liability and facilitate disposition of the properties as appropriate, funding is sometimes required to minor repairs or demolish the existing structures. This project includes funding for vacant City-owned properties that require demolition.

### Version Description

Various transitional properties require Phase I and II environmental studies prior to being sold or demolished. These are being done on a priority basis. This project further includes the demolition of designated City-owned properties, should funds be available.

### Project Comments/Reference

7081019

### Version Comments

### Project Detailed Forecast

GL Account	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>											
5410 Construction Contracts - TCA	0	0	0	0	0	0	0	0	200,000	200,000	400,000
Total	0	0	0	0	0	0	0	0	200,000	200,000	400,000
<b>Revenues</b>											
221 Service Sustainability Investm	0	0	0	0	0	0	0	0	200,000	200,000	400,000
Total	0	0	0	0	0	0	0	0	200,000	200,000	400,000

Related Projects		Historical Approved Budget			Operating Budget Impact				
		Year	Total Expense	Revenue		Effective Date	Unknown	Exp/(Rev)	FTE Impact
				Net City Cost	Subsidies				
		2008	200,000	200,000	0				
		2010	800,000	800,000	0				
		2011	427,337	427,337	0				
		2014	1,005,000	1,005,000	0				
		2020	200,000	200,000	0				
		2021	200,000	200,000	0				
		2022	200,000	200,000	0				
					No Operating Budget Impact				
Year Identified	Start Date	Project Type for 2023	Project Lead		Est. Completion Date				
2008	January 1, 2008	Growth: 0.0 % Maintenance: 0.0 %	Colleen Middaugh		Ongoing`				



# Project Version Summary

<b>Project #</b>	ENG-001-23	<b>Service Area</b>	Infrastructure Services
<b>Budget Year</b>	2023	<b>Department</b>	Engineering
<b>Asset Type</b>		<b>Division</b>	Corporate Projects
<b>Title</b>	Central Library		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Corporate Property Infrastructure		
<b>Wards</b>			
<b>Version Name</b>	Main (Active)		

<b>Project Description</b>	Preliminary funding for a potential new Central Library.										
----------------------------	--	--	--	--	--	--	--	--	--	--	--

<b>Version Description</b>											
----------------------------	--	--	--	--	--	--	--	--	--	--	--

<b>Project Comments/Reference</b>				<b>Version Comments</b>							
-----------------------------------	--	--	--	-------------------------	--	--	--	--	--	--	--

<b>Project Detailed Forecast</b>											
<b>GL Account</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>	<b>Total</b>
<b>Expenses</b>											
5410 Construction Contracts - TCA	0	0	1,619,775	2,736,008	104,217	0	0	0	0	680,000	5,140,000
Total	0	0	1,619,775	2,736,008	104,217	0	0	0	0	680,000	5,140,000
<b>Revenues</b>											
169 Pay As You Go - Capital Reserve	0	0	0	0	0	0	0	0	0	680,000	680,000
221 Service Sustainability Investm	0	0	1,619,775	2,736,008	104,217	0	0	0	0	0	4,460,000
Total	0	0	1,619,775	2,736,008	104,217	0	0	0	0	680,000	5,140,000



Related Projects		Historical Approved Budget		Operating Budget Impact
Year Identified	Start Date	Project Type for 2023	Project Lead	Est. Completion Date
2023		Growth: 0.0 % Maintenance: 0.0 %	Colleen Middaugh	TBD`



# Project Version Summary

<b>Project #</b>	ENG-004-22	<b>Service Area</b>	Infrastructure Services
<b>Budget Year</b>	2023	<b>Department</b>	Engineering
<b>Asset Type</b>	Unassigned	<b>Division</b>	Corporate Projects
<b>Title</b>	Artificial Turf Sports Field at the McHugh Soccer Complex		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Parks & Recreation		
<b>Wards</b>			
<b>Version Name</b>	Main (Active)		

**Project Description**

In December of 2019, Council approved the City of Windsor's Recreation Master Plan (CR#632/2019). To address future growth, geographic distribution and promotion of sport/sport tourism in Windsor, a number of recommendations were made to address field sports in the City. With respect to rectangular fields, the most notable recommendation is for the City to construct an Artificial Turf Field in a location with multiple amenities and fields; doing so would be attractive for tournament users but also meet needs of local soccer groups. The addition of an artificial turf field at the McHugh Soccer Complex will allow for extended play into the shoulder seasons of spring and fall, when traditionally adverse weather and required natural turf field maintenance does not allow for play to occur on natural grass fields.

**Version Description**

<b>Project Comments/Reference</b>	<b>Version Comments</b>
-----------------------------------	-------------------------

<b>Project Detailed Forecast</b>											
<b>GL Account</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>	<b>Total</b>
<b>Expenses</b>											
5410 Construction Contracts - TCA	0	0	0	3,000,000	0	0	0	0	0	0	3,000,000
Total	0	0	0	3,000,000	0	0	0	0	0	0	3,000,000
<b>Revenues</b>											
169 Pay As You Go - Capital Reserve	0	0	0	3,000,000	0	0	0	0	0	0	3,000,000
176 Canada Community-Building Fund	0	0	0	0	0	0	0	0	0	0	0
Total	0	0	0	3,000,000	0	0	0	0	0	0	3,000,000

Related Projects		Historical Approved Budget		Operating Budget Impact
Year Identified	Start Date	Project Type for 2023	Project Lead	Est. Completion Date
2022		Growth: 0.0 % Maintenance: 0.0 %	Ray Mensour	TBD`



# Project Version Summary

<b>Project #</b>	ENG-005-23	<b>Service Area</b>	Infrastructure Services
<b>Budget Year</b>	2023	<b>Department</b>	Engineering
<b>Asset Type</b>		<b>Division</b>	Corporate Projects
<b>Title</b>	Lanspeary Lions Outdoor Pool and Change Room - Green & Inclusive Buildings Grant		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Corporate Property Infrastructure		
<b>Wards</b>			
<b>Version Name</b>	Main (Active)		

<b>Project Description</b>
<p>The original building at Lanspeary Lions Outdoor Pool and Rink, which functions as a pool change room area in the summer and outdoor ice rink dressing room in the winter, was constructed around 1950 and has undergone several renovations throughout its operation. It is a single storey building with partial basement in the central portion of the structure primarily used to house the pool filtration equipment. The building is approximately 2,900 square feet on the main floor and 860 square feet at the basement level.</p> <p>In February 2023, an application was made to the Green and Inclusive Community Buildings (GICB) Program seeking grant funding up to 80% of the cost of construction to retrofit this facility, making improvements to the building envelope and the building systems which would achieve up to a 25% reduction in its energy consumption. Improvements to the building accessibility would also be undertaken.</p>

<b>Version Description</b>
<p>If awarded the GICB grant, then design work would begin early in 2024 with construction to follow into 2025. The \$1,250,000 funding would account for the 20% City portion of the anticipated cost of construction as well as any expenses deemed ineligible by the grant provider.</p>

<b>Project Comments/Reference</b>	<b>Version Comments</b>
<p>PLACEHOLDER FUNDING : Funding to be encumbered pending written confirmation of the: Green and Inclusive Buildings Program</p> <p>CR68/2023 C 13/2023: 2025 F221 \$1,250,000</p>	

<b>Project Detailed Forecast</b>											
<b>GL Account</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>	<b>Total</b>
<b>Expenses</b>											
5410 Construction Contracts - TCA	0	0	1,250,000	0	0	0	0	0	0	0	1,250,000
Total	0	0	1,250,000	0	0	0	0	0	0	0	1,250,000
<b>Revenues</b>											
221CF Committed Funding	0	0	1,250,000	0	0	0	0	0	0	0	1,250,000
Total	0	0	1,250,000	0	0	0	0	0	0	0	1,250,000

Related Projects		Historical Approved Budget		Operating Budget Impact
Year Identified	Start Date	Project Type for 2023	Project Lead	Est. Completion Date
2023		Growth: 0.0 % Maintenance: 0.0 %	Derek Thachuk	2026



# Project Version Summary

<b>Project #</b>	ENG-010-17	<b>Service Area</b>	Infrastructure Services
<b>Budget Year</b>	2023	<b>Department</b>	Engineering
<b>Asset Type</b>	Unassigned	<b>Division</b>	Corporate Projects
<b>Title</b>	Capitol Theatre Capital Rehabilitation Program		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Corporate Property Infrastructure		
<b>Wards</b>	Ward 3		
<b>Version Name</b>	Main (Active)		

<b>Project Description</b>	The Capitol Theatre requires funding for capital maintenance, repairs and replacements to maintain the building envelope, systems and equipment within.
----------------------------	---

<b>Version Description</b>	<p>Specific work identified at this time is as follows:          2024 to 2025 – to complete the renovations to the north basement including finishes, equipment and fit up.          2024 to 2032 - funding to be prioritized based on Building Condition Assessments and other identified needs</p> <p>Enterprise Risk(s): This funding will mitigate against the identified infrastructure enterprise risk. The lack of funding for these works will result in deferral of repairs and increase the likelihood of over expenditures in the operating budget when emergency repairs must be undertaken.</p>
----------------------------	--

<b>Project Comments/Reference</b>	<b>Version Comments</b>
7129000 also REC-002-12 (CLOSED) 7183008 (was ECB-010-18 - Enhanced Capital Budget 2018)	

<b>Project Detailed Forecast</b>												
<b>GL Account</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>	<b>Total</b>	
<b>Expenses</b>												
5410 Construction Contracts - TCA	0	750,000	750,000	0	0	100,000	100,000	100,000	0	750,000	2,550,000	
Total	0	750,000	750,000	0	0	100,000	100,000	100,000	0	750,000	2,550,000	
<b>Revenues</b>												
221 Service Sustainability Investm	0	750,000	750,000	0	0	100,000	100,000	100,000	0	750,000	2,550,000	
Total	0	750,000	750,000	0	0	100,000	100,000	100,000	0	750,000	2,550,000	

Related Projects		Historical Approved Budget			Operating Budget Impact				
		Year	Total Expense	Revenue		Effective Date	Unknown	Exp/(Rev)	FTE Impact
				Net City Cost	Subsidies				
		2019	40,000	40,000	0				
		2020	560,000	560,000	0				
		2021	250,000	250,000	0				
		2022	200,000	200,000	0				
					The lack of capital funding would result in deferral of repairs and increase the likelihood of additional spending in the operating budget.				
Year Identified	Start Date	Project Type for 2023	Project Lead		Est. Completion Date				
2017	January 1, 2020	Growth: 0.0 % Maintenance: 0.0 %	Derek Thachuk		Ongoing`				



# Project Version Summary

<b>Project #</b>	ENG-011-17	<b>Service Area</b>	Infrastructure Services
<b>Budget Year</b>	2023	<b>Department</b>	Engineering
<b>Asset Type</b>	Unassigned	<b>Division</b>	Corporate Projects
<b>Title</b>	400 City Hall Square - Capital Repairs		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Corporate Property Infrastructure		
<b>Wards</b>	Ward 3		
<b>Version Name</b>	Main (Active)		

<b>Project Description</b>	Funds to cover repairs/replacements of building envelope, components, equipment and systems at 400 CHS.
----------------------------	---

<b>Version Description</b>	<p>Specific work identified at this time is as follows:            2023-2024 - HVAC Equipment Replacements (\$1,700,000) and Fire Alarm System Replacement (\$120,000)            2026 to 2032 - Funding to be prioritized based on Building Condition Assessments and other identified needs</p> <p>Enterprise Risk(s): This funding will mitigate against the identified infrastructure enterprise risk. The lack of funding for these works will result in deferral of repairs and increase the likelihood of over expenditures in the operating budget when emergency repairs must be undertaken.</p>
----------------------------	---

<b>Project Comments/Reference</b>	<b>Version Comments</b>
7171011	

<b>Project Detailed Forecast</b>		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>												
5410	Construction Contracts - TCA	129,700	1,690,300	0	500,000	500,000	100,000	100,000	100,000	100,000	225,000	3,445,000
	Total	129,700	1,690,300	0	500,000	500,000	100,000	100,000	100,000	100,000	225,000	3,445,000
<b>Revenues</b>												
186	400 City Hall Square E.	129,700	1,690,300	0	500,000	500,000	100,000	100,000	100,000	100,000	225,000	3,445,000
221	Service Sustainability Investm	0	0	0	0	0	0	0	0	0	0	0
	Total	129,700	1,690,300	0	500,000	500,000	100,000	100,000	100,000	100,000	225,000	3,445,000



Related Projects		Historical Approved Budget			Operating Budget Impact
			Revenue		
		Year	Total Expense	Net City Cost	Subsidies
		2017	100,000	100,000	0
		2019	300,000	300,000	0
		2020	700,000	700,000	0
		2021	500,000	500,000	0
Year Identified	Start Date	Project Type for 2023	Project Lead	Est. Completion Date	
2017	January 1, 2017	Growth: 0.0 % Maintenance: 100.0 %	Derek Thachuk	Ongoing`	



# Project Version Summary

<b>Project #</b>	ENG-013-20	<b>Service Area</b>	Infrastructure Services
<b>Budget Year</b>	2023	<b>Department</b>	Engineering
<b>Asset Type</b>	Unassigned	<b>Division</b>	Corporate Projects
<b>Title</b>	Sandwich St. Sewer Rehabilitation		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Sewers Infrastructure		
<b>Wards</b>	Ward 2		
<b>Version Name</b>	Main (Active)		

**Project Description**

As part of the Gordie Howe International Bridge (GHIB) Project, \$12 million will be invested by the Federal government into road improvements to Sandwich Street. Additionally, \$13.8 million in sewer upgrades on Sandwich Street between Ojibway Parkway and Rosedale Ave. (Approx. 3 km) are required before WDBA/BNA completes the work identified above. This will allow the City to maximize the benefits of this funding and may allow for cost efficiencies.

**Version Description**

Construction is expected to be completed by end of 2023.

Project to remain open until pre-committed budget is received.

Project Comments/Reference	Version Comments
7209009	COMMITMENT: CR139/2020 - C 51/2020: 2023 F153 \$2,030,000 - 2024 F153 \$1,413,750 - 2024 F221 \$300,000

Project Detailed Forecast											
GL Account	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>											
5410 Construction Contracts - TCA	2,030,000	1,713,750	0	0	0	0	0	0	0	0	3,743,750
Total	2,030,000	1,713,750	0	0	0	0	0	0	0	0	3,743,750
<b>Revenues</b>											
028CF Committed Funding	0	0	0	0	0	0	0	0	0	0	0
153CF Committed Funding	2,030,000	1,413,750	0	0	0	0	0	0	0	0	3,443,750
221CF Committed Funding	0	300,000	0	0	0	0	0	0	0	0	300,000
Total	2,030,000	1,713,750	0	0	0	0	0	0	0	0	3,743,750

Related Projects		Historical Approved Budget			Operating Budget Impact
			Revenue		
		Year	Total Expense	Net City Cost	Subsidies
		2020	1,255,000	1,255,000	0
		2021	4,740,800	4,740,800	0
		2022	2,030,000	2,030,000	0
Year Identified	Start Date	Project Type for 2023	Project Lead	Est. Completion Date	
2020		Growth: 0.0 % Maintenance: 100.0 %	Joe Dattilo	2023	



# Project Version Summary

<b>Project #</b>	ENG-014-20	<b>Service Area</b>	Infrastructure Services
<b>Budget Year</b>	2023	<b>Department</b>	Engineering
<b>Asset Type</b>	Unassigned	<b>Division</b>	Corporate Projects
<b>Title</b>	Ojibway Wildlife Overpass		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Parks & Recreation		
<b>Wards</b>	Ward 1		
<b>Version Name</b>	Main (Active)		

## Project Description

The Windsor-Detroit Bridge Authority (WDBA) has announced, as part of its community benefits package for the Sandwich Street Improvements, seed money in the amount of \$1.5 M for an eco-passage (bridge) connecting the Black Oak Heritage Forest and Ojibway Park, as a joint project with the City of Windsor.

This eco-passage (bridge) will provide safe passage for area wildlife and species at risk in the Ojibway Prairie Complex. Approximately 20,000 vehicles per day travel along the Ojibway Parkway and E.C. Row Expressway. This contributes heavily to wildlife mortality.

## Version Description

In accordance with CR524/2019, the Corporation of the City of Windsor is completing a Municipal Class Environmental Assessment (EA) study for a proposed Wildlife Overpass over Ojibway Parkway in the City of Windsor. The EA identifies potential impacts as a result of such a structure and identify potential location, the type of structure required and a high level budget cost to pursue this project. The EA remains underway for a full crossing of both road and rail alternative. The cost to design and construct the wildlife overpass crossing both Ojibway Parkway and the ETR is estimated at \$37M.

To date, WDBA has funded \$250,000 for the study phase and the City may receive an additional \$1,250,000 in funding from WDBA should the City commit to funding the balance of the project. The balance of the funding required for this project is estimated at \$35.75M which will be brought forward in future budget requests.

Administration will continue to pursue funding grants.

## Project Comments/Reference

7201005

## Version Comments

## Project Detailed Forecast

GL Account	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>											
5410 Construction Contracts - TCA	0	0	0	250,000	0	0	0	0	0	0	250,000
Total	0	0	0	250,000	0	0	0	0	0	0	250,000
<b>Revenues</b>											
169 Pay As You Go - Capital Reserve	0	0	0	250,000	0	0	0	0	0	0	250,000
Total	0	0	0	250,000	0	0	0	0	0	0	250,000

Related Projects		Historical Approved Budget			Operating Budget Impact	
			Revenue			
		<u>Year</u>	<u>Total Expense</u>	<u>Net City Cost</u>	<u>Subsidies</u>	
		2021	250,000	250,000	0	
Year Identified	Start Date	Project Type for 2023		Project Lead	Est. Completion Date	
2020	December 31, 2019	Growth: 0.0 % Maintenance: 0.0 %		Sergio Colucci	Ongoing`	



# Project Version Summary

<b>Project #</b>	HCP-002-09	<b>Service Area</b>	Infrastructure Services
<b>Budget Year</b>	2023	<b>Department</b>	Engineering
<b>Asset Type</b>	Unassigned	<b>Division</b>	Corporate Projects
<b>Title</b>	Fire Hall Capital Refurbishment Program		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Corporate Property Infrastructure		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

**Project Description**

This project is used for all Fire Hall capital repairs that are prioritized annually by Facilities in consultation with Fire. Fire & Rescue facilities are unique in that they serve an emergency response function, with staff living in them and operate 24 hours a day. In particular, Firehall 1, 3, 4 & 9, as well as, the Fire Prevention office are older facilities and are experiencing greater capital investment needs to maintain, repair or replace aging components.

**Version Description**

Fire Halls require funds for repairs/replacements as needed.

Enterprise Risk(s): This funding will mitigate against the identified infrastructure enterprise risk. The lack of funding for these works will result in deferral of repairs and increase the likelihood of over expenditures in the operating budget when emergency repairs must be undertaken.

Project Comments/Reference	Version Comments
7091015	

Project Detailed Forecast											
GL Account	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>											
5410 Construction Contracts - TCA	150,000	0	0	0	150,000	0	0	0	0	0	300,000
Total	150,000	0	0	0	150,000	0	0	0	0	0	300,000
<b>Revenues</b>											
221 Service Sustainability Investm	150,000	0	0	0	150,000	0	0	0	0	0	300,000
Total	150,000	0	0	0	150,000	0	0	0	0	0	300,000

Related Projects		Historical Approved Budget			Operating Budget Impact				
		Year	Total Expense	Revenue		Effective Date	Unknown	Exp/(Rev)	FTE Impact
				Net City Cost	Subsidies				
		2009	150,750	150,750	0				
		2012	150,000	0	150,000				
		2014	210,000	0	210,000				
		2016	59,500	59,500	0				
		2017	150,000	150,000	0				
		2018	150,000	150,000	0				
		2022	100,000	100,000	0				
		No operating budget impact.							
Year Identified	Start Date	Project Type for 2023	Project Lead		Est. Completion Date				
2009	January 2, 2016	Growth: 0.0 % Maintenance: 100.0 %	Derek Thachuk		Ongoing`				



# Project Version Summary

<b>Project #</b>	HCP-005-08	<b>Service Area</b>	Infrastructure Services
<b>Budget Year</b>	2023	<b>Department</b>	Engineering
<b>Asset Type</b>	Unassigned	<b>Division</b>	Corporate Projects
<b>Title</b>	Corporate Facilities Paving Program		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Corporate Property Infrastructure		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

<b>Project Description</b>	
Some of the asphalt paving and concrete approaches at Corporate Facilities are beyond their life expectancy or have become damaged. This includes cracked and uneven surfaces which cause trip hazards, allow water to penetrate the surface which will erode the base layer and ultimately speed up the deterioration of the surface layer. In extreme cases it causes vehicle damage. Depressions allow ponding water to freeze/thaw cycle which can quickly break up materials. The repairs to these surfaces will reduce vehicle wear and damage as well as reduce liability associated with trip and fall incidents.	
<b>Version Description</b>	
Repair of asphalt paving and concrete approaches city wide that are beyond their life expectancy.	
Enterprise Risk(s): This funding will mitigate against the identified infrastructure enterprise risk. The lace become damaged on a priority basis. This project requires annual funding of \$100,000 in 2022-2023, 2025 and 2027 to be prioritized based on need.	
Specific work identified at this time is as follows: 2024 - WFCU Parking Lot (\$315,000) / Funding to be prioritized based on Building Condition Assessments and other identified needs (\$2,000,000) 2028 - 2437 Howard Ave. Parking Lot (\$750,000) / Lakeview Park Marina Parking Lot (\$250,000 - from REC-002-07) 2029 - Lakeview Park Marina Parking Lot (\$150,000 - from REC-002-07) /Funding to be prioritized based on Building Condition Assessments and other identified needs (\$850,000). WFCU Parking Lot (\$2,000,000) and Willistead Parking Lot (\$400,000), Huron Lodge Parking Lot (\$650,000). 2030 - 2032 Funding to be prioritized based on Building Condition Assessments and other identified needs	
Enterprise Risk(s): This funding will mitigate against the identified infrastructure enterprise risk. The lack of funding for these works will result in deferral of repairs and increase the likelihood of over expenditures in the operating budget when emergency repairs must be undertaken	
<b>Project Comments/Reference</b>	<b>Version Comments</b>
7101016, 7204001 (WFCU Parking Lot Addition)	COMMITMENT: CR144/2020 - C 67/2020 (7204001) : 2024 F221 \$315,000



Project Detailed Forecast												
GL Account		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>												
5410	Construction Contracts - TCA	100,000	2,315,000	100,000	0	100,000	1,000,000	4,050,000	1,000,000	850,000	250,000	9,765,000
Total		100,000	2,315,000	100,000	0	100,000	1,000,000	4,050,000	1,000,000	850,000	250,000	9,765,000
<b>Revenues</b>												
221	Service Sustainability Investm	100,000	2,000,000	100,000	0	100,000	1,000,000	4,050,000	1,000,000	850,000	250,000	9,450,000
221CF	Committed Funding	0	315,000	0	0	0	0	0	0	0	0	315,000
Total		100,000	2,315,000	100,000	0	100,000	1,000,000	4,050,000	1,000,000	850,000	250,000	9,765,000
Related Projects		Historical Approved Budget				Operating Budget Impact						
		Year	Total Expense	Revenue		Description	Effective Date	Unknown	Exp/(Rev)	FTE	Impact	
				Net City Cost	Subsidies							
		2008	49,500	49,500	0	No operating budget impact.			0	0		
		2009	34,000	34,000	0							
		2010	30,000	30,000	0							
		2015	128,500	128,500	0							
		2016	100,000	100,000	0							
		2017	600,000	600,000	0							
		2018	150,000	150,000	0							
		2019	100,000	100,000	0							
		2021	1,215,000	1,215,000	0							
		2022	1,070,000	1,070,000	0							
Year Identified	Start Date	Project Type for 2023		Project Lead		Est. Completion Date						
2008	January 1, 2015	Growth: 0.0 % Maintenance: 100.0 %		Derek Thachuk		Ongoing`						



# Project Version Summary

<b>Project #</b>	HCP-010-07	<b>Service Area</b>	Infrastructure Services
<b>Budget Year</b>	2023	<b>Department</b>	Engineering
<b>Asset Type</b>	Unassigned	<b>Division</b>	Corporate Projects
<b>Title</b>	Willistead Complex Capital Rehabilitation Program		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Corporate Property Infrastructure		
<b>Wards</b>	Ward 4		
<b>Version Name</b>	Main (Active)		

**Project Description**

Having been constructed in 1906, the Willistead Manor, Coach House and Gatehouse, as well as the grounds, require a high level of capital investment so as to preserve their outstanding heritage features and character. The expenditures identified are capital in nature designed to maintain the operational integrity of this heritage complex.

**Version Description**

The Willistead Complex requires an annual allotment of \$50,000 in 2027 and \$75,000 in 2028-2030 for repairs and maintenance as needed.

Specific work identified at this time is as follows:

2027 - Basement Restoration and Interior Painting (\$500,000)  
 2029 to 2031 – Willistead Fencing & Pillars Restoration (\$1,500,000)

Enterprise Risk(s): This funding will mitigate against the identified infrastructure enterprise risk. The lack of funding for these works will result in deferral of repairs and increase the likelihood of over expenditures in the operating budget when emergency repairs must be undertaken.

Project Comments/Reference	Version Comments
7062048/7171061 (Closed) 7125002 / 7195000 (One Time FGT 2019)	

Project Detailed Forecast											
GL Account	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>											
5410 Construction Contracts - TCA	0	0	0	0	50,000	75,000	575,000	1,075,000	500,000	100,000	2,375,000
Total	0	0	0	0	50,000	75,000	575,000	1,075,000	500,000	100,000	2,375,000
<b>Revenues</b>											
151 Parks/Rec/Facil Acquis Funding	0	0	0	0	0	0	0	0	0	0	0
221 Service Sustainability Investm	0	0	0	0	50,000	75,000	575,000	1,075,000	500,000	100,000	2,375,000
Total	0	0	0	0	50,000	75,000	575,000	1,075,000	500,000	100,000	2,375,000

Related Projects		Historical Approved Budget			Operating Budget Impact				
		Year	Total Expense	Revenue		Effective Date	Unknown	Exp/(Rev)	FTE Impact
				Net City Cost	Subsidies				
		2007	50,000	50,000	0				
		2008	50,000	50,000	0				
		2010	20,000	20,000	0				
		2011	20,000	20,000	0				
		2012	20,000	20,000	0				
		2016	750,000	750,000	0				
		2017	750,000	750,000	0				
		2019	680,000	680,000	0				
		2022	1,650,000	1,650,000	0				
Year Identified	Start Date	Project Type for 2023		Project Lead	Est. Completion Date				
2012	January 1, 2012	Growth: 0.0 % Maintenance: 0.0 %		Derek Thachuk	Ongoing`				



# Project Version Summary

<b>Project #</b>	OPS-006-19	<b>Service Area</b>	Infrastructure Services
<b>Budget Year</b>	2023	<b>Department</b>	Engineering
<b>Asset Type</b>	Unassigned	<b>Division</b>	Corporate Projects
<b>Title</b>	Food and Organic Waste Collection and Treatment		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Corporate Property Infrastructure		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

**Project Description**

As of April 30th, 2018, the MECP released the finalized Framework for Ontario’s Food and Organic Waste. The result is that the City of Windsor, due to its population and density, will be required to provide curbside collection of food waste. This would be in addition to the existing yard waste collection.

In August 2022, the ESWWA Board approved a 5-year contract with a Short-Term Service provider to ensure compliance by 2025. The next phase includes an evaluation of organic waste collection and transfer. Additionally, an evaluation of long-term options is required to establish a plan for long-term organic waste processing services.

**Version Description**

2024-2025: Engineering and consultant costs for evaluating Collection options, best practices and recommend a direction moving forward. This will also include research on long-term organic waste service delivery options. Additional funding requirements will be identified following the completion of this study.

Project Comments/Reference	Version Comments
7184005 (Consultant review options specific to the City of Windsor)	

Project Detailed Forecast											
GL Account	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>											
2950 Other Prof Services- External	0	223,000	254,000	0	0	0	0	0	0	0	477,000
Total	0	223,000	254,000	0	0	0	0	0	0	0	477,000
<b>Revenues</b>											
169 Pay As You Go - Capital Reserve	0	223,000	254,000	0	0	0	0	0	0	0	477,000
Total	0	223,000	254,000	0	0	0	0	0	0	0	477,000

Related Projects		Historical Approved Budget			Operating Budget Impact				
		Year	Total Expense	Revenue		Effective Date	Unknown	Exp/(Rev)	FTE Impact
				Net City Cost	Subsidies				
		2021	165,000	165,000	0	No Operating Budget Impact at the Consulting stage			
		2022	20,000	20,000	0				
Year Identified	Start Date	Project Type for 2023		Project Lead	Est. Completion Date				
2019	September 1, 2018	Growth: 0.0 % Maintenance: 0.0 %		Tracy Beadow	Ongoing`				



# Project Version Summary

<b>Project #</b>	OPS-007-07	<b>Service Area</b>	Infrastructure Services
<b>Budget Year</b>	2023	<b>Department</b>	Engineering
<b>Asset Type</b>	Unassigned	<b>Division</b>	Corporate Projects
<b>Title</b>	Public Works Operations Facilities Refurbishment		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Corporate Property Infrastructure		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

**Project Description**

Ongoing improvements to Public Works buildings including Crawford Yard, Environmental Yard and Traffic Operations based on priority.

The Maintenance, Contracts, Field Services, and Fleet Divisions are headquartered at the Crawford Yard Facility. Satellite locations for these divisions include the east end winter control salt storage and administrative trailer at 3540 N. Service Rd.

Crawford Yard Facility was converted from prior industrial uses to accommodate Public Works staff over 45 years ago. There is a salt dome and 4 buildings with material storage/processing areas on-site. Rehabilitation and renovation are required on an ongoing basis due to changes in technological and operational requirements and the age of the various buildings and the site.

**Version Description**

An annual allotment of \$25,000 in 2024-2027, and in 2031 for various repairs, to address health & safety issues, unexpected needs and to perform proper maintenance is also needed.

Specific work identified at this time is as follows:  
 2023 - Crawford Yard Shop Floor Drain Repairs  
 2028 - Traffic Sign Shop Ventilation (\$100,000)  
 2029 - Crawford Yard Mechanical Upgrades (\$500,000); Crawford Yard Stockroom Renovation (\$300,000);  
 2032- Crawford Yard Canopy at rear of salt dome

Project Comments/Reference	Version Comments
7033139 (Closed) / 7141029	

Project Detailed Forecast		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>GL Account</b>												
<b>Expenses</b>												
5410	Construction Contracts - TCA	653,899	25,000	25,000	25,000	25,000	100,000	800,000	100,000	25,000	365,000	2,143,899
	Total	653,899	25,000	25,000	25,000	25,000	100,000	800,000	100,000	25,000	365,000	2,143,899
<b>Revenues</b>												
221	Service Sustainability Investm	653,899	25,000	25,000	25,000	25,000	100,000	800,000	100,000	25,000	365,000	2,143,899
	Total	653,899	25,000	25,000	25,000	25,000	100,000	800,000	100,000	25,000	365,000	2,143,899

Related Projects		Historical Approved Budget			Operating Budget Impact				
		Year	Total Expense	Revenue		Effective Date	Unknown	Exp/(Rev)	FTE Impact
				Net City Cost	Subsidies				
		2007	50,000	50,000	0				
		2008	50,000	50,000	0				
		2009	50,000	50,000	0				
		2010	50,000	50,000	0				
		2011	50,000	50,000	0				
		2014	500,000	300,000	200,000				
		2015	275,000	275,000	0				
		2016	50,000	50,000	0				
		2017	75,000	75,000	0				
		2018	373,360	271,000	102,360				
		2019	490,720	490,720	0				
		2020	25,000	25,000	0				
		2021	596,101	596,101	0				
		2022	575,000	575,000	0				
<b>Year Identified</b>	<b>Start Date</b>	<b>Project Type for 2023</b>		<b>Project Lead</b>		<b>Est. Completion Date</b>			
2007	January 1, 2015	Growth: 0.0 % Maintenance: 100.0 %		Derek Thachuk		Ongoing`			



# Project Version Summary

<b>Project #</b>	PFO-001-12	<b>Service Area</b>	Infrastructure Services
<b>Budget Year</b>	2023	<b>Department</b>	Engineering
<b>Asset Type</b>	Unassigned	<b>Division</b>	Corporate Projects
<b>Title</b>	Corporate Properties Security Systems and Infrastructure		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Corporate Property Infrastructure		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

<b>Project Description</b>	
<p>The Corporate Security Infrastructure forms an important element of Facilities that lends towards the safety of both municipal staff and the public. It includes items such as card access equipment, cameras, monitors, digital video recording devices, customer service counters, electric strikes with door release buttons, door hardware and exterior lighting. This program would fund the necessary repairs, modifications, expansions and upgrades to existing systems, as well as the funding to install new infrastructure, as required, where none has previously existed.</p> <p>An internal audit on Corporate Facilities Key Control was conducted by the Office of Continuous Improvement. One of its recommendations stated "An opportunity exists for the Facility Operations Division to provide guidance to operating departments in the expected minimum standards and other best practices that should be utilized for tracking keys issued to employees." Key cards provide access to buildings and consequently, to the people located within the buildings. An absence of strict key and card control could pose a risk to security.</p>	
<b>Version Description</b>	
<p>Annual allotment for system maintenance and conversion of key control system: 2023 (\$25,000) /2024-2027 (\$150,000) /2031 (\$75,000)</p> <p>Specific work identified at this time is as follows:          2023 - Corporate Security Upgrades(\$50,000)          2028 - Zamboni Room Card Access for Forest Glade Arena, Adie Knox Arena and Capri Pizzeria Recreation Complex (\$75,000)          2029 - Corporate Security Upgrades (\$75,000)          2030 - Corporate Security Upgrades (\$75,000)          2031 - 400 CHS (\$250,000)</p> <p>Other identified needs without specific timeline:          Corporate Security Upgrades (\$575,000)</p>	
<b>Project Comments/Reference</b>	<b>Version Comments</b>
<p>7053035 - This capital account replaces both Corporate Wide Security Systems and Security Infrastructure Improvements.</p> <p>7165002 - This capital account tracks activities for Corporate Facilities Access Protocols project</p>	



Project Detailed Forecast												
GL Account		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>												
5410	Construction Contracts - TCA	75,000	150,000	150,000	150,000	150,000	75,000	75,000	75,000	325,000	100,000	1,325,000
Total		75,000	150,000	150,000	150,000	150,000	75,000	75,000	75,000	325,000	100,000	1,325,000
<b>Revenues</b>												
169	Pay As You Go - Capital Reserve	25,000	25,000	25,000	75,000	75,000	0	0	0	0	80,000	305,000
221	Service Sustainability Investm	50,000	125,000	125,000	75,000	75,000	75,000	75,000	75,000	325,000	20,000	1,020,000
Total		75,000	150,000	150,000	150,000	150,000	75,000	75,000	75,000	325,000	100,000	1,325,000

Related Projects		Historical Approved Budget				Operating Budget Impact		
				Revenue				
		Year	Total Expense	Net City Cost	Subsidies	Effective Date	Unknown	Exp/(Rev) FTE Impact
					Description	0 0		
		2012	50,000	50,000	0	No operating budget impact.		
		2013	50,000	50,000	0			
		2014	106,500	106,500	0			
		2015	100,000	100,000	0			
		2016	100,000	100,000	0			
		2017	50,000	50,000	0			
		2018	50,000	50,000	0			
		2019	135,000	135,000	0			
		2020	50,000	50,000	0			
		2021	75,000	75,000	0			
		2022	125,000	125,000	0			

Year Identified	Start Date	Project Type for 2023	Project Lead	Est. Completion Date
2012	January 1, 2015	Growth: 33.3 % Maintenance: 66.7 %	Derek Thachuk	Ongoing



# Project Version Summary

<b>Project #</b>	PFO-001-21	<b>Service Area</b>	Infrastructure Services
<b>Budget Year</b>	2023	<b>Department</b>	Engineering
<b>Asset Type</b>	Unassigned	<b>Division</b>	Corporate Projects
<b>Title</b>	Legacy Beacon/Streetcar #351		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Parks & Recreation		
<b>Wards</b>	Ward 2		
<b>Version Name</b>	Main (Active)		

**Project Description**

In 2000, Windsor City Council approved the Central Riverfront Implementation Plan (CRIP). This master planning document, identifies five Beacons which are to be located along the length of the central waterfront and act as nodes encompassing points of orientation, activity and information. The Legacy Beacon is one of the five (5) Beacons and, according to the CRIP, is to be located in Legacy Park on the riverfront at the foot of Caron Avenue.

At the October 25, 2021 council meeting City Council approved the Legacy Beacon as the new home for Streetcar No. 351. The Streetcar is to be located inside a building in order to mitigate the various risks if it were to be housed outside.

**Version Description**

Project is underway. Construction anticipated in 2023-2024.

The project will be completed in conjunction with the requirements of the CRIP and partially funded from PFO-003-15.

Project Comments/Reference	Version Comments
7191003	<p>COMMITMENT:            CR317/2020 C 197/2019: 2023 F169 \$954,000            - \$903,045 was reallocated from 2023 to 2022 as part of the 2022 Capital Budget, leaving \$50,955</p> <p>Commitments moved to F176 RE: Capital Budget 2022 as at 24-Sep-21            F169 -\$903k 2023, -\$1.346k 2024, -\$1.05k 2025</p>

Project Detailed Forecast											
GL Account	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>											
5410 Construction Contracts - TCA	50,955	0	0	0	0	0	0	0	0	0	50,955
Total	50,955	0	0	0	0	0	0	0	0	0	50,955
<b>Revenues</b>											
169 Pay As You Go - Capital Reserve	0	0	0	0	0	0	0	0	0	0	0
169CF Committed Funding	50,955	0	0	0	0	0	0	0	0	0	50,955
176 Canada Community-Building Fund	0	0	0	0	0	0	0	0	0	0	0
Total	50,955	0	0	0	0	0	0	0	0	0	50,955

Related Projects		Historical Approved Budget			Operating Budget Impact	
			Revenue			
		<u>Year</u>	<u>Total Expense</u>	<u>Net City Cost</u>	<u>Subsidies</u>	
		2022	4,599,045	4,599,045	0	
Year Identified	Start Date	Project Type for 2023		Project Lead	Est. Completion Date	
2021	January 1, 2020	Growth: 100.0 % Maintenance: 0.0 %		Tracy Beadow	2024	



# Project Version Summary

<b>Project #</b>	PFO-002-12	<b>Service Area</b>	Infrastructure Services
<b>Budget Year</b>	2023	<b>Department</b>	Engineering
<b>Asset Type</b>	Unassigned	<b>Division</b>	Corporate Projects
<b>Title</b>	Facility Structural & Building Envelope Maintenance Program		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Corporate Property Infrastructure		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

**Project Description**

This program is intended to fund structural & building envelope repairs at all corporately owned facilities. These improvements focus on the building envelope and structural repairs and generally have individual cost occurrences of less than \$50,000.

**Version Description**

An annual budget is required to cover all repairs on an as needed basis.

Specific work identified at this time is as follows:  
 2025 - Computer for Kids (4150 Sandwich) Renovation (\$500,000)  
 2026 - 930 Mercer Exterior Wall Insulation and Siding (\$100,000)  
 2030 – Window replacements at the Crawford Site (\$500,000)

Funding to be prioritized based on Building Condition Assessments and other identified needs

Enterprise Risk(s): This funding will mitigate against the identified Infrastructure enterprise risk. The lack of funding for these works will result in deferral of repairs and increase the likelihood of over expenditures in the operating budget when emergency repairs must be undertaken.

Project Comments/Reference	Version Comments
7151017	

Project Detailed Forecast		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>												
5410	Construction Contracts - TCA	50,000	50,000	550,000	150,000	500,000	750,000	1,000,000	1,500,000	500,000	500,000	5,550,000
	Total	50,000	50,000	550,000	150,000	500,000	750,000	1,000,000	1,500,000	500,000	500,000	5,550,000
<b>Revenues</b>												
169	Pay As You Go - Capital Reserve	0	0	0	0	0	0	0	0	0	0	0
221	Service Sustainability Investm	50,000	50,000	550,000	150,000	500,000	750,000	1,000,000	1,500,000	500,000	500,000	5,550,000
	Total	50,000	50,000	550,000	150,000	500,000	750,000	1,000,000	1,500,000	500,000	500,000	5,550,000

Related Projects		Historical Approved Budget			Operating Budget Impact				
		Year	Total Expense	Revenue		Effective Date	Unknown	Exp/(Rev)	FTE Impact
				Net City Cost	Subsidies				
		2015	75,000	75,000	0				
		2018	50,000	50,000	0				
		2019	100,000	100,000	0				
		2020	150,000	150,000	0				
		2021	500,000	500,000	0				
		2022	50,000	50,000	0				
Year Identified	Start Date	Project Type for 2023		Project Lead	Est. Completion Date				
2012	January 1, 2015	Growth: 0.0 % Maintenance: 100.0 %		Derek Thachuk	Ongoing`				



## Project Version Summary

<b>Project #</b>	PFO-002-14	<b>Service Area</b>	Infrastructure Services
<b>Budget Year</b>	2023	<b>Department</b>	Engineering
<b>Asset Type</b>	Unassigned	<b>Division</b>	Corporate Projects
<b>Title</b>	Huron Lodge Facility Rehabilitation Program		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Corporate Property Infrastructure		
<b>Wards</b>	Ward 1		
<b>Version Name</b>	Main (Active)		

### Project Description

There are a number of corrections required at Huron Lodge. The most significant are correcting issues related to the building envelope water leaks (walls, windows, roof, and parapets), the heating, cooling, ventilation, & humidification systems, plumbing, and flooring repairs. An architectural/engineering consultant is required to assess the deficiencies and recommend the best, most cost effective solutions.

### Version Description

Specific work identified at this time is as follows:

- 2025 - Flooring, Humidifiers Replacement and Boilers Replacement (\$750,000)
- 2026 - Water Softener System Replacement, Chiller Pumps, Fire Panel, Rooftop Units, Building Envelope Repairs (\$750,000) & Trash Compactor (\$175,000)
- 2027 - Trash Compactor (\$175,000)
- 2028 - Trash Compactor (\$50,000)
- 2029-2030 - Dock Leveler (\$100,000) and other miscellaneous equipment repairs
- 2031 – Generator Upgrades (\$800,000)
- 2032 – Elevator Modernization (\$800,000),

Additional operational needs that remain unfunded in the 10 year Capital plan: Spa Room Renovations (\$700,000), Maglock System Installation (\$500,000)

In general, an annual allotment of \$100,000 is reserved for various repairs, unexpected needs and maintenance.

Enterprise Risk(s): This funding will mitigate against the identified infrastructure enterprise risk. The lack of funding for these works will result in deferral of repairs and increase the likelihood of over expenditures in the operating budget when emergency repairs must be undertaken.

### Project Comments/Reference

7153006/7152003

### Version Comments

Project Detailed Forecast												
GL Account		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>												
5411	Construction Contracts-Non TCA	0	0	750,000	750,000	100,000	100,000	100,000	100,000	900,000	900,000	3,700,000
Total		0	0	750,000	750,000	100,000	100,000	100,000	100,000	900,000	900,000	3,700,000
<b>Revenues</b>												
169	Pay As You Go - Capital Reserve	0	0	0	0	0	0	0	0	0	0	0
221	Service Sustainability Investm	0	0	750,000	750,000	100,000	100,000	100,000	100,000	900,000	900,000	3,700,000
Total		0	0	750,000	750,000	100,000	100,000	100,000	100,000	900,000	900,000	3,700,000
<b>Related Projects</b>		<b>Historical Approved Budget</b>					<b>Operating Budget Impact</b>					
					<b>Revenue</b>		<b>Effective Date</b>		Unknown		<b>Exp/(Rev) FTE Impact</b>	
		<b>Year</b>	<b>Total Expense</b>	<b>Net City Cost</b>	<b>Subsidies</b>	<b>Description</b>				0 0		
		2015	100,000	100,000	0	No operating budget impact.						
		2016	250,000	250,000	0							
		2017	250,000	250,000	0							
		2020	230,000	230,000	0							
		2022	175,000	175,000	0							
<b>Year Identified</b>	<b>Start Date</b>	<b>Project Type for 2023</b>			<b>Project Lead</b>		<b>Est. Completion Date</b>					
2014	January 1, 2015	Growth: 0.0 % Maintenance: 0.0 %			Derek Thachuk		Ongoing`					



# Project Version Summary

<b>Project #</b>	PFO-002-18	<b>Service Area</b>	Infrastructure Services
<b>Budget Year</b>	2023	<b>Department</b>	Engineering
<b>Asset Type</b>	Unassigned	<b>Division</b>	Corporate Projects
<b>Title</b>	Facility & Parks Building Demolitions		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Corporate Property Infrastructure		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

**Project Description**

There are a number of buildings within the Facilities division that are in poor condition. They have been identified as reaching the end of their useful life and need to be demolished. By demolishing these buildings, the Corporation would no longer have the liability to maintain these buildings. In addition, restoration of the property will help in creating an improved aesthetic for the neighbourhoods and parks that surround these buildings.

**Version Description**

An annual allotment is to fund demolitions. The funds will be assigned on a priority basis.

Project Comments/Reference	Version Comments
7189002	

<b>Project Detailed Forecast</b>											
GL Account	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>											
5410 Construction Contracts - TCA	0	100,000	0	100,000	100,000	0	0	0	0	100,000	400,000
Total	0	100,000	0	100,000	100,000	0	0	0	0	100,000	400,000
<b>Revenues</b>											
221 Service Sustainability Investm	0	100,000	0	100,000	100,000	0	0	0	0	100,000	400,000
Total	0	100,000	0	100,000	100,000	0	0	0	0	100,000	400,000



Related Projects		Historical Approved Budget			Operating Budget Impact				
		Year	Total Expense	Revenue		Effective Date	Unknown	Exp/(Rev)	FTE Impact
				Net City Cost	Subsidies				
		2018	55,000	55,000	0	<p>There will be an approximate operational budget impact of \$30,000 if this project to demolish these structures is not funded. These expenses would impact operational line item accounts such as insurance, utilities and building maintenance due to the need to maintain these structures at a minimum level, despite not being operational. In addition, there is a significant risk component to maintain these vacant buildings, as they are prone to vandalism.</p>			
Year Identified	Start Date	Project Type for 2023		Project Lead	Est. Completion Date				
2018	January 1, 2018	Growth: 0.0 % Maintenance: 0.0 %		Derek Thachuk	Ongoing`				



# Project Version Summary

<b>Project #</b>	PFO-003-13	<b>Service Area</b>	Infrastructure Services
<b>Budget Year</b>	2023	<b>Department</b>	Engineering
<b>Asset Type</b>	Unassigned	<b>Division</b>	Corporate Projects
<b>Title</b>	401 Riverside Drive W Capital Refurbishment		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Corporate Property Infrastructure		
<b>Wards</b>	Ward 3		
<b>Version Name</b>	Main (Active)		

<b>Project Description</b>	Projected capital costs for the ongoing maintenance of the Art Gallery of Windsor and Chimczuk Museum.
----------------------------	--

<b>Version Description</b>	<p>The Art Gallery of Windsor and the Chimczuk Museum require funds for various capital repairs and maintenance going forward. Funds will be utilized to carryout capital repairs and replacements, such as HVAC, flooring, glazing, roofing, etc. and as identified by the Building Condition Assessments and to meet operational demands.</p> <p>Enterprise Risk(s): This funding will mitigate against the identified infrastructure enterprise risk. The lack of funding for these works will result in deferral of repairs and increase the likelihood of over expenditures in the operating budget when emergency repairs must be undertaken.</p>
----------------------------	---

<b>Project Comments/Reference</b>	<b>Version Comments</b>
7119006	

<b>Project Detailed Forecast</b>		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>												
5410	Construction Contracts - TCA	125,000	0	0	125,000	125,000	125,000	100,000	100,000	0	125,000	825,000
	Total	125,000	0	0	125,000	125,000	125,000	100,000	100,000	0	125,000	825,000
<b>Revenues</b>												
221	Service Sustainability Investm	125,000	0	0	125,000	125,000	125,000	100,000	100,000	0	125,000	825,000
	Total	125,000	0	0	125,000	125,000	125,000	100,000	100,000	0	125,000	825,000

Related Projects		Historical Approved Budget			Operating Budget Impact				
Precedes REC-001-14		Year	Total Expense	Revenue		Effective Date	Unknown	Exp/(Rev)	FTE Impact
Project Title				Net City Cost	Subsidies				
Museum Expansion		2018	1,320,000	1,320,000	0			0	0
		2019	40,000	40,000	0				
		2020	30,000	30,000	0				
		2021	75,000	75,000	0				
		2022	25,000	25,000	0				
Year Identified	Start Date	Project Type for 2023		Project Lead	Est. Completion Date				
2013	January 1, 2018	Growth: 0.0 % Maintenance: 100.0 %		Derek Thachuk	Ongoing`				



# Project Version Summary

<b>Project #</b>	PFO-003-14	<b>Service Area</b>	Infrastructure Services
<b>Budget Year</b>	2023	<b>Department</b>	Engineering
<b>Asset Type</b>	Unassigned	<b>Division</b>	Corporate Projects
<b>Title</b>	Corporate Facilities Boiler Replacement Program		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Corporate Property Infrastructure		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

**Project Description**

The average life expectancy of a water boiler is approximately 15 to 20 years, with some failing sooner. Many of our facilities have boilers that are older and require replacement or major repair. New generation boilers offer major increases in annual operating efficiency compared to boilers that are 10 or more years old.

**Version Description**

Funds will be utilized to carryout capital repairs and replacements, at various locations as identified by the Building Condition Assessments and to meet operational demands.

Annual budgets are being requested to replace aging boilers as they approach the end of their useful life.

Enterprise Risk(s): This funding will mitigate against the identified Infrastructure enterprise risk. The lack of funding for these works will result in deferral of repairs and increase the likelihood of over expenditures in the operating budget when emergency repairs must be undertaken.

Project Comments/Reference	Version Comments
7142001	

Project Detailed Forecast		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>GL Account</b>												
<b>Expenses</b>												
5410	Construction Contracts - TCA	50,000	50,000	50,000	150,000	150,000	50,000	50,000	50,000	500,000	0	1,100,000
	Total	50,000	50,000	50,000	150,000	150,000	50,000	50,000	50,000	500,000	0	1,100,000
<b>Revenues</b>												
221	Service Sustainability Investm	50,000	50,000	50,000	150,000	150,000	50,000	50,000	50,000	500,000	0	1,100,000
	Total	50,000	50,000	50,000	150,000	150,000	50,000	50,000	50,000	500,000	0	1,100,000

Related Projects		Historical Approved Budget			Operating Budget Impact				
		Year	Total Expense	Revenue		Effective Date	Unknown	Exp/(Rev)	FTE Impact
				Net City Cost	Subsidies				
		2014	55,500	55,500	0				
		2015	50,000	50,000	0				
		2019	89,500	89,500	0				
		2022	50,000	50,000	0				
					No operating budget impact.				
Year Identified	Start Date	Project Type for 2023	Project Lead		Est. Completion Date				
2014	January 1, 2015	Growth: 0.0 % Maintenance: 100.0 %	Derek Thachuk		Ongoing`				



# Project Version Summary

<b>Project #</b>	PFO-003-15	<b>Service Area</b>	Infrastructure Services
<b>Budget Year</b>	2023	<b>Department</b>	Engineering
<b>Asset Type</b>	Unassigned	<b>Division</b>	Corporate Projects
<b>Title</b>	Central Riverfront Improvement Plan & Civic Esplanade / Plaza		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Parks & Recreation		
<b>Wards</b>	Ward 2, Ward 3, Ward 4		
<b>Version Name</b>	Main (Active)		

**Project Description**

The capital funding is to be used for studies, design, and implementation of works for continued development of the riverfront, the Civic Esplanade as well as the City Hall Square Plaza.

Safety items, accommodation of public access and activities for families continue to be a priority. This includes the development of the Festival Plaza along with trails, beacons and other improvements located at the riverfront.

**Version Description**

Projects currently underway but not limited to include:

1. Windsor Civic Esplanade Master Plan
2. New outdoor rink for City Hall Square Plaza
3. Festival Plaza
4. Various CRIP-related works such as trails, beacons, and other improvements located at the riverfront.

Project Comments/Reference	Version Comments
7152005/7222000/7221065/7204004/7221063	

Project Detailed Forecast		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>GL Account</b>												
<b>Expenses</b>												
5410	Construction Contracts - TCA	6,144,540	3,469,806	4,793,654	727,000	300,000	1,682,969	7,342,935	1,381,096	0	1,678,000	27,520,000
	Total	6,144,540	3,469,806	4,793,654	727,000	300,000	1,682,969	7,342,935	1,381,096	0	1,678,000	27,520,000
<b>Revenues</b>												
169	Pay As You Go - Capital Reserve	2,422,430	1,165,540	1,584,454	727,000	100,000	669,980	6,492,884	381,045	0	1,678,000	15,221,333
176	Canada Community-Building Fund	2,807,110	2,104,266	3,209,200	0	0	1,012,989	850,051	1,000,051	0	0	10,983,667
214	Tourism Devlmt Infrst & Prgm	0	0	0	0	0	0	0	0	0	0	0
221	Service Sustainability Investm	915,000	200,000	0	0	200,000	0	0	0	0	0	1,315,000
	Total	6,144,540	3,469,806	4,793,654	727,000	300,000	1,682,969	7,342,935	1,381,096	0	1,678,000	27,520,000

Related Projects		Historical Approved Budget			Operating Budget Impact				
		Year	Total Expense	Revenue		Effective Date	Unknown	Exp/(Rev)	FTE Impact
				Net City Cost	Subsidies				
		2018	1,990,000	1,990,000	0	No operating budget impact.			
		2019	310,000	310,000	0				
		2022	1,740,000	1,740,000	0				
Year Identified	Start Date	Project Type for 2023		Project Lead	Est. Completion Date				
2014	January 1, 2018	Growth: 85.1 % Maintenance: 14.9 %		TBD	Ongoing`				



# Project Version Summary

<b>Project #</b>	PFO-004-12	<b>Service Area</b>	Infrastructure Services
<b>Budget Year</b>	2023	<b>Department</b>	Engineering
<b>Asset Type</b>	Unassigned	<b>Division</b>	Corporate Projects
<b>Title</b>	Corporate Facilities Building Condition Assessments		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Corporate Property Infrastructure		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

**Project Description**

With the help of a consultant, each municipal facility shall be assessed and reported upon in terms of the key components of the building envelope and the building systems. Once completed, this assessment will form the framework for the creation of future capital budget requests over the next ten years. This project is critical in developing our asset management planning program.

**Version Description**

Building condition assessment work will be ongoing. Funding will accumulate in order to perform the next phase of building condition assessments. This work will include building condition assessments of additional buildings, accessibility audits and re-testing/re-inspecting as required.

Annual budget are requested to cover the cost of building condition assessment work performed.

Enterprise Risk(s): This funding will mitigate against the identified Infrastructure enterprise risk. This funding will help identify the infrastructure needs within Facilities so future costs can be projected.

Project Comments/Reference	Version Comments
7141021	

Project Detailed Forecast		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>GL Account</b>												
<b>Expenses</b>												
5410	Construction Contracts - TCA	50,000	0	0	200,000	200,000	200,000	100,000	100,000	0	0	850,000
	Total	50,000	0	0	200,000	200,000	200,000	100,000	100,000	0	0	850,000
<b>Revenues</b>												
221	Service Sustainability Investm	50,000	0	0	200,000	200,000	200,000	100,000	100,000	0	0	850,000
	Total	50,000	0	0	200,000	200,000	200,000	100,000	100,000	0	0	850,000



Related Projects		Historical Approved Budget			Operating Budget Impact				
		Year	Total Expense	Revenue		Effective Date	Unknown	Exp/(Rev)	FTE Impact
				Net City Cost	Subsidies				
		2014	300,000	0	300,000				
		2019	50,000	50,000	0				
		2020	50,000	50,000	0				
		2021	50,000	50,000	0				
		2022	50,000	50,000	0				
		The lack of capital funding would result in further deterioration of the equipment and increase the likelihood of expenditures in the operating budget due to repairs.							
Year Identified	Start Date	Project Type for 2023	Project Lead		Est. Completion Date				
2012	January 1, 2014	Growth: 0.0 % Maintenance: 100.0 %	Derek Thachuk		Ongoing`				



# Project Version Summary

<b>Project #</b>	PFO-004-20	<b>Service Area</b>	Infrastructure Services
<b>Budget Year</b>	2023	<b>Department</b>	Engineering
<b>Asset Type</b>	Unassigned	<b>Division</b>	Corporate Projects
<b>Title</b>	Windsor Lawn Bowling and Tennis Club Exterior Repairs		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Corporate Property Infrastructure		
<b>Wards</b>	Ward 3		
<b>Version Name</b>	Main (Active)		

<b>Project Description</b>	To fund repairs and maintenance of the exterior building & lawn bowling gaming area for Windsor Lawn Bowling and Tennis Club as per the lease agreement.
----------------------------	--

<b>Version Description</b>	Annual budgets being requested to fund miscellaneous repairs to the buildings and grounds of the lawn bowling and tennis clubs.
----------------------------	---

<b>Project Comments/Reference</b>	7204000	<b>Version Comments</b>	
-----------------------------------	---------	-------------------------	--

<b>Project Detailed Forecast</b>		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>GL Account</b>												
<b>Expenses</b>												
5410	Construction Contracts - TCA	100,000	0	0	0	0	100,000	50,000	50,000	0	0	300,000
	Total	100,000	0	0	0	0	100,000	50,000	50,000	0	0	300,000
<b>Revenues</b>												
221	Service Sustainability Investm	100,000	0	0	0	0	100,000	50,000	50,000	0	0	300,000
	Total	100,000	0	0	0	0	100,000	50,000	50,000	0	0	300,000

<b>Related Projects</b>	<b>Historical Approved Budget</b>				<b>Operating Budget Impact</b>					
			<b>Revenue</b>		<b>Effective Date</b>		<b>Unknown</b>		<b>Exp/(Rev) FTE Impact</b>	
	<u>Year</u>	<u>Total Expense</u>	<u>Net City Cost</u>	<u>Subsidies</u>	<b>Description</b>				0	0
	2020	100,000	100,000	0	No operating budget impact.					
				2022	100,000	100,000	0			

<b>Year Identified</b>	<b>Start Date</b>	<b>Project Type for 2023</b>	<b>Project Lead</b>	<b>Est. Completion Date</b>
------------------------	-------------------	------------------------------	---------------------	-----------------------------

2020	January 1, 2020	Growth: 0.0 % Maintenance: 100.0 %	Derek Thachuk	Ongoing`
------	-----------------	---------------------------------------	---------------	----------



# Project Version Summary

<b>Project #</b>	PFO-008-21	<b>Service Area</b>	Infrastructure Services
<b>Budget Year</b>	2023	<b>Department</b>	Engineering
<b>Asset Type</b>	Unassigned	<b>Division</b>	Corporate Projects
<b>Title</b>	Corporate Electrical Replacement/Repair Program		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Corporate Property Infrastructure		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

**Project Description**

To implement a proactive mechanism to allow electrical and fire alarm system replacements to be planned for within the capital budget.

**Version Description**

This project will provide preventative maintenance on all city electrical and fire alarm systems to prevent system failures and extend their useful life. Funds will be utilized to carryout capital repairs and replacements, as identified by the Building Condition Assessments and to meet operational demands.

Funding is requested to cover material costs for capital maintenance.

Enterprise Risk(s): This funding will mitigate against the identified Infrastructure enterprise risk. The lack of funding for these works will result in deferral of repairs and increase the likelihood of over expenditures in the operating budget when emergency repairs must be undertaken.

<b>Project Comments/Reference</b>	<b>Version Comments</b>

<b>Project Detailed Forecast</b>		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>GL Account</b>												
<b>Expenses</b>												
5410	Construction Contracts - TCA	0	0	0	0	0	750,000	150,000	150,000	150,000	1,000,000	2,200,000
	Total	0	0	0	0	0	750,000	150,000	150,000	150,000	1,000,000	2,200,000
<b>Revenues</b>												
221	Service Sustainability Investm	0	0	0	0	0	750,000	150,000	150,000	150,000	1,000,000	2,200,000
	Total	0	0	0	0	0	750,000	150,000	150,000	150,000	1,000,000	2,200,000

Related Projects		Historical Approved Budget		Operating Budget Impact
Year Identified	Start Date	Project Type for 2023	Project Lead	Est. Completion Date
2021		Growth: 0.0 % Maintenance: 0.0 %	Derek Thachuk	TBD`



# Project Version Summary

<b>Project #</b>	PFO-009-11	<b>Service Area</b>	Infrastructure Services
<b>Budget Year</b>	2023	<b>Department</b>	Engineering
<b>Asset Type</b>	Unassigned	<b>Division</b>	Corporate Projects
<b>Title</b>	Corporate Heating & Cooling Replacement/Repair Program		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Corporate Property Infrastructure		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

**Project Description**

To implement a proactive mechanism to allow heating and cooling system replacements to be planned for within the capital budget.

**Version Description**

This project will provide preventative maintenance on all city heating and cooling units to prevent system failures and extend their useful life.

Funds will be utilized to carryout capital repairs and replacements, as identified by the Building Condition Assessments and to meet operational demands.

Specific work identified at this time is as follows:

2023 - Gino Marcus Roof Top Units, Forest Glade Community Centre, Foreste Glade Library and Adie Knox (prioritized as required),  
 2024 - BAS Upgrades  
 2026 - WFCU Rooftop Unit Compressors

Enterprise Risk(s): This funding will mitigate against the identified Infrastructure enterprise risk. The lack of funding for these works will result in deferral of repairs and increase the likelihood of over expenditures in the operating budget when emergency repairs must be undertaken.

<b>Project Comments/Reference</b>	<b>Version Comments</b>
7121006 (Closed) / 7142000	

<b>Project Detailed Forecast</b>		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>												
5410	Construction Contracts - TCA	800,000	200,000	500,000	1,130,000	600,000	1,000,000	1,500,000	1,800,000	1,000,000	1,000,000	9,530,000
	Total	800,000	200,000	500,000	1,130,000	600,000	1,000,000	1,500,000	1,800,000	1,000,000	1,000,000	9,530,000
<b>Revenues</b>												
221	Service Sustainability Investm	800,000	200,000	500,000	1,130,000	600,000	1,000,000	1,500,000	1,800,000	1,000,000	1,000,000	9,530,000
	Total	800,000	200,000	500,000	1,130,000	600,000	1,000,000	1,500,000	1,800,000	1,000,000	1,000,000	9,530,000

Related Projects		Historical Approved Budget			Operating Budget Impact				
		Year	Total Expense	Revenue		Effective Date	Unknown	Exp/(Rev)	FTE Impact
				Net City Cost	Subsidies				
		2012	75,000	75,000	0				
		2014	100,000	100,000	0				
		2015	100,000	100,000	0				
		2016	205,000	205,000	0				
		2017	190,000	190,000	0				
		2018	450,000	450,000	0				
		2019	500,000	500,000	0				
		2020	500,000	500,000	0				
		2021	400,000	400,000	0				
		2022	485,000	485,000	0				
Year Identified	Start Date	Project Type for 2023	Project Lead		Est. Completion Date				
2011	January 1, 2015	Growth: 0.0 % Maintenance: 100.0 %	Derek Thachuk		Ongoing`				



# Project Version Summary

<b>Project #</b>	PFO-010-11	<b>Service Area</b>	Infrastructure Services
<b>Budget Year</b>	2023	<b>Department</b>	Engineering
<b>Asset Type</b>	Unassigned	<b>Division</b>	Corporate Projects
<b>Title</b>	Corporate Facilities Interior Renovation Program		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Corporate Property Infrastructure		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

<b>Project Description</b>
To replace and upgrade flooring, ceiling and wall finishes corporate wide in an effort to improve resistance to damage and reduce the cost of maintaining high traffic areas.

<b>Version Description</b>
Funding is required to replace damaged and aged carpets and floor finishes that are beyond their life expectancy at various municipally owned facilities. Specific work currently identified will help prevent possible trip hazards by replacing and repairing deteriorated flooring.
An annual allotment will be allocated based on Building Condition Assessments and other identified needs
Enterprise Risk(s): This funding will mitigate against the identified Infrastructure enterprise risk. The lack of funding for these works will result in deferral of repairs and increase the likelihood of over expenditures in the operating budget when emergency repairs must be undertaken.

<b>Project Comments/Reference</b>	<b>Version Comments</b>
7155001/7159011	

<b>Project Detailed Forecast</b>		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>GL Account</b>												
<b>Expenses</b>												
5410	Construction Contracts - TCA	0	50,000	50,000	100,000	100,000	750,000	750,000	750,000	395,000	1,139,689	4,084,689
	Total	0	50,000	50,000	100,000	100,000	750,000	750,000	750,000	395,000	1,139,689	4,084,689
<b>Revenues</b>												
169	Pay As You Go - Capital Reserve	0	0	0	0	0	0	0	0	0	0	0
221	Service Sustainability Investm	0	50,000	50,000	100,000	100,000	750,000	750,000	750,000	395,000	1,139,689	4,084,689
	Total	0	50,000	50,000	100,000	100,000	750,000	750,000	750,000	395,000	1,139,689	4,084,689



Related Projects		Historical Approved Budget			Operating Budget Impact				
		Year	Total Expense	Revenue		Effective Date	Unknown	Exp/(Rev)	FTE Impact
				Net City Cost	Subsidies				
		2015	100,000	100,000	0	No operating budget impact.			
		2016	100,000	100,000	0				
		2017	100,000	100,000	0				
		2018	100,000	100,000	0				
		2019	260,000	260,000	0				
Year Identified	Start Date	Project Type for 2023		Project Lead		Est. Completion Date			
2011	January 1, 2015	Growth: 0.0 % Maintenance: 0.0 %		Derek Thachuk		Ongoing`			



## Project Version Summary

<b>Project #</b>	PFO-010-21	<b>Service Area</b>	Infrastructure Services
<b>Budget Year</b>	2023	<b>Department</b>	Engineering
<b>Asset Type</b>		<b>Division</b>	Corporate Projects
<b>Title</b>	Public Works Traffic Signals Control Centre Relocation Project		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Corporate Property Infrastructure		
<b>Wards</b>			
<b>Version Name</b>	Main (Active)		

### Project Description

Traffic Operations, including the Signs and Markings and Signals Divisions, currently operates out of 1269 Mercer. Through the years, the needs for these divisions has changed with new technology, increased workload and space requirements. The Signals Division operates the Advanced Traffic Management System (ATMS) from the 1269 Mercer location, this system has expanded over the years and has a hardware value of over \$1M including a number of digital servers and sensitive equipment. Because of the age of the building, the electrical system is no longer able to service the needs of this equipment without significant upgrades.

After reviewing the operations at each 1269 Mercer, 1266 McDougall and 1531 Crawford Yard, it was determined that there would be significant synergies in moving IMS to Crawford Yard. This would free up enough space to accommodate the ATMS and associated staff within the McDougall facility.

As this system is one of the most highly technical systems of it's kind in the Province, creating a more functional space for this equipment, will further provide opportunities to showcase the sophisticated system to outside parties.

The proposed project includes;

- 1- Relocating the ATMS equipment from Mercer to 1266 McDougall, completing electrical upgrades, renovations for the Traffic Operations Centre (TOC).
- 2- Move Information Management Strategy (IMS) staff from the McDougall facility to the Crawford Yard facility and completing some building renovations and/or a small addition as required.
- 3- Completing some minor renovations to the Mercer building to provide suitable work space for the remaining staff.

### Version Description

2026 Engineering for:

- Building renovations / addition to Field Engineering at 1531 Crawford Yard for Information Management Strategy (IMS) staff.
- Building Renovations to 1266 McDougall and 1269 Mercer.

2030-2031 Phased Construction – not fully funded.

The overall project budget is estimated at \$4.5 M and is not fully funded within the 10-year plan.

### Project Comments/Reference

### Version Comments

Project Detailed Forecast												
GL Account		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>												
5410	Construction Contracts - TCA	0	0	0	600,000	0	0	0	750,000	400,000	0	1,750,000
Total		0	0	0	600,000	0	0	0	750,000	400,000	0	1,750,000
<b>Revenues</b>												
169	Pay As You Go - Capital Reserve	0	0	0	0	0	0	0	0	400,000	0	400,000
221	Service Sustainability Investm	0	0	0	600,000	0	0	0	750,000	0	0	1,350,000
Total		0	0	0	600,000	0	0	0	750,000	400,000	0	1,750,000
<b>Related Projects</b>		<b>Historical Approved Budget</b>					<b>Operating Budget Impact</b>					
<b>Year Identified</b>	<b>Start Date</b>	<b>Project Type for 2023</b>			<b>Project Lead</b>		<b>Est. Completion Date</b>					
2021		Growth: 0.0 % Maintenance: 0.0 %			Derek Thachuk		TBD`					



# Project Version Summary

<b>Project #</b>	PFO-011-21	<b>Service Area</b>	Infrastructure Services
<b>Budget Year</b>	2023	<b>Department</b>	Engineering
<b>Asset Type</b>	Unassigned	<b>Division</b>	Corporate Projects
<b>Title</b>	Public Works Truck Wash Bays		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Corporate Property Infrastructure		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

## Project Description

This project is for the construction of a drive through indoor wash bay for the purposes of washing large service vehicle such as Recycling Trucks, Refuse Packers, Front End Loader Packers, Street Sweepers. In prior years, trucks were washed at truck wash bay in the Essex-Windsor Solid Waste Authority (EWSWA) Recycling Center. The EWSWA has since repurposed that area and it is no longer available for the same use. Many of these trucks are used six days a week, and on varying shifts. Failure to clean these vehicles on a daily basis will result in a shortened lifecycle. Critical preventative maintenance of these vehicles require proper exterior as well as interior cleaning.

In addition, the current Crawford Truck bay requires maintenance and improvement to meet the safety and operational requirement to service City Truck Fleet. The wash bay is for regular maintenance as well as for washing of salt from Winter Control Truck. This is an essential requirement to maintain the service life of the fleet trucks.

## Version Description

2026 Engineering for 2 enclosed truck wash facilities at Crawford Yard and Environmental Services sites.

The construction budget is not funded within the 10-year plan. Estimates are as follows:

- Crawford Yard Truck Wash (\$500,000);
- Environmental Service Truck Wash Bay (\$500,000)

## Project Comments/Reference

## Version Comments

## Project Detailed Forecast

GL Account	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>											
5410 Construction Contracts - TCA	0	0	0	200,000	0	0	0	50,000	0	0	250,000
Total	0	0	0	200,000	0	0	0	50,000	0	0	250,000
<b>Revenues</b>											
169 Pay As You Go - Capital Reserve	0	0	0	0	0	0	0	0	0	0	0
221 Service Sustainability Investm	0	0	0	200,000	0	0	0	50,000	0	0	250,000
Total	0	0	0	200,000	0	0	0	50,000	0	0	250,000

Related Projects		Historical Approved Budget		Operating Budget Impact
Year Identified	Start Date	Project Type for 2023	Project Lead	Est. Completion Date
2021		Growth: 0.0 % Maintenance: 0.0 %	Derek Thachuk	TBD`



# Project Version Summary

<b>Project #</b>	PFO-014-21	<b>Service Area</b>	Infrastructure Services
<b>Budget Year</b>	2023	<b>Department</b>	Engineering
<b>Asset Type</b>	Unassigned	<b>Division</b>	Corporate Projects
<b>Title</b>	Access Control/Building Automation System Replacements		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Corporate Property Infrastructure		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

## Project Description

The physical access control system determines who is allowed to enter or exit, as well as where and when they are allowed to enter or exit. The current access control system is approaching its end-of-life, will ultimately be discontinued, and parts and support will steadily become unavailable.

This project will plan for, design and implement a replacement for the corporate access control system to maintain a safe and secure environment. The scope will include, but not be limited to a replacement of the access control system hardware and software, replace infrastructure (readers, cabling, etc.) where required, add access control locations where required, ensure integration with the Workforce Management system, ensure integration with other corporate security systems, (BAS, Lighting), replace access cards with the latest security technology, programming, commissioning, training and service & support.

## Version Description

## Project Comments/Reference

## Version Comments

## Project Detailed Forecast

GL Account	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>											
5410 Construction Contracts - TCA	0	0	0	0	0	1,850,000	0	0	1,100,000	750,000	3,700,000
Total	0	0	0	0	0	1,850,000	0	0	1,100,000	750,000	3,700,000
<b>Revenues</b>											
221 Service Sustainability Investm	0	0	0	0	0	1,850,000	0	0	1,100,000	750,000	3,700,000
Total	0	0	0	0	0	1,850,000	0	0	1,100,000	750,000	3,700,000

Related Projects		Historical Approved Budget		Operating Budget Impact
Year Identified	Start Date	Project Type for 2023	Project Lead	Est. Completion Date
2021		Growth: 0.0 % Maintenance: 0.0 %	Derek Thachuk	TBD`



## Project Version Summary

<b>Project #</b>	REC-002-21	<b>Service Area</b>	Infrastructure Services
<b>Budget Year</b>	2023	<b>Department</b>	Engineering
<b>Asset Type</b>	Unassigned	<b>Division</b>	Corporate Projects
<b>Title</b>	Adie Knox Herman Reimagining Project		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Parks & Recreation		
<b>Wards</b>	Ward 2		
<b>Version Name</b>	Main (Active)		

<b>Project Description</b>	
The capital funding for this project involves the reimagining of the Adie Knox Recreation Complex to include but not limited to a new full-sized gymnasium, program rooms, fitness centre, music room, washrooms, outdoor tennis/pickle ball courts, basketball court, shade structure and walking trail.	
<b>Version Description</b>	
Project is underway with construction expected to be complete in late 2025	
Project to remain open until pre-committed budget is received.	
<b>Project Comments/Reference</b>	<b>Version Comments</b>
7211050	<p>CCOMMITMENTS:</p> <p>CR274/2021 - C 82/2021: 2023 F221 \$400,000 for splash pad</p> <p>CR329/2022 - C 110/2022: 2023 F169 \$1,738,045 - 2024 F169 \$4,948,358 - F160 \$375,000 - 2025 F169 \$3,150,000 - 2026 F221 \$2,225</p> <p>PLACEHOLDER:</p> <p>CR329/2022 - C 110/2022: 2027 F169 \$1,200,000 F221 \$2,400,000 - 2028 F169 \$1,283,649 - F221 \$26,000 (Phase 1 - funds pre-committed and available for immediate use when within the 5 year window).</p> <p>CR329/2022 - C 110/2022: 2023 F221 \$800,000 - 2024 F221 3,274,730 - 2025 F221 \$2,272,045 - 2026 F221 \$2,653,225</p>



Project Detailed Forecast												
GL Account		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>												
5410	Construction Contracts - TCA	2,938,045	8,598,088	5,422,045	2,655,450	6,076,723	1,309,649	0	0	0	0	27,000,000
Total		2,938,045	8,598,088	5,422,045	2,655,450	6,076,723	1,309,649	0	0	0	0	27,000,000
<b>Revenues</b>												
160	Capital Expenditure Reserve	0	0	0	0	0	0	0	0	0	0	0
160CF	Committed Funding	0	375,000	0	0	0	0	0	0	0	0	375,000
169	Pay As You Go - Capital Reserve	0	0	0	0	0	0	0	0	0	0	0
169CF	Committed Funding	1,738,045	4,948,358	3,150,000	0	3,676,723	1,283,649	0	0	0	0	14,796,775
221	Service Sustainability Investm	0	0	0	0	0	0	0	0	0	0	0
221CF	Committed Funding	1,200,000	3,274,730	2,272,045	2,655,450	2,400,000	26,000	0	0	0	0	11,828,225
Total		2,938,045	8,598,088	5,422,045	2,655,450	6,076,723	1,309,649	0	0	0	0	27,000,000
<b>Related Projects</b>		<b>Historical Approved Budget</b>				<b>Operating Budget Impact</b>						
				<b>Revenue</b>								
		<u>Year</u>	<u>Total Expense</u>	<u>Net City Cost</u>	<u>Subsidies</u>							
		2022	2,000,000	2,000,000	0							
<b>Year Identified</b>	<b>Start Date</b>	<b>Project Type for 2023</b>		<b>Project Lead</b>			<b>Est. Completion Date</b>					
2021		Growth: 59.2 % Maintenance: 40.8 %		Sergio Colucci			2025`					



# Project Version Summary

<b>Project #</b>	REC-006-07	<b>Service Area</b>	Infrastructure Services
<b>Budget Year</b>	2023	<b>Department</b>	Engineering
<b>Asset Type</b>	Unassigned	<b>Division</b>	Corporate Projects
<b>Title</b>	Mackenzie Hall Repair and Maintenance		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Corporate Property Infrastructure		
<b>Wards</b>	Ward 2		
<b>Version Name</b>	Main (Active)		

<b>Project Description</b>
Mackenzie Hall is one of the City's premier heritage facilities that requires sustained capital funding to maintain the heritage features and character of the building envelope, components and systems as well as the surrounding site.

<b>Version Description</b>
Mackenzie Hall requires an annual allotment for various repairs, maintenance and restorations to address unexpected needs and to perform proper maintenance as needed: 2026 - \$50,000, 2027 - \$150,000 and 2030 - \$300,000.
Specific work identified at this time is as follows: 2026 - Sign Refurbishment (\$75,000) and Exterior Painting (\$75,000), and building maintenance and repairs based on identified needs (\$175,000) 2027 - 2031- Phase II Heritage Restoration (\$1,500,000)
Enterprise Risk(s): This funding will mitigate against the identified infrastructure enterprise risk. The lack of funding for these works will result in deferral of repairs and increase the likelihood of over expenditures in the operating budget when emergency repairs must be undertaken.

<b>Project Comments/Reference</b>	<b>Version Comments</b>
7073051	

<b>Project Detailed Forecast</b>												
<b>GL Account</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>	<b>Total</b>	
<b>Expenses</b>												
5410 Construction Contracts - TCA	0	0	0	0	865,461	0	0	675,000	1,284,539	100,000	2,925,000	
Total	0	0	0	0	865,461	0	0	675,000	1,284,539	100,000	2,925,000	
<b>Revenues</b>												
221 Service Sustainability Investm	0	0	0	0	865,461	0	0	675,000	1,284,539	100,000	2,925,000	
Total	0	0	0	0	865,461	0	0	675,000	1,284,539	100,000	2,925,000	

Related Projects		Historical Approved Budget			Operating Budget Impact				
		Year	Total Expense	Revenue		Effective Date	Unknown	Exp/(Rev)	FTE Impact
				Net City Cost	Subsidies				
		2007	24,000	24,000	0				
		2008	74,000	74,000	0				
		2009	123,000	123,000	0				
		2010	200,000	200,000	0				
		2011	237,000	237,000	0				
		2014	137,000	137,000	0				
		2015	77,500	77,500	0				
		2016	1,490,000	1,490,000	0				
Year Identified	Start Date	Project Type for 2023		Project Lead	Est. Completion Date				
2007	January 1, 2015	Growth: 0.0 % Maintenance: 0.0 %		Derek Thachuk	Ongoing`				



# Project Version Summary

<b>Project #</b>	ECB-001-18	<b>Service Area</b>	Infrastructure Services
<b>Budget Year</b>	2023	<b>Department</b>	Engineering
<b>Asset Type</b>	Unassigned	<b>Division</b>	Design
<b>Title</b>	California/Pulford - Norfolk to Daytona		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Roads Infrastructure		
<b>Wards</b>	Ward 1		
<b>Version Name</b>	Main (Active)		

**Project Description**

On Tues. Jan. 16th, 2018, City Council approved the 2018 Enhanced Capital Budget Plan for a number of specific projects in the form of placeholder allocations subject to detailed reports to be prepared for Council's consideration.

California Ave. and Pulford St. operate as contiguous roadways between Norfolk St. and Daytona Ave. This project involved full rehabilitation with the addition of curbs and gutters and sewers. A Local Improvement process was required for the curb and gutter and storm sewer on California Ave.

**Version Description**

This project is complete pending funding allocation.

Project Comments/Reference	Version Comments
7184006	COMMITMENT: CR614/2018 - S 108/2018 - 2023 F221 \$50,000 CR4/2019 - C 217/2018 - 2023 F221 \$1,150,000

Project Detailed Forecast		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>GL Account</b>												
<b>Expenses</b>												
5410	Construction Contracts - TCA	1,200,000	0	0	0	0	0	0	0	0	0	1,200,000
	Total	1,200,000	0	0	0	0	0	0	0	0	0	1,200,000
<b>Revenues</b>												
221CF	Committed Funding	1,200,000	0	0	0	0	0	0	0	0	0	1,200,000
	Total	1,200,000	0	0	0	0	0	0	0	0	0	1,200,000

Related Projects		Historical Approved Budget		Operating Budget Impact
Year Identified	Start Date	Project Type for 2023	Project Lead	Est. Completion Date
2018	January 1, 2019	Growth: 0.0 % Maintenance: 100.0 %	Ian Wilson	2021



# Project Version Summary

<b>Project #</b>	ECB-017-18	<b>Service Area</b>	Infrastructure Services
<b>Budget Year</b>	2023	<b>Department</b>	Engineering
<b>Asset Type</b>	Unassigned	<b>Division</b>	Design
<b>Title</b>	Pillette Rd. - Seminole to VIA Tracks - Reconstruction		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Roads Infrastructure		
<b>Wards</b>	Ward 5, Ward 8		
<b>Version Name</b>	Main (Active)		

**Project Description**  
 On Tues. Jan. 16th, 2018, City Council approved the 2018 Enhanced Capital Budget Plan for a number of specific projects in the form of placeholder allocations subject to detailed reports to be prepared for Council's consideration.

**Version Description**  
 This project is complete pending funding allocation.

<b>Project Comments/Reference</b>	<b>Version Comments</b>
7182003	COMMITMENT: CR507/2018 - S 138/2018: 2023 F221 \$950,000

<b>Project Detailed Forecast</b>											
GL Account	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>											
5410 Construction Contracts - TCA	950,000	0	0	0	0	0	0	0	0	0	950,000
Total	950,000	0	0	0	0	0	0	0	0	0	950,000
<b>Revenues</b>											
221CF Committed Funding	950,000	0	0	0	0	0	0	0	0	0	950,000
Total	950,000	0	0	0	0	0	0	0	0	0	950,000

<b>Related Projects</b>	<b>Historical Approved Budget</b>	<b>Operating Budget Impact</b>										
	<table border="1"> <thead> <tr> <th rowspan="2">Year</th> <th rowspan="2">Total Expense</th> <th colspan="2">Revenue</th> </tr> <tr> <th>Net City Cost</th> <th>Subsidies</th> </tr> </thead> <tbody> <tr> <td>2018</td> <td>50,000</td> <td>50,000</td> <td>0</td> </tr> </tbody> </table>	Year	Total Expense	Revenue		Net City Cost	Subsidies	2018	50,000	50,000	0	
Year	Total Expense			Revenue								
		Net City Cost	Subsidies									
2018	50,000	50,000	0									

<b>Year Identified</b>	<b>Start Date</b>	<b>Project Type for 2023</b>	<b>Project Lead</b>	<b>Est. Completion Date</b>
------------------------	-------------------	------------------------------	---------------------	-----------------------------

2018	January 1, 2019	Growth: 0.0 % Maintenance: 100.0 %	Fahd Mikhael	2020`
------	-----------------	---------------------------------------	--------------	-------



# Project Version Summary

<b>Project #</b>	ECB-034-18	<b>Service Area</b>	Infrastructure Services
<b>Budget Year</b>	2023	<b>Department</b>	Engineering
<b>Asset Type</b>	Unassigned	<b>Division</b>	Design
<b>Title</b>	Byng Rd. - Lappan to Melinda - Reconstruction		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Roads Infrastructure		
<b>Wards</b>	Ward 9		
<b>Version Name</b>	Main (Active)		

**Project Description**  
 On Tues. Jan. 16th, 2018, City Council approved the 2018 Enhanced Capital Budget Plan for a number of specific projects in the form of placeholder allocations subject to detailed reports to be prepared for Council's consideration.

**Version Description**  
 This project is complete pending funding allocation.

<b>Project Comments/Reference</b>	<b>Version Comments</b>
7182004	COMMITMENT: CR4/2019 - C 217/2018: 2023 F221 \$650,000

<b>Project Detailed Forecast</b>											
GL Account	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>											
5410 Construction Contracts - TCA	650,000	0	0	0	0	0	0	0	0	0	650,000
Total	650,000	0	0	0	0	0	0	0	0	0	650,000
<b>Revenues</b>											
221CF Committed Funding	650,000	0	0	0	0	0	0	0	0	0	650,000
Total	650,000	0	0	0	0	0	0	0	0	0	650,000

<b>Related Projects</b>	<b>Historical Approved Budget</b>				<b>Operating Budget Impact</b>
			<b>Revenue</b>		
	<b>Year</b>	<b>Total Expense</b>	<b>Net City Cost</b>	<b>Subsidies</b>	
	2018	128,000	128,000	0	
	2019	600,000	600,000	0	
	2020	2,000	2,000	0	

<b>Year Identified</b>	<b>Start Date</b>	<b>Project Type for 2023</b>	<b>Project Lead</b>	<b>Est. Completion Date</b>
------------------------	-------------------	------------------------------	---------------------	-----------------------------



2018	January 1, 2019	Growth: 0.0 % Maintenance: 100.0 %	Adam Mourad	2022`
------	-----------------	---------------------------------------	-------------	-------



## Project Version Summary

<b>Project #</b>	ECP-002-08	<b>Service Area</b>	Infrastructure Services
<b>Budget Year</b>	2023	<b>Department</b>	Engineering
<b>Asset Type</b>	Unassigned	<b>Division</b>	Design
<b>Title</b>	Provincial Rd./Division Rd. Corridor Infrastructure Improvements		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Roads Infrastructure		
<b>Wards</b>	Ward 9		
<b>Version Name</b>	Main (Active)		

<b>Project Description</b>	
Improvements on the Provincial/Division corridor are required as a result of traffic growth and expanded commercial activity. The ESR for this project was completed in 2007. Limits on Provincial are from City Limits to the junction with Division Road and continuing along Division to Howard near Marentette. Limits on Division are from Cabana through to Marentette.	
<b>Version Description</b>	
2025-2026: Phase 3 – Design & Construction - Provincial from Cabana Road E. to Sixth Concession Drain near Legacy Park Drive Pre-commitment of funding allowed the construction of Phase 3 to start in 2022 and planned to be completed in 2023.	
2028-2032: Phase 4 – Design & Construction - Provincial Road from east of Lowes intersection to Walker Road	
The balance of the Provincial/Division Corridor (Phases 5 & 7) are estimated in the range of \$25 million. No funding has been identified within the 10 year plan.	
<b>Project Comments/Reference</b>	<b>Version Comments</b>
7086003	COMMITMENTS: CR69/2022 C 13/2022: 2025 F153 \$3,000,000 - F117 \$500,000 - F169 \$6,611,000 - F221 \$3,471,800 - 2026 F153 \$4,500,000 - F169 \$3,700,000 - F221 \$1,800,000.

Project Detailed Forecast												
GL Account		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>												
5410	Construction Contracts - TCA	0	0	13,582,800	10,000,000	0	392,000	2,442,159	681,872	1,500,000	3,257,169	31,856,000
Total		0	0	13,582,800	10,000,000	0	392,000	2,442,159	681,872	1,500,000	3,257,169	31,856,000
<b>Revenues</b>												
028	Sewer Surcharge	0	0	0	0	0	0	0	0	0	0	0
028CF	Committed Funding	0	0	0	0	0	0	0	0	0	0	0
115	Dev Chg - Roads & Related	0	0	0	0	0	0	127,408	681,872	1,500,000	1,000,000	3,309,280
115CF	Committed Funding	0	0	4,033,120	2,200,000	0	0	0	0	0	0	6,233,120
117	Dev Chg - Storm & Drains	0	0	0	0	0	0	0	0	0	0	0
117CF	Committed Funding	0	0	500,000	0	0	0	0	0	0	0	500,000
153CF	Committed Funding	0	0	3,000,000	4,500,000	0	0	0	0	0	0	7,500,000
169	Pay As You Go - Capital Reserve	0	0	0	0	0	0	2,314,751	0	0	2,257,169	4,571,920
169CF	Committed Funding	0	0	2,577,880	1,500,000	0	0	0	0	0	0	4,077,880
221	Service Sustainability Investm	0	0	0	0	0	392,000	0	0	0	0	392,000
221CF	Committed Funding	0	0	3,471,800	1,800,000	0	0	0	0	0	0	5,271,800
Total		0	0	13,582,800	10,000,000	0	392,000	2,442,159	681,872	1,500,000	3,257,169	31,856,000

Related Projects		Historical Approved Budget				Operating Budget Impact						
Year Identified	Start Date	Project Type for 2023	Project Lead	Est. Completion Date	Revenue		Effective Date	Unknown	Exp/(Rev)	FTE	Impact	
					Total Expense	Net City Cost						Subsidies
2008	January 1, 2009	Growth: 0.0 % Maintenance: 0.0 %	Paul Mourad/Jane He	2033 & Beyond	120,000	120,000	0				0	0
					600,000	600,000	0					
					8,226,666	4,226,666	4,000,000					
					3,069,000	3,069,000	0					
					2,000,000	2,000,000	0					
					2,000,000	2,000,000	0					
					1,850,000	1,850,000	0					
					2,000,000	2,000,000	0					



## Project Version Summary

<b>Project #</b>	ECP-002-10	<b>Service Area</b>	Infrastructure Services
<b>Budget Year</b>	2023	<b>Department</b>	Engineering
<b>Asset Type</b>	Unassigned	<b>Division</b>	Design
<b>Title</b>	Banwell Rd. Infrastructure Improvements		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Roads Infrastructure		
<b>Wards</b>	Ward 7, Ward 9		
<b>Version Name</b>	Main (Active)		

<b>Project Description</b>	
<p>The 2016 Banwell Road Environmental Study Report recommends improvements to Banwell Road from Tecumseh Rd E to the City Limits (Canadian Pacific Railway). Banwell Road Phase 1 from Tecumseh Rd E to Palmetto was constructed in 2020. Phase 2 and the roundabout at Banwell and Mulberry project is scheduled for construction in 2022. A new interchange at E.C. Row at Banwell Road would be scheduled after 2032.</p>	
<b>Version Description</b>	
<p>2023-2026: Phase 2 - Construction – Banwell - Palmetto to Mulberry including roundabout. These funds have been pre-committed and construction is currently underway. This phase is expected to be complete Summer 2023.</p> <p>2028-2032: Engineering/Land Acquisition/Utility Relocation – Banwell - EC ROW (south of proposed interchange) to City Limits (CPR Tracks)</p> <p>The balance of the Banwell Road Corridor is estimated in the range of \$30 million. No funding has been identified for construction within the 10-year plan.</p>	
<b>Project Comments/Reference</b>	<b>Version Comments</b>
7171077	<p>COMMITMENTS:            B28/2021 funding swap with CR385/2019 - C 132/2019: 2023 F115 \$70,000 - 2024 F115 \$2,100,000            CR69/2022 - C 13/2021: 2026 F115 \$2,399,000            CR232/2022 C 82/2022: 2025 F169 \$375K F221 \$125K and 2026 F169 \$70,640 F221 \$131,192            reallocated &amp; committed from ECP-005-07.</p>

Project Detailed Forecast												
GL Account		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>												
5410	Construction Contracts - TCA	370,000	3,103,793	2,994,375	2,600,832	0	0	0	0	0	0	9,069,000
Total		370,000	3,103,793	2,994,375	2,600,832	0	0	0	0	0	0	9,069,000
<b>Revenues</b>												
115	Dev Chg - Roads & Related	0	0	0	0	0	0	0	0	0	0	0
115CF	Committed Funding	70,000	2,100,000	0	2,399,000	0	0	0	0	0	0	4,569,000
169	Pay As You Go - Capital Reserve	300,000	73,718	2,180,642	0	0	0	0	0	0	0	2,554,360
169CF	Committed Funding	0	0	375,000	70,640	0	0	0	0	0	0	445,640
221	Service Sustainability Investm	0	930,075	313,733	0	0	0	0	0	0	0	1,243,808
221CF	Committed Funding	0	0	125,000	131,192	0	0	0	0	0	0	256,192
Total		370,000	3,103,793	2,994,375	2,600,832	0	0	0	0	0	0	9,069,000
<b>Related Projects</b>		<b>Historical Approved Budget</b>				<b>Operating Budget Impact</b>						
<b>Precedes</b>						<b>Effective Date</b>		Unknown		<b>Exp/(Rev) FTE Impact</b>		
ECP-009-07						<b>Description</b>				0 0		
<b>Project Title</b>												
Intersection Improvements Program												
		<b>Year</b>		<b>Total Expense</b>		<b>Revenue</b>						
						<b>Net City Cost</b>		<b>Subsidies</b>				
		2020		3,050,000		3,050,000		0				
		2021		200,000		200,000		0				
		2022		500,000		500,000		0				
<b>Year Identified</b>	<b>Start Date</b>	<b>Project Type for 2023</b>			<b>Project Lead</b>		<b>Est. Completion Date</b>					
2010	January 1, 2020	Growth: 92.4 % Maintenance: 7.6 %			Paul Mourad		2033 & Beyond					



# Project Version Summary

<b>Project #</b>	ECP-003-07	<b>Service Area</b>	Infrastructure Services
<b>Budget Year</b>	2023	<b>Department</b>	Engineering
<b>Asset Type</b>	Unassigned	<b>Division</b>	Design
<b>Title</b>	Grand Marais Rd. Infrastructure Improvements		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Roads Infrastructure		
<b>Wards</b>	Ward 10		
<b>Version Name</b>	Main (Active)		

**Project Description**

Due to development in the area and current road conditions, road improvements are required from Walker to Howard as described in the ESR that was completed in 2000. Intersection improvements at South Pacific and Parent and reconstruction of Parkdale Avenue between Turner and Walker Road are complete.

Further improvements are planned on Grand Marais Road East and Turner Road as funding becomes available.

**Version Description**

2030-2032: Grand Marais - Parent to Walker – Design & Construction

The balance of the Grand Marais – Parent to Walker Construction are estimated in the range of \$6 million in addition, there are no funds identified within the 10 year plan.

Project Comments/Reference	Version Comments
7031012 Closed/7141017	

Project Detailed Forecast		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>GL Account</b>												
<b>Expenses</b>												
5410	Construction Contracts - TCA	0	0	0	0	0	0	0	2,000,000	2,000,000	1,000,000	5,000,000
	Total	0	0	0	0	0	0	0	2,000,000	2,000,000	1,000,000	5,000,000
<b>Revenues</b>												
169	Pay As You Go - Capital Reserve	0	0	0	0	0	0	0	381,192	2,000,000	1,000,000	3,381,192
176	Canada Community-Building Fund	0	0	0	0	0	0	0	1,618,808	0	0	1,618,808
	Total	0	0	0	0	0	0	0	2,000,000	2,000,000	1,000,000	5,000,000

Related Projects		Historical Approved Budget			Operating Budget Impact				
		Year	Total Expense	Revenue		Effective Date	Unknown	Exp/(Rev)	FTE Impact
				Net City Cost	Subsidies				
		2014	375,000	375,000	0				
		2017	60,000	60,000	0				
		2018	340,000	340,000	0				
					Depending on the final design, there may be additional road maintenance costs.				
Year Identified	Start Date	Project Type for 2023	Project Lead		Est. Completion Date				
2007	January 1, 2015	Growth: 0.0 % Maintenance: 0.0 %	Adam Mourad		2033 & Beyond				



## Project Version Summary

<b>Project #</b>	ECP-003-08	<b>Service Area</b>	Infrastructure Services
<b>Budget Year</b>	2023	<b>Department</b>	Engineering
<b>Asset Type</b>	Unassigned	<b>Division</b>	Design
<b>Title</b>	Howard Avenue Corridor Infrastructure Improvements- S Cameron Boulevard to Herb Gray Parkway		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Roads Infrastructure		
<b>Wards</b>	Ward 1, Ward 9		
<b>Version Name</b>	Main (Active)		

<b>Project Description</b>	
<p>This project relates to improvements on Howard Avenue from South Cameron Boulevard south to the Herb Gray Parkway. Two environmental assessments were completed for this section of Howard Avenue,</p> <ol style="list-style-type: none"> <li>1) The Howard Avenue ESR – 2003, and more recently</li> <li>2) The Central Box Study Area - 2017.</li> </ol> <p>Improvements to this section of Howard Avenue are required in order to improve existing conditions as well as support growth in the area.</p>	
<b>Version Description</b>	
<p>2023-2027: Phase 1 - Engineering &amp; Construction for the South Cameron / Howard intersection redesign Pre-commitment of funding is planned to facilitate construction start in 2023. This phase is expected to be complete in 2024.</p> <p>2029- 2032: Phase 2 – Engineering/Land Acquisition/Utility Relocation – Howard - Kenilworth to Cabana</p> <p>The balance of the Howard Ave Corridor is estimated in the range of \$53 million. Limited funding has been identified for construction within the 10-year plan.</p>	
<b>Project Comments/Reference</b>	<b>Version Comments</b>
7096001	<p>COMMITMENT: CR269/2020 - IN-CAMERA: 2023 F169 \$100,000 - 2024 F176 \$2,334,000- 2024 F169 \$500,000</p>



Project Detailed Forecast												
GL Account		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>												
2915	Consulting Services - External	0	0	0	0	0	0	0	0	0	0	0
5410	Construction Contracts - TCA	100,000	4,834,000	0	2,798,000	9,368,000	0	100,000	1,350,000	0	2,140,000	20,690,000
Total		100,000	4,834,000	0	2,798,000	9,368,000	0	100,000	1,350,000	0	2,140,000	20,690,000
<b>Revenues</b>												
115	Dev Chg - Roads & Related	0	2,000,000	0	1,399,000	3,814,000	0	100,000	1,350,000	0	2,140,000	10,803,000
115CF	Committed Funding	50,000	417,000	0	0	0	0	0	0	0	0	467,000
169	Pay As You Go - Capital Reserve	0	0	0	693,400	2,323,860	0	0	0	0	0	3,017,260
169CF	Committed Funding	50,000	83,000	0	0	0	0	0	0	0	0	133,000
176	Canada Community-Building Fund	0	0	0	0	1,230,140	0	0	0	0	0	1,230,140
176CF	Committed Funding	0	0	0	0	0	0	0	0	0	0	0
221	Service Sustainability Investm	0	0	0	705,600	2,000,000	0	0	0	0	0	2,705,600
221CF	Committed Funding	0	2,334,000	0	0	0	0	0	0	0	0	2,334,000
Total		100,000	4,834,000	0	2,798,000	9,368,000	0	100,000	1,350,000	0	2,140,000	20,690,000

Related Projects		Historical Approved Budget				Operating Budget Impact					
Year Identified	Start Date	Project Type for 2023	Project Lead	Est. Completion Date	Revenue		Effective Date	Unknown	Exp/(Rev)	FTE Impact	
					Net City Cost	Subsidies					
2008	January 1, 2010	Growth: 100.0 % Maintenance: 0.0 %	Pat Winters	2033 & Beyond	2009	150,000	150,000			0	0
					2020	350,000	350,000				
					2022	50,000	50,000				
Description: Depending on the final design, there may be additional sewer and road maintenance costs.											



# Project Version Summary

<b>Project #</b>	ECP-003-09	<b>Service Area</b>	Infrastructure Services
<b>Budget Year</b>	2023	<b>Department</b>	Engineering
<b>Asset Type</b>	Unassigned	<b>Division</b>	Design
<b>Title</b>	Cabana Road Infrastructure Improvements		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Roads Infrastructure		
<b>Wards</b>	Ward 1, Ward 9		
<b>Version Name</b>	Main (Active)		

<b>Project Description</b>	
<p>Improvements on Cabana Road are required as a result of traffic growth, development of surrounding neighbourhoods and intensification. The Environmental Study Report was approved in 2008.</p> <p>As a result of the expected impacts stemming from the proposed location of the new acute care hospital, Council authorized Administration to proceed with design and contract administration of the Cabana Road Environmental Assessment implementation as per CR234/2015.</p>	
<b>Version Description</b>	
<p>2023: Phase 4 - Utility relocation and construction of Dominion to Highway 3          Project is underway with road construction scheduled to start early 2023 and expected completion by end of 2023.          Phase 5 - Engineering, Land Acquisition and Utility relocation – Provincial to Walker</p> <p>2024-2032: Phase 5 - Construction – Provincial to Walker</p>	
<b>Project Comments/Reference</b>	<b>Version Comments</b>
(7092005 Closed)/7152001	<p>COMMITMENT:          CR234/2015 - R18030: 2023 F153 \$677,190 - 2023 F169 \$307,278 - 2023 F221 \$307,278 - 2024 F153 \$590,610 - 2024 F169 \$1,587,685 - 2024 F221 \$1,587,685 - 2025 F153 \$674,308 - 2025 F169 \$1,587,676 - 2025 F221 \$1,587,675          CR319/2019 - C 115/2019: 2022 F169 \$750,000 - 2022 F221 \$750,000</p> <p>Note:          CR248/2019 C 79/2019: ICIP Public Transit Grant (ICIP-WIN-008) This grant will require \$12,208,058 of prior years approved funding.</p>

Project Detailed Forecast													
GL Account		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total	
<b>Expenses</b>													
5410	Construction Contracts - TCA	1,291,746	3,765,980	3,849,659	0	0	450,000	450,000	1,800,000	0	2,605,000	14,212,385	
Total		1,291,746	3,765,980	3,849,659	0	0	450,000	450,000	1,800,000	0	2,605,000	14,212,385	
<b>Revenues</b>													
028	Sewer Surcharge	0	0	0	0	0	0	0	0	0	0	0	
028CF	Committed Funding	0	0	0	0	0	0	0	0	0	0	0	
153	Sewer Surcharge	0	0	0	0	0	0	0	0	0	1,310,000	1,310,000	
153CF	Committed Funding	677,190	590,610	674,308	0	0	0	0	0	0	0	1,942,108	
169	Pay As You Go - Capital Reserve	0	0	0	0	0	450,000	450,000	450,000	0	840,000	2,190,000	
169CF	Committed Funding	307,278	1,587,685	1,587,676	0	0	0	0	0	0	0	3,482,639	
221	Service Sustainability Investm	0	0	0	0	0	0	0	1,350,000	0	455,000	1,805,000	
221CF	Committed Funding	307,278	1,587,685	1,587,675	0	0	0	0	0	0	0	3,482,638	
Total		1,291,746	3,765,980	3,849,659	0	0	450,000	450,000	1,800,000	0	2,605,000	14,212,385	
<b>Related Projects</b>		<b>Historical Approved Budget</b>				<b>Operating Budget Impact</b>							
<b>Follows</b>				<b>Revenue</b>				<b>Effective Date</b>		<b>Unknown</b>		<b>Exp/(Rev) FTE Impact</b>	
ECP-027-07		<b>Year</b>	<b>Total Expense</b>	<b>Net City Cost</b>	<b>Subsidies</b>	<b>Description</b>						0	0
ENG-002-18		2009	200,000	200,000	0	Upon completion of this project, road maintenance costs due to patching and maintaining gravel shoulders will decrease. These savings, however, will be offset by other road maintenance and snow removal costs resulting from the increased surface area of the road. Operating cost figures cannot be determined at this time as the project is still in its' preliminary stages, however, it is assumed that costs will be lower immediately following completion of the project and will escalate as the road ages.							
		2015	125,000	125,000	0								
		2016	3,612,000	3,612,000	0								
<b>Project Title</b>		2017	6,468,000	6,468,000	0								
Lennon Drain Improvements		2018	4,060,000	3,735,000	325,000								
		2019	3,830,325	3,830,325	0								
		2020	6,319,674	6,319,674	0								
		2021	7,779,841	6,056,742	1,723,099								
		2022	6,045,060	6,045,060	0								
<b>Year Identified</b>	<b>Start Date</b>	<b>Project Type for 2023</b>			<b>Project Lead</b>		<b>Est. Completion Date</b>						
2009	January 1, 2016	Growth: 50.0 % Maintenance: 50.0 %			Jane He		2030`						



# Project Version Summary

<b>Project #</b>	ECP-004-07	<b>Service Area</b>	Infrastructure Services
<b>Budget Year</b>	2023	<b>Department</b>	Engineering
<b>Asset Type</b>	Unassigned	<b>Division</b>	Design
<b>Title</b>	Walker Rd. Infrastructure Improvements		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Roads Infrastructure		
<b>Wards</b>	Ward 5, Ward 9, Ward 10		
<b>Version Name</b>	Main (Active)		

**Project Description**

The environmental assessment for Walker Rd. from Riverside Drive East to Highway 401 was completed in 2001. The majority of the proposed works from the EA have been implemented including widening of selected portions of Walker Road. Sections of Walker Road that remain to be constructed include:

- Foster Avenue to Airport Road;
- Temple Drive from Walker Road to Central Avenue, including railway crossing;
- Storm Sewer for servicing of Temple Drive, westerly to Byng Avenue.

**Version Description**

2028-2032: Engineering & Construction – Walker Road - Foster to Calderwood Avenue

The balance of work required for the rest of Walker Road – Calderwood Avenue to Airport Road AND Temple Drive Extension – Cul-de-sac to Walker Road is estimated in the range of \$20 million

Project Comments/Reference	Version Comments
7092016 ISF, 7104001	

Project Detailed Forecast		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>GL Account</b>												
<b>Expenses</b>												
5410	Construction Contracts - TCA	0	0	0	0	0	847,988	200,051	0	800,000	6,351,961	8,200,000
	<b>Total</b>	0	0	0	0	0	847,988	200,051	0	800,000	6,351,961	8,200,000
<b>Revenues</b>												
028	Sewer Surcharge	0	0	0	0	0	0	0	0	0	0	0
153	Sewer Surcharge	0	0	0	0	0	0	0	0	300,000	300,000	600,000
169	Pay As You Go - Capital Reserve	0	0	0	0	0	0	200,051	0	500,000	2,199,949	2,900,000
176	Canada Community-Building Fund	0	0	0	0	0	0	0	0	0	0	0
221	Service Sustainability Investm	0	0	0	0	0	847,988	0	0	0	3,852,012	4,700,000
	<b>Total</b>	0	0	0	0	0	847,988	200,051	0	800,000	6,351,961	8,200,000

Related Projects		Historical Approved Budget			Operating Budget Impact				
		Year	Total Expense	Revenue		Effective Date	Unknown	Exp/(Rev)	FTE Impact
				Net City Cost	Subsidies				
		2007	2,545,000	2,545,000	0				
		2009	2,700,000	900,000	1,800,000				
		2010	9,166,666	2,355,555	6,811,111				
		2011	1,000,000	0	1,000,000				
		2012	8,000,000	0	8,000,000				
		2013	6,000,000	0	6,000,000				
		2015	450,000	450,000	0				
Year Identified	Start Date	Project Type for 2023		Project Lead	Est. Completion Date				
2007	January 1, 2007	Growth: 0.0 % Maintenance: 0.0 %		Adam Mourad	2033 & Beyond`				



# Project Version Summary

<b>Project #</b>	ECP-005-07	<b>Service Area</b>	Infrastructure Services
<b>Budget Year</b>	2023	<b>Department</b>	Engineering
<b>Asset Type</b>	Unassigned	<b>Division</b>	Design
<b>Title</b>	Tecumseh Rd. E. Infrastructure Improvements		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Roads Infrastructure		
<b>Wards</b>	Ward 7, Ward 8		
<b>Version Name</b>	Main (Active)		

**Project Description**

The ESR for this project was completed in 1996. Improvements on Tecumseh Rd. E. are required as a result of traffic growth and expanded commercial activity. Project involves widening Tecumseh Rd. E. between Jefferson and Banwell. Planned improvements include building three through lanes in both directions, creating left turn storage lanes at all intersections, building raised medians, 1.5 km of sidewalk on both sides of the road, undertake the replacement of watermains and other utilities and extend the sanitary sewer. As of 2016, Jefferson to Lauzon Rd. has been completed. Next phase is Tecumseh and Forest Glade Intersection.

**Version Description**

2026-2030: Phase 1 - Design & Construction - Tecumseh Rd. E. and Forest Glade Intersection

2032: Phase 2 - Design – Tecumseh Rd. E. Little River to Forest Glade

The balance of the remainder Tecumseh Rd EA – Lauzon to Banwell and Little River Bridge is estimated in the range of \$68 million

Project Comments/Reference	Version Comments
7092017 ISF 7191037	

Project Detailed Forecast		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>GL Account</b>												
<b>Expenses</b>												
5410	Construction Contracts - TCA	0	0	0	873,168	1,125,000	0	1,000,000	2,701,832	0	400,000	6,100,000
	Total	0	0	0	873,168	1,125,000	0	1,000,000	2,701,832	0	400,000	6,100,000
<b>Revenues</b>												
169	Pay As You Go - Capital Reserve	0	0	0	304,360	375,000	0	100,000	645,640	0	0	1,425,000
176	Canada Community-Building Fund	0	0	0	0	0	0	0	0	0	0	0
221	Service Sustainability Investm	0	0	0	568,808	750,000	0	900,000	2,056,192	0	400,000	4,675,000
	Total	0	0	0	873,168	1,125,000	0	1,000,000	2,701,832	0	400,000	6,100,000

Related Projects		Historical Approved Budget			Operating Budget Impact				
		Year	Total Expense	Revenue		Effective Date	Unknown	Exp/(Rev)	FTE Impact
				Net City Cost	Subsidies				
		2009	5,400,000	1,800,000	3,600,000				
		2010	3,000,000	1,000,000	2,000,000				
		2020	450,000	450,000	0				
		2021	50,000	50,000	0				
		2022	500,000	500,000	0				
Year Identified	Start Date	Project Type for 2023		Project Lead		Est. Completion Date			
2007	January 1, 2009	Growth: 0.0 % Maintenance: 0.0 %		Ian Wilson		2033 & Beyond			



# Project Version Summary

<b>Project #</b>	ECP-008-07	<b>Service Area</b>	Infrastructure Services
<b>Budget Year</b>	2023	<b>Department</b>	Engineering
<b>Asset Type</b>	Unassigned	<b>Division</b>	Design
<b>Title</b>	Pedestrian Safety Improvements		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Transportation		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

<b>Project Description</b>
Funding to be used based on priority analysis for various locations. - School approach sidewalks - Transit route sidewalks

<b>Version Description</b>
Funding is allocated to projects based on warrant and priority analysis

<b>Project Comments/Reference</b>	<b>Version Comments</b>
7045034	CR343/2007

<b>Project Detailed Forecast</b>											
<b>GL Account</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>	<b>Total</b>
<b>Expenses</b>											
5410 Construction Contracts - TCA	0	100,000	0	100,000	0	100,000	0	100,000	100,000	0	500,000
Total	0	100,000	0	100,000	0	100,000	0	100,000	100,000	0	500,000
<b>Revenues</b>											
169 Pay As You Go - Capital Reserve	0	100,000	0	100,000	0	100,000	0	100,000	100,000	0	500,000
Total	0	100,000	0	100,000	0	100,000	0	100,000	100,000	0	500,000



Related Projects		Historical Approved Budget			Operating Budget Impact				
		Year	Total Expense	Revenue		Effective Date	Unknown	Exp/(Rev)	FTE Impact
				Net City Cost	Subsidies				
		2007	75,000	75,000	0				
		2008	175,000	175,000	0				
		2009	175,000	175,000	0				
		2010	175,000	175,000	0				
		2011	175,000	175,000	0				
		2012	100,000	100,000	0				
		2022	100,000	100,000	0				
<b>Year Identified</b>	<b>Start Date</b>	<b>Project Type for 2023</b>		<b>Project Lead</b>		<b>Est. Completion Date</b>			
2007	January 1, 2008	Growth: 0.0 % Maintenance: 0.0 %		Paul Mourad		Ongoing`			



# Project Version Summary

<b>Project #</b>	ECP-009-07	<b>Service Area</b>	Infrastructure Services
<b>Budget Year</b>	2023	<b>Department</b>	Engineering
<b>Asset Type</b>	Unassigned	<b>Division</b>	Design
<b>Title</b>	Intersection Improvements Program		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Roads Infrastructure		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

**Project Description**  
 Improvements are completed to address safety concerns at identified intersections selected and based on the most current road safety report.

**Version Description**  
 Various locations as identified in the Road Safety Report. Consultant may be retained to undertake safety audits on each identified location where not previously investigated.  
 Funding required to continue implementing recommended improvements.

<b>Project Comments/Reference</b>	<b>Version Comments</b>
(7062007 closed) 7151012, 7035046	

<b>Project Detailed Forecast</b>											
GL Account	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>											
5410 Construction Contracts - TCA	0	500,000	500,000	0	0	250,000	750,000	500,000	400,000	400,000	3,300,000
Total	0	500,000	500,000	0	0	250,000	750,000	500,000	400,000	400,000	3,300,000
<b>Revenues</b>											
169 Pay As You Go - Capital Reserve	0	500,000	500,000	0	0	250,000	750,000	500,000	400,000	400,000	3,300,000
Total	0	500,000	500,000	0	0	250,000	750,000	500,000	400,000	400,000	3,300,000

<b>Related Projects</b>	<b>Historical Approved Budget</b>				<b>Operating Budget Impact</b>	
	<b>Year</b>	<b>Total Expense</b>	<b>Revenue</b>	<b>Net City Cost</b>	<b>Effective Date</b>	<b>Exp/(Rev) FTE Impact</b>
<b>Follows</b>					Unknown	0 0
ECP-002-10	2015	15,000	15,000	0		
EDG-001-11	2019	470,000	470,000	0		
<b>Project Title</b>	2020	400,000	400,000	0		
	2021	500,000	500,000	0		
	2022	500,000	500,000	0		
Banwell Rd. Infrastructure Improvements	Special Meeting of Council - 2023 Operating & Capital Budgets - April 3, 2023					

Year Identified	Start Date	Project Type for 2023	Project Lead	Est. Completion Date
2007	January 1, 2019	Growth: 0.0 % Maintenance: 0.0 %	Paul Mourad	2033 & Beyond`



# Project Version Summary

<b>Project #</b>	ECP-010-07	<b>Service Area</b>	Infrastructure Services
<b>Budget Year</b>	2023	<b>Department</b>	Engineering
<b>Asset Type</b>	Unassigned	<b>Division</b>	Design
<b>Title</b>	East Riverside Planning District Infrastructure Improvements		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Roads Infrastructure		
<b>Wards</b>	Ward 7		
<b>Version Name</b>	Main (Active)		

**Project Description**

A section of Wyandotte Street East within the alignment laid out by the former Town of Riverside and associated drainage facilities has yet to be completed. This is subject to an environmental assessment prior to these works being constructed. This EA is underway.

In addition, Jarvis Avenue would be affected through the construction of an outlet sewer to Castle Hill Avenue. A portion of these works (road improvements) would be subject to the Local Improvement Policy.

**Version Description**

2024 & 2029: Engineering & Construction - Wyandotte Street Extension and Trunk Sewer on Jarvis Avenue to Beverly Glen Street. This work cannot proceed until the completion and approval of the Environmental Assessment and additional estimated funding of \$0.6 million is needed. No funding has been identified within the 10-year capital budget

The Jarvis Avenue Reconstruction is estimated in the range of \$4.5 million however, there is no funding identified within the 10-year capital budget.

Project Comments/Reference	Version Comments
7193000	
Closed: 7033118	

Project Detailed Forecast											
GL Account	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>											
2950 Other Prof Services-External	0	400,000	0	0	0	0	2,000,000	0	0	0	2,400,000
Total	0	400,000	0	0	0	0	2,000,000	0	0	0	2,400,000
<b>Revenues</b>											
028 Sewer Surcharge	0	0	0	0	0	0	0	0	0	0	0
115 Dev Chg - Roads & Related	0	400,000	0	0	0	0	0	0	0	0	400,000
169 Pay As You Go - Capital Reserve	0	0	0	0	0	0	2,000,000	0	0	0	2,000,000
Total	0	400,000	0	0	0	0	2,000,000	0	0	0	2,400,000

Related Projects		Historical Approved Budget			Operating Budget Impact				
		Year	Total Expense	Revenue		Effective Date	Unknown	Exp/(Rev)	FTE Impact
				Net City Cost	Subsidies				
		2007	8,000,000	8,000,000	0				
		2008	3,150,000	3,150,000	0				
		2009	4,816,667	4,816,667	0				
		2010	2,250,000	2,250,000	0				
		2015	1,000,000	1,000,000	0				
		2019	250,000	250,000	0				
Year Identified	Start Date	Project Type for 2023		Project Lead	Est. Completion Date				
2007	January 1, 2007	Growth: 0.0 % Maintenance: 0.0 %		Adam Mourad	2033 & Beyond`				



# Project Version Summary

<b>Project #</b>	ECP-013-09	<b>Service Area</b>	Infrastructure Services
<b>Budget Year</b>	2023	<b>Department</b>	Engineering
<b>Asset Type</b>	Unassigned	<b>Division</b>	Design
<b>Title</b>	La Bella Strada - Erie St. Business Improvement Area Streetscaping (SMP)		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Roads Infrastructure		
<b>Wards</b>	Ward 3		
<b>Version Name</b>	Main (Active)		

<b>Project Description</b>
CR339/2010 approved the Erie Street BIA Streetscaping - La Bella Strada project. Phase 1A - Howard to Pierre - complete Phase 1B - Erie from McDougall to Howard and Pierre to Lincoln  Erie St E between McDougall Ave & Howard Ave, upgrades to the storm sewer system will be included as outlined in the City Sewer Master Plan.

<b>Version Description</b>
This project will support pedestrian area design elements within the boundaries of the Erie Street Business Improvement Area.  2023: Phase 1B Engineering – Erie – McDougall to Howard AND Pierre to Lincoln.  The balance of funding required for the construct phase is estimated at \$4.1 million. No funds have been identified within the 10-year plan.

<b>Project Comments/Reference</b>	<b>Version Comments</b>
7109001 Closed 7183018	COMMITMENT: CR4/2019 - C 217/2018: 2023 F169 \$300,000

<b>Project Detailed Forecast</b>											
<b>GL Account</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>	<b>Total</b>
<b>Expenses</b>											
2915 Consulting Services - External	300,000	0	0	0	0	0	0	0	0	0	300,000
Total	300,000	0	0	0	0	0	0	0	0	0	300,000
<b>Revenues</b>											
169CF Committed Funding	300,000	0	0	0	0	0	0	0	0	0	300,000
176 Canada Community-Building Fund	0	0	0	0	0	0	0	0	0	0	0
6735 Recovery Of Expenses EXTERNAL	0	0	0	0	0	0	0	0	0	0	0
Total	300,000	0	0	0	0	0	0	0	0	0	300,000

Related Projects		Historical Approved Budget			Operating Budget Impact				
		Year	Total Expense	Revenue		Effective Date	Unknown	Exp/(Rev)	FTE Impact
				Net City Cost	Subsidies				
		2011	692,634	692,634	0			0	0
					No Operating Budget Impact				
Year Identified	Start Date	Project Type for 2023		Project Lead	Est. Completion Date				
2009	January 1, 2024	Growth: 100.0 % Maintenance: 0.0 %		Adam Mourad	2033 & Beyond				



# Project Version Summary

<b>Project #</b>	ECP-014-07	<b>Service Area</b>	Infrastructure Services
<b>Budget Year</b>	2023	<b>Department</b>	Engineering
<b>Asset Type</b>	Unassigned	<b>Division</b>	Design
<b>Title</b>	University Avenue/Victoria Avenue		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Roads Infrastructure		
<b>Wards</b>	Ward 2, Ward 3		
<b>Version Name</b>	Main (Active)		

**Project Description**

The University Avenue & Victoria Avenue Environmental Assessment is scheduled to be completed in 2022. This project is the implementation of the recommended alternatives which include the full reconstruction of University Ave (McDougall to Huron Church) and Victoria Ave (Chatham St W to Park St W).  
 Construction phasing to be determined based on recommendations from EA and / or available funding.

**Version Description**

2023-2032: Phase 1 - University Ave - Salter Avenue to West of Elm Street East (estimate = \$6.5 million)  
 The balance of the University Corridor is estimated at \$40 million. No funding has been identified within the 10-year plan.

<b>Project Comments/Reference</b>	<b>Version Comments</b>
7052085 closed/7092020 ISF closed/7143003/7221052	

<b>Project Detailed Forecast</b>											
GL Account	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>											
2915 Consulting Services - External	0	400,000	0	0	0	0	0	0	0	0	400,000
5410 Construction Contracts - TCA	1,100,000	0	0	0	0	5,000,000	0	0	0	0	6,100,000
<b>Total</b>	<b>1,100,000</b>	<b>400,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,000,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6,500,000</b>
<b>Revenues</b>											
028 Sewer Surcharge	0	0	0	0	0	0	0	0	0	0	0
153 Sewer Surcharge	0	0	0	0	0	500,000	0	0	0	0	500,000
169 Pay As You Go - Capital Reserve	0	0	0	0	0	1,500,000	0	0	0	0	1,500,000
176 Canada Community-Building Fund	0	0	0	0	0	1,000,000	0	0	0	0	1,000,000
221 Service Sustainability Investm	1,100,000	400,000	0	0	0	2,000,000	0	0	0	0	3,500,000
221CF Committed Funding	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>1,100,000</b>	<b>400,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,000,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6,500,000</b>



Related Projects		Historical Approved Budget			Operating Budget Impact				
		Year	Total Expense	Revenue		Effective Date	Unknown	Exp/(Rev)	FTE Impact
				Net City Cost	Subsidies				
		2007	150,000	150,000	0				
		2008	1,074,846	790,000	284,846				
		2009	4,032,987	2,039,750	1,993,237				
		2010	5,794,500	1,419,750	4,374,750				
		2018	897,640	0	897,640				
		2019	350,000	350,000	0				
		2020	350,000	350,000	0				
		2022	4,025,000	4,025,000	0				
<b>Year Identified</b>	<b>Start Date</b>	<b>Project Type for 2023</b>		<b>Project Lead</b>		<b>Est. Completion Date</b>			
2007	January 1, 2007	Growth: 0.0 % Maintenance: 100.0 %		Sarah Meneses		2033 & Beyond			



## Project Version Summary

<b>Project #</b>	ECP-016-07	<b>Service Area</b>	Infrastructure Services
<b>Budget Year</b>	2023	<b>Department</b>	Engineering
<b>Asset Type</b>	Unassigned	<b>Division</b>	Design
<b>Title</b>	The Riverside Drive Vista Improvement		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Roads Infrastructure		
<b>Wards</b>	Ward 2, Ward 3, Ward 4, Ward 5, Ward 6, Ward 7		
<b>Version Name</b>	Main (Active)		

<b>Project Description</b>	
<p>The Environmental Study Report was completed in 2007. It contains recommendations on construction phasing for improvements to Riverside Dr. The limits of the study are from Rosedale to the east City limits.          Phase 1 from Lauzon to Riverdale is completed.          Phase 2A from Ford to St. Rose includes DMAF funding.          Phase 3A from Ford to Strabane</p>	
<b>Version Description</b>	
<p>2024-2025: Construction Phase 2A - Ford to St. Rose          Pre-commitment of funding is planned to facilitate advance utility relocations in 2023. This project is complex with various stages of construction and coordination of other major infrastructure projects. The works will span over multiple years with completion expected in 2026.</p> <p>2025: Engineering and Construction, Riverside / Drouillard Intersection</p> <p>2026-2032: Engineering &amp; Construction Phase 3A - Ford to Strabane</p> <p>The balance of the Riverside Vista corridor is estimated at \$63 million. There is no funding identified for this within the 10-year plan.</p>	
<b>Project Comments/Reference</b>	<b>Version Comments</b>
7086001	

Project Detailed Forecast												
GL Account		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>												
2915	Consulting Services - External	0	0	2,400,000	0	0	0	0	0	0	0	2,400,000
5410	Construction Contracts - TCA	0	2,215,000	0	1,875,000	4,000,000	2,000,000	2,000,000	2,625,000	6,000,000	2,000,000	22,715,000
Total		0	2,215,000	2,400,000	1,875,000	4,000,000	2,000,000	2,000,000	2,625,000	6,000,000	2,000,000	25,115,000
<b>Revenues</b>												
169	Pay As You Go - Capital Reserve	0	553,750	600,000	0	0	0	500,000	0	620,699	825,000	3,099,449
176	Canada Community-Building Fund	0	0	0	0	0	500,000	0	1,125,000	3,879,301	0	5,504,301
221	Service Sustainability Investm	0	1,661,250	1,800,000	1,875,000	4,000,000	1,500,000	1,500,000	1,500,000	1,500,000	1,175,000	16,511,250
Total		0	2,215,000	2,400,000	1,875,000	4,000,000	2,000,000	2,000,000	2,625,000	6,000,000	2,000,000	25,115,000

Related Projects		Historical Approved Budget				Operating Budget Impact				
Year Identified	Start Date	Project Type for 2023	Project Lead	Est. Completion Date	Revenue		Effective Date	Unknown	Exp/(Rev)	FTE Impact
					Net City Cost	Subsidies				
2007	January 1, 2009	Growth: 0.0 % Maintenance: 0.0 %	Adam Mourad	2033 & Beyond	2008	150,000	150,000	0	0	0
					2009	1,000,000	1,000,000	0		
					2011	500,000	500,000	0		
					2016	3,250,000	3,250,000	0		
					2017	680,000	680,000	0		
					2018	280,000	280,000	0		
					2020	664,000	664,000	0		
					2021	250,000	250,000	0		
Description: Depending on the final design, there may be additional road and sewer maintenance costs.										



## Project Version Summary

<b>Project #</b>	ECP-022-07	<b>Service Area</b>	Infrastructure Services
<b>Budget Year</b>	2023	<b>Department</b>	Engineering
<b>Asset Type</b>	Unassigned	<b>Division</b>	Design
<b>Title</b>	Prince Rd./Totten St. Storm Sewer Improvements – (SMP)		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Sewers Infrastructure		
<b>Wards</b>	Ward 10		
<b>Version Name</b>	Main (Active)		

### Project Description

This project will relieve basement, street and property flooding in the Prince Road storm relief drainage area. This project was reviewed in concert with the Sewer Master Plan Implementation prioritization. Recommendations include completing the Prince Road Trunk Sewer Outlet to McKee Creek.

Next priority will include a proposed roundabout at intersection of Tecumseh/Felix with future phases to include sewer separation on Tecumseh, Dorchester, Felix & Marlborough.

### Version Description

Balance of storm relief sewers within the Prince Road drainage area are:  
 2024-2025: Trunk Storm Sewer Outlet - The EA is in the final stages with design to follow. Construction planned for 2024  
 2028-2029: Tecumseh/Dorchester  
 2031-2032: Felix/Marlborough Separation \$1,500,000

The balance of the works are on; Felix per Sewer Master Plan is estimated in the range of- \$26 million, and Totten Street from Betts to Mark estimated at- \$4.4 million. There are no funds identified for this within the 10-year plan.

### Project Comments/Reference

7086002/ 7186002

### Version Comments

Project Detailed Forecast													
GL Account		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total	
<b>Expenses</b>													
5410	Construction Contracts - TCA	0	1,898,750	1,721,250	0	0	1,000,000	2,600,000	0	750,000	700,000	8,670,000	
Total		0	1,898,750	1,721,250	0	0	1,000,000	2,600,000	0	750,000	700,000	8,670,000	
<b>Revenues</b>													
028	Sewer Surcharge	0	0	0	0	0	0	0	0	0	0	0	
117	Dev Chg - Storm & Drains	0	1,384,000	0	0	0	0	0	0	0	0	1,384,000	
153	Sewer Surcharge	0	453,500	1,687,500	0	0	1,000,000	1,950,000	0	562,500	700,000	6,353,500	
169	Pay As You Go - Capital Reserve	0	61,250	33,750	0	0	0	650,000	0	187,500	0	932,500	
221	Service Sustainability Investm	0	0	0	0	0	0	0	0	0	0	0	
Total		0	1,898,750	1,721,250	0	0	1,000,000	2,600,000	0	750,000	700,000	8,670,000	
<b>Related Projects</b>		<b>Historical Approved Budget</b>				<b>Operating Budget Impact</b>							
				<b>Revenue</b>				<b>Effective Date</b>		<b>Unknown</b>		<b>Exp/(Rev) FTE Impact</b>	
		<b>Year</b>	<b>Total Expense</b>	<b>Net City Cost</b>	<b>Subsidies</b>	<b>Description</b>				<b>0</b>		<b>0</b>	
		2007	670,000	670,000	0	Depending on the final design, there may be decreased road and sewer maintenance costs.							
		2008	325,000	325,000	0								
		2009	2,000,000	2,000,000	0								
		2010	4,620,000	4,620,000	0								
		2018	125,000	125,000	0								
		2020	80,000	80,000	0								
		2022	1,180,000	1,180,000	0								
<b>Year Identified</b>	<b>Start Date</b>	<b>Project Type for 2023</b>			<b>Project Lead</b>		<b>Est. Completion Date</b>						
2007	January 1, 2008	Growth: 0.0 % Maintenance: 0.0 %			Ian Wilson		2033 & Beyond'						



# Project Version Summary

<b>Project #</b>	ECP-023-07	<b>Service Area</b>	Infrastructure Services
<b>Budget Year</b>	2023	<b>Department</b>	Engineering
<b>Asset Type</b>	Unassigned	<b>Division</b>	Design
<b>Title</b>	Parent Ave./McDougall Ave. Storm Sewer (SMP)		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Roads Infrastructure		
<b>Wards</b>	Ward 3, Ward 4		
<b>Version Name</b>	Main (Active)		

**Project Description**

To relieve basement, street and property flooding in the Parent/McDougall storm relief area per Dillon's 1974 report. Construction of sewers will increase capacity to handle major storms. Limits of Report Area is CPR, McDougall, Lincoln and Detroit River.

This project will be reviewed in concert with the Sewer Master Plan Implementation prioritization.

**Version Description**

2024-2026: Giles Storm Sewer - Langlois to Gladstone Engineering & Construction  
 These funds have been pre-committed in order to facility construction in 2022. Work remains under maintenance.

2026-2032: McDougall Storm Relief Sewer - Phase 1 (Erie Street East to Giles Boulevard East)

The next priority for this area is the McDougall Storm Relief Sewer – Phase 2 (Giles Boulevard East to Ellis Street) and (Ellis Street to Tecumseh Road) which are estimated at \$17 million. There are no funding identified within the 10-year plan.

Project Comments/Reference	Version Comments
7182005	COMMITMENTS: CR69/2022 C 13/2022: 2024 F153 \$139,000 - 2025 F153 \$500,000 - 2026 F153 \$561,000

<b>Project Detailed Forecast</b>											
GL Account	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>											
5410 Construction Contracts - TCA	0	139,000	500,000	2,046,000	95,000	0	0	0	4,000,000	500,000	7,280,000
Total	0	139,000	500,000	2,046,000	95,000	0	0	0	4,000,000	500,000	7,280,000
<b>Revenues</b>											
028 Sewer Surcharge	0	0	0	0	0	0	0	0	0	0	0
028CF Committed Funding	0	0	0	0	0	0	0	0	0	0	0
153 Sewer Surcharge	0	0	0	0	0	0	0	0	4,000,000	500,000	4,500,000
153CF Committed Funding	0	139,000	500,000	561,000	0	0	0	0	0	0	1,200,000
221 Service Sustainability Investm	0	0	0	1,485,000	95,000	0	0	0	0	0	1,580,000
Total	0	139,000	500,000	2,046,000	95,000	0	0	0	4,000,000	500,000	7,280,000

Related Projects		Historical Approved Budget			Operating Budget Impact				
		Year	Total Expense	Revenue		Effective Date	Unknown	Exp/(Rev)	FTE Impact
				Net City Cost	Subsidies				
		2018	250,000	250,000	0				
		2022	2,950,000	2,950,000	0				
		Depending on the final design, there may be decreased road and sewer maintenance costs.							
Year Identified	Start Date	Project Type for 2023	Project Lead		Est. Completion Date				
2007	January 1, 2018	Growth: 0.0 % Maintenance: 0.0 %	Aojeen Issac		2033 & Beyond				



## Project Version Summary

<b>Project #</b>	ECP-035-07	<b>Service Area</b>	Infrastructure Services
<b>Budget Year</b>	2023	<b>Department</b>	Engineering
<b>Asset Type</b>	Unassigned	<b>Division</b>	Design
<b>Title</b>	City Wide Sewer Rehabilitation Program		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Sewers Infrastructure		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

<b>Project Description</b>	
The existing system is deteriorating and is causing major maintenance problems. This funding allows for the replacement of collapsed or deteriorated sewers. Projects are identified based on television inspection and emergency call activity.	
<b>Version Description</b>	
Please see attachment for further details.	
As part of projects list reprioritizing, Ypres – Marentette to Forest project, planned for 2022 construction in the approved 2021 budget, was deferred due to good condition of the road surface and will be reconsidered in future years.	
<b>Project Comments/Reference</b>	<b>Version Comments</b>
See Document Attached. OPEN: 7092009, 7134005, 7144004, 7164007, 7164008, 7171003-7171005, 7171009, 7181007, 7181008, 7181009, 7191024-7191026, 7201026-7201028, 7213002, 7221031, 7221032, 7221033, 7231008  CLOSED: 7082006-7082026, 7092008, 7092010-7092012, 7103002-7103007, 7111014-7111018, 7132000, 7134000-7134002, 7134004, 7144000-7144006, 7153001-7153005, 7164001, 7164003-7164005, 7161062-7161063, 7171004-7171008, 7181001-7181004, 7181006, 7201025	COMMITMENT: CR252/2022 C 97/2022: 2026 F153 \$780,000 CR331/2022 C 119/2022: 2023 F153 \$8,401,000 CR510/2022 C 197/2022: 2025 F153 \$2,335,000 CR19/2023 C 226/2022: 2023 F153 \$450,000



Project Detailed Forecast											
GL Account	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>											
5210 Land Acquisition	0	0	0	0	0	0	0	0	0	0	0
5410 Construction Contracts - TCA	10,343,000	6,037,000	8,555,000	9,366,624	5,463,550	9,700,000	9,300,000	9,000,000	9,000,000	9,044,705	85,809,879
Total	10,343,000	6,037,000	8,555,000	9,366,624	5,463,550	9,700,000	9,300,000	9,000,000	9,000,000	9,044,705	85,809,879
<b>Revenues</b>											
028 Sewer Surcharge	0	0	0	0	0	0	0	0	0	0	0
028CF Committed Funding	0	0	0	0	0	0	0	0	0	0	0
153 Sewer Surcharge	1,492,000	6,037,000	6,220,000	8,086,624	5,463,550	8,500,000	8,500,000	8,500,000	8,500,000	9,044,705	70,343,879
153CF Committed Funding	8,851,000	0	2,335,000	780,000	0	0	0	0	0	0	11,966,000
221 Service Sustainability Investm	0	0	0	500,000	0	1,200,000	800,000	500,000	500,000	0	3,500,000
Total	10,343,000	6,037,000	8,555,000	9,366,624	5,463,550	9,700,000	9,300,000	9,000,000	9,000,000	9,044,705	85,809,879

Related Projects		Historical Approved Budget				Operating Budget Impact						
Year Identified	Start Date	Project Type for 2023	Project Lead	Est. Completion Date	Revenue		Effective Date	Unknown	Exp/(Rev)	FTE Impact		
					Net City Cost	Subsidies	Description					
					Year	Total Expense	Net City Cost	Subsidies				
					2007	8,078,000	8,078,000	0				
					2008	9,069,000	9,069,000	0				
					2009	10,797,000	10,797,000	0				
					2010	11,611,000	11,611,000	0				
					2011	8,700,000	8,700,000	0				
					2012	7,250,000	7,250,000	0				
					2013	10,425,000	9,350,000	1,075,000				
					2014	15,055,000	15,055,000	0				
					2015	10,700,000	10,700,000	0				
					2016	12,500,000	12,500,000	0				
					2017	18,116,000	14,160,000	3,956,000				
					2018	14,116,673	14,116,673	0				
					2019	12,280,000	12,280,000	0				
					2020	8,208,750	8,208,750	0				
					2021	9,348,500	9,348,500	0				
					2022	10,245,000	10,245,000	0				
									Effective Date	Unknown	Exp/(Rev)	FTE Impact
									Description		0	0
									Depending on the final design, there may be decreased sewer maintenance costs.			



# Project Version Summary

<b>Project #</b>	ECP-036-07	<b>Service Area</b>	Infrastructure Services
<b>Budget Year</b>	2023	<b>Department</b>	Engineering
<b>Asset Type</b>	Unassigned	<b>Division</b>	Design
<b>Title</b>	Ojibway Sanitary Sewer Rehabilitation		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Sewers Infrastructure		
<b>Wards</b>	Ward 1, Ward 2		
<b>Version Name</b>	Main (Active)		

**Project Description**

These funds are required to rehabilitate the century old deteriorated sanitary sewer on Ojibway Parkway between the former Windsor Raceway and the Lou Romano Water Reclamation Plant. This sewer serves many of the industries located within the Ojibway Industrial Park. A 1992 study by LaFontaine, Cowie, Buratto & Associates Limited (now Stantec Consulting Ltd.) identified serious deterioration of the Ojibway Sanitary Sewer and recommended complete rehabilitation.

Past phases of work included Phase 1 (1993), Phase 2 (Linsell to Chappus - 2001), Phase 3 (Chappus to Broadway - 2001), Phase 4 (2011), Phase 5 (2017), and the more recent emergency relining work in 2020.

**Version Description**

2023: Rehabilitation - \$3,000,000  
 The project is complete pending funding allocation.

<b>Project Comments/Reference</b>	<b>Version Comments</b>
7203006	COMMITMENT: CR496/2020 - C 186/2020: 2023 F153 \$3,000,000

<b>Project Detailed Forecast</b>		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>GL Account</b>												
<b>Expenses</b>												
5410	Construction Contracts - TCA	3,000,000	0	0	0	0	0	0	0	0	0	3,000,000
	Total	3,000,000	0	0	0	0	0	0	0	0	0	3,000,000
<b>Revenues</b>												
028	Sewer Surcharge	0	0	0	0	0	0	0	0	0	0	0
028CF	Committed Funding	0	0	0	0	0	0	0	0	0	0	0
153CF	Committed Funding	3,000,000	0	0	0	0	0	0	0	0	0	3,000,000
	Total	3,000,000	0	0	0	0	0	0	0	0	0	3,000,000

Related Projects		Historical Approved Budget			Operating Budget Impact				
		Year	Total Expense	Revenue		Effective Date	Unknown	Exp/(Rev)	FTE Impact
				Net City Cost	Subsidies				
		2014	1,900,000	1,900,000	0				
					Depending on the final design, there may be decreased sewer maintenance costs.				
Year Identified	Start Date	Project Type for 2023		Project Lead	Est. Completion Date				
2007	January 1, 2022	Growth: 0.0 % Maintenance: 100.0 %		Fahd Mikhael	2022				



# Project Version Summary

<b>Project #</b>	ENG-001-16	<b>Service Area</b>	Infrastructure Services
<b>Budget Year</b>	2023	<b>Department</b>	Engineering
<b>Asset Type</b>	Unassigned	<b>Division</b>	Design
<b>Title</b>	Sixth Concession Rd./North Talbot Rd. Infrastructure Improvements		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Roads Infrastructure		
<b>Wards</b>	Ward 1, Ward 9		
<b>Version Name</b>	Main (Active)		

**Project Description**

The project is the implementation of the Sixth Concession/North Talbot EA. Limits are - Sixth Concession Road from Division to North Talbot and on North Talbot from Howard to City limits.

Phase 1 on North Talbot from Howard to the west leg of Southwood Lakes boulevard is under construction.

**Version Description**

2023-2028: Construction - North Talbot Phase 2 - Southwood Lakes Boulevard (West leg) to Goldenwood  
 2028-2032: Engineering for phased works  
 The balance of the phased improvements are estimated in the range of \$38 million.

Project Comments/Reference	Version Comments
7171063	COMMITMENT: B30/2019 - C 53/2019: 2023 F169 \$750 - 2023 F221 \$250

<b>Project Detailed Forecast</b>											
GL Account	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>											
5210 Land Acquisition	630	0	0	0	0	0	0	0	0	0	630
5410 Construction Contracts - TCA	370	0	0	700,000	969,813	1,425,187	1,750,000	1,400,000	1,000,000	1,500,000	8,745,370
Total	1,000	0	0	700,000	969,813	1,425,187	1,750,000	1,400,000	1,000,000	1,500,000	8,746,000
<b>Revenues</b>											
115 Dev Chg - Roads & Related	0	0	0	0	0	0	0	498,000	1,000,000	750,000	2,248,000
169 Pay As You Go - Capital Reserve	0	0	0	525,000	219,813	675,187	1,000,000	202,000	0	0	2,622,000
169CF Committed Funding	750	0	0	0	0	0	0	0	0	0	750
221 Service Sustainability Investm	0	0	0	175,000	750,000	750,000	750,000	700,000	0	750,000	3,875,000
221CF Committed Funding	250	0	0	0	0	0	0	0	0	0	250
Total	1,000	0	0	700,000	969,813	1,425,187	1,750,000	1,400,000	1,000,000	1,500,000	8,746,000

Related Projects		Historical Approved Budget			Operating Budget Impact				
		Year	Total Expense	Revenue		Effective Date	Unknown	Exp/(Rev)	FTE Impact
				Net City Cost	Subsidies				
		2020	2,850,000	2,850,000	0				
		2021	932,000	932,000	0				
		2022	967,000	967,000	0				
					Depending on the final design, there may be increased road and sewer maintenance costs.				
Year Identified	Start Date	Project Type for 2023	Project Lead		Est. Completion Date				
2016	January 1, 2021	Growth: 75.0 % Maintenance: 25.0 %	Paul Mourad		2033 & Beyond				



# Project Version Summary

<b>Project #</b>	ENG-001-22	<b>Service Area</b>	Infrastructure Services
<b>Budget Year</b>	2023	<b>Department</b>	Engineering
<b>Asset Type</b>	Unassigned	<b>Division</b>	Design
<b>Title</b>	Cameron Ave Storm Trunk Sewer (SMP)		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Sewers Infrastructure		
<b>Wards</b>			
<b>Version Name</b>	Main (Active)		

**Project Description**  
 Construction of new trunk storm sewer with outlet at Detroit River, consisting of 3.0km of storm sewer improvements, separation of existing combined sewers and road reconstruction.

**Version Description**  
 2031: Engineering fees for the Outlet at Detroit River - Schedule C Municipal Class Environmental Assessment Report  
 The balance of funding required for detailed design of the Outlet at Detroit River and Utility Relocation is estimated at \$2.8 million. Phase 1 – Martindale to Detroit River (outlet at Cameron Ave) is estimated at \$18 million. There are no funds identified for this work within the 10-year plan.

<b>Project Comments/Reference</b>	<b>Version Comments</b>

<b>Project Detailed Forecast</b>											
GL Account	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>											
5410 Construction Contracts - TCA	0	0	0	0	0	0	0	0	800,000	0	800,000
Total	0	0	0	0	0	0	0	0	800,000	0	800,000
<b>Revenues</b>											
028 Sewer Surcharge	0	0	0	0	0	0	0	0	0	0	0
153 Sewer Surcharge	0	0	0	0	0	0	0	0	800,000	0	800,000
Total	0	0	0	0	0	0	0	0	800,000	0	800,000

<b>Related Projects</b>	<b>Historical Approved Budget</b>	<b>Operating Budget Impact</b>

<b>Year Identified</b>	<b>Start Date</b>	<b>Project Type for 2023</b>	<b>Project Lead</b>	<b>Est. Completion Date</b>
2022		Growth: 0.0 % Maintenance: 0.0 %	Ian Wilson	2033 & Beyond`



# Project Version Summary

<b>Project #</b>	ENG-002-17	<b>Service Area</b>	Infrastructure Services
<b>Budget Year</b>	2023	<b>Department</b>	Engineering
<b>Asset Type</b>	Unassigned	<b>Division</b>	Design
<b>Title</b>	Bus Bay Program		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Transportation		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

**Project Description**

These funds are used to cost-share in the construction of school bus bays as per a formula approved through CR383/2009. Bus bay needs are prioritized by a committee of the four school boards as well as Transportation Services.

**Version Description**

The school boards have prioritized the following schools:

-Forest Glade Primary Learning Centre

Project Comments/Reference	Version Comments
7119001	

GL Account	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>											
5410 Construction Contracts - TCA	100,000	100,000	0	0	100,000	100,000	100,000	100,000	50,000	0	650,000
Total	100,000	100,000	0	0	100,000	100,000	100,000	100,000	50,000	0	650,000
<b>Revenues</b>											
169 Pay As You Go - Capital Reserve	100,000	100,000	0	0	100,000	100,000	100,000	100,000	50,000	0	650,000
Total	100,000	100,000	0	0	100,000	100,000	100,000	100,000	50,000	0	650,000

Related Projects	Historical Approved Budget				Operating Budget Impact		
			Revenue		Effective Date	Unknown	Exp/(Rev) FTE Impact
	Year	Total Expense	Net City Cost	Subsidies	Description		
	2022	100,000	100,000	0	Depending on the final design, there may be increase road maintenance costs.	0	0

Year Identified	Start Date	Project Type for 2023	Project Lead	Est. Completion Date
-----------------	------------	-----------------------	--------------	----------------------



2017	January 1, 2022	Growth: 100.0 % Maintenance: 0.0 %	Paul Mourad	Ongoing`
------	-----------------	---------------------------------------	-------------	----------



# Project Version Summary

<b>Project #</b>	ENG-002-19	<b>Service Area</b>	Infrastructure Services
<b>Budget Year</b>	2023	<b>Department</b>	Engineering
<b>Asset Type</b>	Unassigned	<b>Division</b>	Design
<b>Title</b>	Sewer Master Plan Implementation (SMP)		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Sewers Infrastructure		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

**Project Description**

The Sewer and Coastal Flood Protection Master Plan is now complete and will serve as a guiding document to reduce the risk and impact of flooding in the City. An implementation strategy is being developed to align recommendations contained in the SMP with various other City priorities/improvements with overlapping goals.

**Version Description**

Work / Action identified by Sewer Master Plan  
 Lauzon Parkway  
 2023 - Construction Placeholders \$3,970,000  
 2024 - Construction Placeholders \$6,500,000  
 2025 - Construction Placeholders \$890,000

Riverside Drive Ph2A – Hawthorn to Cantelon  
 2024 - \$5,000,000  
 2026 – \$5,000,000  
 2028 - \$5,000,000  
 2030 - \$100,000

St. Rose Stormwater Pumping Station  
 2023 - \$5,000,000  
 2025 - \$5,000,000  
 2027 – \$5,000,000  
 2029 - \$5,000,000  
 2030 - \$4,900,000

Trunk Sewer Flow Monitoring  
 2025 - \$252,650

Locate & Mitigate Inflow & Infiltration in Existing Neighbourhoods  
 2025 - \$301,571

Unallocated  
 2025-2032 -remaining from above will be outlined through the Sewer Implementation Prioritization  
 2033+ \$5.0 Billion

Project Comments/Reference	Version Comments
7199004, 7201032, 7201034, 7201035, 7201036, 7196000, 7219002, 7211017, 7219003, 7211018	<p>COMMITMENTS:            B13/2021, C 5/2021: \$5,000,000 F153 2023-2025            B13/2021, C 5/2021: \$5,000,000 F153 2026-2030 to be approved and that once funding for each year is within 5 years is pre-committed and available for immediate use.            B32/2021 - C 161/2021: 1. Trunk Sewer flow Monitoring (7224003) - 2025 F153 \$81,400 - 2025 F221 \$171,250 2. Locate and Mitigate Inflow &amp; Infiltration of Existing Neighborhoods (7224004) - 2025 - F153 \$94,071 - 2025 F221 \$207,500.</p> <p>PLACEHOLDER:            CR379/2020 - C 127/2020: 2023 F153 \$3,970,000 2024 F153 \$6,500,000 - 2025 F153 \$714,529 (\$890,000 Less per-commitment of \$81,400 &amp; \$94,071) - To be leveraged as the City's matching portion of a grant, should any grant opportunities become available for this project.</p> <p>Note:            As part of this Capital Budget submission, Administration is requesting Council's approval to transfer funding between each of SMP - funded project ids within PeopleSoft.</p>

Project Detailed Forecast											
GL Account	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>											
2915 Consulting Services - External	3,970,000	6,500,000	2,793,221	2,500,000	6,627,801	1,100,000	3,012,820	226,580	732,799	0	27,463,221
5410 Construction Contracts - TCA	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	0	0	40,000,000
Total	8,970,000	11,500,000	7,793,221	7,500,000	11,627,801	6,100,000	8,012,820	5,226,580	732,799	0	67,463,221
<b>Revenues</b>											
028 Sewer Surcharge	0	0	0	0	0	0	0	0	0	0	0
028CF Committed Funding	0	0	0	0	0	0	0	0	0	0	0
153 Sewer Surcharge	0	0	610,000	2,500,000	6,458,121	1,100,000	2,282,500	226,580	732,799	0	13,910,000
153CF Committed Funding	8,970,000	11,500,000	5,890,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	0	0	51,360,000
169 Pay As You Go - Capital Reserve	0	0	0	0	0	0	0	0	0	0	0
221 Service Sustainability Investm	0	0	914,471	0	169,680	0	730,320	0	0	0	1,814,471
221CF Committed Funding	0	0	378,750	0	0	0	0	0	0	0	378,750
Total	8,970,000	11,500,000	7,793,221	7,500,000	11,627,801	6,100,000	8,012,820	5,226,580	732,799	0	67,463,221

Related Projects		Historical Approved Budget			Operating Budget Impact
			Revenue		
		Year	Total Expense	Net City Cost	Subsidies
		2019	4,812,249	4,812,249	0
		2020	10,250,000	10,250,000	0
		2021	8,970,000	8,970,000	0
		2022	10,760,779	10,760,779	0
Year Identified	Start Date	Project Type for 2023	Project Lead	Est. Completion Date	
2019	January 1, 2019	Growth: 0.0 % Maintenance: 100.0 %	Stacey McGuire	Ongoing`	



# Project Version Summary

<b>Project #</b>	ENG-002-22	<b>Service Area</b>	Infrastructure Services
<b>Budget Year</b>	2023	<b>Department</b>	Engineering
<b>Asset Type</b>	Unassigned	<b>Division</b>	Design
<b>Title</b>	Jefferson Drainage Area (SMP)		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Sewers Infrastructure		
<b>Wards</b>			
<b>Version Name</b>	Main (Active)		

**Project Description**  
 Construction of separated storm and sanitary sewers including trunk and storage systems to reduce surface and basement flooding risks in the Edgar St sanitary trunk sewer service area, includes Jefferson Pumping Station Drainage Area. Recommendations were refined in the SMP. Phasing plan was is being developed with a recommended phase 1 construction planned in 2023. Additional funding for subsequent phases is required.

**Version Description**  
 2024-2026: Phase 2 Construction of improvements per the recommended phasing plan.  
 2032: Engineering for future phases of the implementation plan.  
 Remaining phases as identified in the Sewer Master Plan are estimated in the range of – \$161 million.

Project Comments/Reference	Version Comments

Project Detailed Forecast											
GL Account	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>											
5410 Construction Contracts - TCA	0	324,498	751	0	0	1,637,751	0	0	0	750,000	2,713,000
Total	0	324,498	751	0	0	1,637,751	0	0	0	750,000	2,713,000
<b>Revenues</b>											
028 Sewer Surcharge	0	0	0	0	0	0	0	0	0	0	0
153 Sewer Surcharge	0	324,498	751	0	0	1,500,000	0	0	0	750,000	2,575,249
169 Pay As You Go - Capital Reserve	0	0	0	0	0	137,751	0	0	0	0	137,751
221 Service Sustainability Investm	0	0	0	0	0	0	0	0	0	0	0
Total	0	324,498	751	0	0	1,637,751	0	0	0	750,000	2,713,000

Related Projects		Historical Approved Budget		Operating Budget Impact
Year Identified	Start Date	Project Type for 2023	Project Lead	Est. Completion Date
2022		Growth: 0.0 % Maintenance: 0.0 %	Ian Wilson	2033 & Beyond



# Project Version Summary

<b>Project #</b>	ENG-003-23	<b>Service Area</b>	Infrastructure Services
<b>Budget Year</b>	2023	<b>Department</b>	Engineering
<b>Asset Type</b>		<b>Division</b>	Design
<b>Title</b>	E.C Row/Banwell Interchange		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Roads Infrastructure		
<b>Wards</b>			
<b>Version Name</b>	Main (Active)		

**Project Description**  
 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. The addition of the development further contributes to an already poor service level. The interchange must be built as soon as possible. Interim solutions will have to be developed and implemented prior to the new development operations.

**Version Description**  
 2029-2032: Engineering and site prep.  
 The construction of the interchange is estimated in the range of \$50 million. There are no funds identified within the 10-year plan.

Project Comments/Reference	Version Comments
7233000	COMMITMENTS C 226/2022; CR19/2023 - 2025 F169 \$1,346,000, 2024 F176 \$1,000,000, 2025 F176 \$2,654,000

Project Detailed Forecast											
GL Account	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>											
5410 Construction Contracts - TCA	0	1,000,000	4,000,000	0	0	0	0	0	0	0	5,000,000
Total	0	1,000,000	4,000,000	0	0	0	0	0	0	0	5,000,000
<b>Revenues</b>											
028 Sewer Surcharge	0	0	0	0	0	0	0	0	0	0	0
169 Pay As You Go - Capital Reserve	0	0	0	0	0	0	0	0	0	0	0
169CF Committed Funding	0	0	1,346,000	0	0	0	0	0	0	0	1,346,000
176 Canada Community-Building Fund	0	0	0	0	0	0	0	0	0	0	0
176CF Committed Funding	0	1,000,000	2,654,000	0	0	0	0	0	0	0	3,654,000
221 Service Sustainability Investm	0	0	0	0	0	0	0	0	0	0	0
Total	0	1,000,000	4,000,000	0	0	0	0	0	0	0	5,000,000

Related Projects		Historical Approved Budget		Operating Budget Impact
Year Identified	Start Date	Project Type for 2023	Project Lead	Est. Completion Date
2023		Growth: 0.0 % Maintenance: 0.0 %	France Isabelle-Tunks	TBD`





# Project Version Summary

<b>Project #</b>	ENG-004-23	<b>Service Area</b>	Infrastructure Services
<b>Budget Year</b>	2023	<b>Department</b>	Engineering
<b>Asset Type</b>		<b>Division</b>	Design
<b>Title</b>	Dominion - Ojibway to Totten/ Ojibway Storm Outlet		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Roads Infrastructure		
<b>Wards</b>			
<b>Version Name</b>	Main (Active)		

**Project Description**

The new storm sewer design will be based on South Cameron Planning Area Functional Design Report as prepared by Haddad Morgan and Associates Ltd.

South Cameron Storm Outlet through Ojibway trunk sewer will require to be constructed prior to Dominion (Ojibway to Totten), based on Haddad Morgan's recommendation to provide an outlet for the storm sewer system.

**Version Description**

2027-2031: Engineering & Construction - Ojibway (Storm Outlet) phase 1 - St. Clair Avenue to Roxborough Boulevard (530 m) - estimated at \$6.8 million  
 2032: Engineering & Construction - Ojibway (Storm outlet) phase 2 (Roxborough Blvd to Dominion)- \$2 million

The balance of the work for phase 2 is estimated at \$6.6 million which is not currently funded within the 10 year plan.

Dominion - Ojibway to Totten - \$9 million - not currently funded within the 10 year plan.

Project Comments/Reference	Version Comments

Project Detailed Forecast		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>GL Account</b>												
<b>Expenses</b>												
5410	Construction Contracts - TCA	0	0	0	0	298,520	1,778,051	1,250,000	500,000	2,973,429	2,000,000	8,800,000
	Total	0	0	0	0	298,520	1,778,051	1,250,000	500,000	2,973,429	2,000,000	8,800,000
<b>Revenues</b>												
169	Pay As You Go - Capital Reserve	0	0	0	0	276,520	300,051	500,000	500,000	2,973,429	1,000,000	5,550,000
176	Canada Community-Building Fund	0	0	0	0	0	0	0	0	0	0	0
221	Service Sustainability Investm	0	0	0	0	22,000	1,478,000	750,000	0	0	1,000,000	3,250,000
	Total	0	0	0	0	298,520	1,778,051	1,250,000	500,000	2,973,429	2,000,000	8,800,000

Related Projects		Historical Approved Budget		Operating Budget Impact
Year Identified	Start Date	Project Type for 2023	Project Lead	Est. Completion Date
2023		Growth: 0.0 % Maintenance: 0.0 %	Aojeen Issac	TBD`



## Project Version Summary

<b>Project #</b>	ENG-005-17	<b>Service Area</b>	Infrastructure Services
<b>Budget Year</b>	2023	<b>Department</b>	Engineering
<b>Asset Type</b>	Unassigned	<b>Division</b>	Design
<b>Title</b>	Central Box EA Road and Infrastructure Improvements (SMP)		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Roads Infrastructure		
<b>Wards</b>	Ward 9, Ward 10		
<b>Version Name</b>	Main (Active)		

### Project Description

The Central Box EA (2017) proposes road and infrastructure improvements to an area bounded by Eugenie St. to the north, Howard Ave. to the east, West Grand / South Cameron to the south, and Dominion Blvd. to the west.

The Dominion work is anticipated to start construction in 2023 from Northwood to Ojibway.

### Version Description

2023: Construction - Dougall Rd CN Underpass - \$3,560,000  
These works are complete pending funding allocation.

2024-2026: Engineering Construction - Dominion - Northwood to Ojibway - \$4 million  
These funds are pre-committed to facilitate construction planned for 2023.

Subsequent phases required to complete the work in Central Box EA are estimated in the range of \$66 million.

### Project Comments/Reference

As part of the Central Box EA, works related to both the Dougall Avenue-Ouellette Place intersection, along with a new East-West Connection, be made a priority. The works related to the Dougall Avenue-Ouellette Place intersection have been identified as part of the 2019, 7-year Capital Plan. Other works identified in the EA were not prioritized and remain in the 2026+ timeframe at this time.

7161061, 7171084, 7203004

### Version Comments

COMMITMENT:  
CR172/2019 - C 38/2019 - (7161061): 2023 F169 \$2,370,000 - 2023 F176 \$400,000 - 2023 F221 \$790,000  
CR69/2022 - C13/2022 - (7171084): 2024 F169 \$1,925,000 - F221 \$1,275,000 - 2025 F169 \$225,000 - F221 \$75,000 - 2026 F169 \$375,000 - \$F221 \$125,000

Project Detailed Forecast												
GL Account		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>												
5410	Construction Contracts - TCA	3,560,000	3,200,000	300,000	500,000	0	0	0	0	0	0	7,560,000
	Total	3,560,000	3,200,000	300,000	500,000	0	0	0	0	0	0	7,560,000
<b>Revenues</b>												
169	Pay As You Go - Capital Reserve	0	0	0	0	0	0	0	0	0	0	0
169CF	Committed Funding	2,370,000	1,925,000	225,000	375,000	0	0	0	0	0	0	4,895,000
176CF	Committed Funding	400,000	0	0	0	0	0	0	0	0	0	400,000
221	Service Sustainability Investm	0	0	0	0	0	0	0	0	0	0	0
221CF	Committed Funding	790,000	1,275,000	75,000	125,000	0	0	0	0	0	0	2,265,000
	Total	3,560,000	3,200,000	300,000	500,000	0	0	0	0	0	0	7,560,000

Related Projects		Historical Approved Budget			Operating Budget Impact						
Year Identified	Start Date	Project Type for 2023	Project Lead	Est. Completion Date	Revenue		Effective Date	Unknown	Exp/(Rev)	FTE Impact	
					Year	Total Expense					Net City Cost
2017	January 1, 2019	Growth: 75.0 % Maintenance: 25.0 %	Aojeen Issac	2033 & Beyond	2019	1,722,000	1,722,000	0		0	
					2020	500,000	500,000	0		0	
					2021	2,743,891	2,650,000	93,891		0	
					2022	2,100,000	2,100,000	0		0	
					Description	Depending on the final design, there may be increased road and bicycle facility maintenance costs.					



# Project Version Summary

<b>Project #</b>	ENG-005-19	<b>Service Area</b>	Infrastructure Services
<b>Budget Year</b>	2023	<b>Department</b>	Engineering
<b>Asset Type</b>	Unassigned	<b>Division</b>	Design
<b>Title</b>	Enhanced Flooding Mitigation Program - DMAF 1		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Sewers Infrastructure		
<b>Wards</b>	Ward 6		
<b>Version Name</b>	Main (Active)		

## Project Description

A series of major sewer-related projects, estimated to cost \$89,784,560, has been identified through work related to the ongoing Sewer Master Plan which can help reduce the likelihood of flooding. The Federal government, through the Disaster Mitigation and Adaptation Fund, is anticipated to fund \$32,090,691 of the work, or 40% of the eligible costs, WUC Recoveries are anticipated to be \$2,412,869, City funding is for the remaining \$55,281,000.

## Version Description

Individual Project budgets are subject to change per executive committee. Below are listing of projects.

- Matthew Brady - Edgar / Tranby (Phase 2)
- Belle Isle View - Wyandotte / St. Rose (Phase 1)
- Belle Isle View - St. Rose / Edgar (Phase 2)
- Eastlawn - Wyandotte E / Edgar
- Matthew Brady - Wyandotte E / St. Rose (Phase 3)
- East Marsh Road Drainage Redirection
- Tranby Road & Park:
- Riverside Vista, Phase 2A
- Cedarview Relief Sewer
- Bellperche Trunk Sewer
- Brumpton Park Underground Storage:
- St. Paul Pump Station Expansion
- East Marsh Pump Station Improvements:
- LRPCP Overflow Improvement:
- Flow Monitoring
- General City Sewer Rehabilitation Projects

## Project Comments/Reference

7171005, 7171009, 7181007, 7191025, 7191035, 7191034, 7196000, 7191038, 7205000, 7205001, 7215001, 7215000, 7215002, 7225000

## Version Comments

COMMITMENT:  
 CR380/2018 - C 119/2018: 2023 F153 \$2,000,000 - 2024 - F153 \$6,550,000 - 2025 F153 \$6,550,000 - 2026 F153 \$6,550,000  
 CR695/2017 - C 190/2017: 2023 F169 \$837,500 - 2023 F221 \$2,512,500 - 2024 F169 \$928,750 - 2024 F221 \$2,786,250  
 PLACEHOLDER:  
 CR380/2018 - C 119/2018: 2027 and 2028 F153 \$6,550,000 approved for immediate use, once the funding year falls within 5 years funds are committed.  
 Note:  
 B57/2020 - C 198/2019: Administration is requesting Council approval to transfer funding between each of DMAF-funded project ids within Peoplesoft, subject to approval of the DMAF Executive Committee.

<b>Project Detailed Forecast</b>												
<b>GL Account</b>		<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>	<b>Total</b>
<b>Expenses</b>												
5410	Construction Contracts - TCA	9,055,038	15,557,094	13,174,958	9,824,443	6,660,923	7,065,046	0	0	0	0	61,337,502
Total		9,055,038	15,557,094	13,174,958	9,824,443	6,660,923	7,065,046	0	0	0	0	61,337,502
<b>Revenues</b>												
028CF	Committed Funding	0	0	0	0	0	0	0	0	0	0	0
153CF	Committed Funding	2,000,000	6,550,000	6,550,000	6,550,000	6,550,000	6,550,000	0	0	0	0	34,750,000
169CF	Committed Funding	837,500	928,750	0	0	0	0	0	0	0	0	1,766,250
221CF	Committed Funding	2,512,500	2,786,250	0	0	0	0	0	0	0	0	5,298,750
6320	Canada Specific Grants	3,570,523	5,071,323	6,490,443	3,274,443	110,923	515,046	0	0	0	0	19,032,701
6735	Recovery Of Expenses EXTERNAL	134,515	220,771	134,515	0	0	0	0	0	0	0	489,801
Total		9,055,038	15,557,094	13,174,958	9,824,443	6,660,923	7,065,046	0	0	0	0	61,337,502
<b>Related Projects</b>		<b>Historical Approved Budget</b>				<b>Operating Budget Impact</b>						
				<b>Revenue</b>								
		<b>Year</b>	<b>Total Expense</b>	<b>Net City Cost</b>	<b>Subsidies</b>							
		2019	4,566,886	4,230,000	336,886							
		2020	6,956,181	3,276,000	3,680,181							
		2021	8,048,551	3,005,000	5,043,551							
		2022	8,670,440	2,750,000	5,920,440							
<b>Year Identified</b>	<b>Start Date</b>	<b>Project Type for 2023</b>		<b>Project Lead</b>			<b>Est. Completion Date</b>					
2019	January 1, 2017	Growth: 15.6 % Maintenance: 84.4 %		Various			2028`					



# Project Version Summary

<b>Project #</b>	ENG-005-22	<b>Service Area</b>	Infrastructure Services
<b>Budget Year</b>	2023	<b>Department</b>	Engineering
<b>Asset Type</b>	Unassigned	<b>Division</b>	Design
<b>Title</b>	DMAF 4 Large-Scale Stream Retention Treatment Basin LRWRP		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Sewers Infrastructure		
<b>Wards</b>			
<b>Version Name</b>	Main (Active)		

## Project Description

The West Windsor Retention Treatment Basin (RTB) will reduce the risk of basement flooding across the Lou Romano Water Reclamation Plant (LRWRP) drainage area during extreme precipitation events and meet the Ministry's Procedure F-5-5 for combined sewer overflows (CSO) requirements. A series of RTB-related projects have been identified through the Windsor Riverfront West CSO Control "Schedule C" Class EA Environmental Study Report, and confirmed by the approved Sewer Master Plan. Project was submitted as part of Disaster Mitigation and Adaptation Fund (DMAF) Intake 4. If approved, the Federal government, through the Disaster Mitigation and Adaptation Fund, is anticipated to fund \$32,740,800 of the work, or 40% of the eligible costs, City funding is for the remaining \$55,800,000.

## Version Description

Individual Project budgets are subject to change per executive committee. Below are listing of projects.

- CSO Collector Sewer and upgrades Interceptor Chambers
- Pumping Station to raise flow from CSO Collector Sewer to RTB
- Retention Treatment Basin at LRWRP
- Outfall Sewer from RTB to Detroit River

## Project Comments/Reference

7225001

## Version Comments

PLACEHOLDER:  
 CR454/2021 C138/2021: F153 2027 \$3,751,701 - 2028 \$5,887,751 - 2029 \$6,987,751 and \$1,600,000 - 2030 \$6,987,751 & \$5,000,000 - 2031 \$12,000,000 - 2032 \$13,585,046

## Project Detailed Forecast

GL Account	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>											
2951 INTERNAL Service Salary Allocn	0	0	0	0	3,751,701	5,887,751	8,587,751	11,987,751	12,000,000	13,585,046	55,800,000
Total	0	0	0	0	3,751,701	5,887,751	8,587,751	11,987,751	12,000,000	13,585,046	55,800,000
<b>Revenues</b>											
028CF Committed Funding	0	0	0	0	0	0	0	0	0	0	0
153CF Committed Funding	0	0	0	0	3,751,701	5,887,751	8,587,751	11,987,751	12,000,000	13,585,046	55,800,000
Total	0	0	0	0	3,751,701	5,887,751	8,587,751	11,987,751	12,000,000	13,585,046	55,800,000

Related Projects		Historical Approved Budget		Operating Budget Impact
Year Identified	Start Date	Project Type for 2023	Project Lead	Est. Completion Date
2022		Growth: 0.0 % Maintenance: 0.0 %	Ian Wilson	2032





# Project Version Summary

<b>Project #</b>	ENG-006-20	<b>Service Area</b>	Infrastructure Services
<b>Budget Year</b>	2023	<b>Department</b>	Engineering
<b>Asset Type</b>	Unassigned	<b>Division</b>	Design
<b>Title</b>	Local Improvement Program		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Roads Infrastructure		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

## Project Description

This project funds Local Improvements related to roads, alleys, sidewalks, street-lighting and sewers.

## Version Description

Projects are selected in a priority basis and as per report C 131/2019 approved by council. They are selected based on condition ratings and prioritized installation of new sanitary sewers in un-serviced areas.

2023: Clemenceau Local Improvement – North Service Road to Railway Tracks  
 Baseline Road Sanitary Sewer Improvements - 7th to 8th Concession Road

2024 - 2032: - Project list in progress

## Project Comments/Reference

7171002, 7111012, 7159000, 7191008, 7161015, 7221039

## Version Comments

Project Detailed Forecast																														
GL Account		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total																		
<b>Expenses</b>																														
5410	Construction Contracts - TCA	28,000	2,991,282	726,282	1,637,000	1,250,000	1,550,000	1,295,000	1,897,436	1,250,000	1,500,000	14,125,000																		
Total		28,000	2,991,282	726,282	1,637,000	1,250,000	1,550,000	1,295,000	1,897,436	1,250,000	1,500,000	14,125,000																		
<b>Revenues</b>																														
028	Sewer Surcharge	0	0	0	0	0	0	0	0	0	0	0																		
153	Sewer Surcharge	0	1,895,562	545,562	500,000	500,000	750,000	750,000	750,000	500,000	840,000	7,031,124																		
160	Capital Expenditure Reserve	0	0	50,000	0	0	0	0	0	0	0	50,000																		
169	Pay As You Go - Capital Reserve	0	0	0	0	0	200,000	95,000	997,436	300,000	225,000	1,817,436																		
221	Service Sustainability Investm	28,000	815,000	0	887,000	500,000	300,000	300,000	0	300,000	435,000	3,565,000																		
6735	Recovery Of Expenses EXTERNAL	0	280,720	130,720	250,000	250,000	300,000	150,000	150,000	150,000	0	1,661,440																		
Total		28,000	2,991,282	726,282	1,637,000	1,250,000	1,550,000	1,295,000	1,897,436	1,250,000	1,500,000	14,125,000																		
<b>Related Projects</b>		<b>Historical Approved Budget</b>				<b>Operating Budget Impact</b>																								
		<table border="1"> <thead> <tr> <th rowspan="2">Year</th> <th rowspan="2">Total Expense</th> <th colspan="2">Revenue</th> </tr> <tr> <th>Net City Cost</th> <th>Subsidies</th> </tr> </thead> <tbody> <tr> <td>2020</td> <td>1,944,800</td> <td>1,594,800</td> <td>350,000</td> </tr> <tr> <td>2021</td> <td>3,850,000</td> <td>3,569,280</td> <td>280,720</td> </tr> <tr> <td>2022</td> <td>1,670,000</td> <td>1,520,000</td> <td>150,000</td> </tr> </tbody> </table>				Year	Total Expense	Revenue		Net City Cost	Subsidies	2020	1,944,800	1,594,800	350,000	2021	3,850,000	3,569,280	280,720	2022	1,670,000	1,520,000	150,000							
Year	Total Expense	Revenue																												
		Net City Cost	Subsidies																											
2020	1,944,800	1,594,800	350,000																											
2021	3,850,000	3,569,280	280,720																											
2022	1,670,000	1,520,000	150,000																											
<b>Year Identified</b>	<b>Start Date</b>	<b>Project Type for 2023</b>		<b>Project Lead</b>			<b>Est. Completion Date</b>																							
2020	January 1, 2020	Growth: 0.0 % Maintenance: 100.0 %		Adam Mourad			Ongoing`																							



# Project Version Summary

<b>Project #</b>	ENG-026-17	<b>Service Area</b>	Infrastructure Services
<b>Budget Year</b>	2023	<b>Department</b>	Engineering
<b>Asset Type</b>	Unassigned	<b>Division</b>	Design
<b>Title</b>	Sandwich Street - Roundabout and Archeological Study		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Roads Infrastructure		
<b>Wards</b>	Ward 2		
<b>Version Name</b>	Main (Active)		

**Project Description**  
 This project is the construction of a roundabout at University Ave and Riverside Dr.

**Version Description**  
 This project is complete pending funding allocation.

<b>Project Comments/Reference</b>	<b>Version Comments</b>
7171001	

<b>Project Detailed Forecast</b>											
GL Account	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>											
5410 Construction Contracts - TCA	375,000	0	0	0	0	0	0	0	0	0	375,000
Total	375,000	0	0	0	0	0	0	0	0	0	375,000
<b>Revenues</b>											
221CF Committed Funding	375,000	0	0	0	0	0	0	0	0	0	375,000
Total	375,000	0	0	0	0	0	0	0	0	0	375,000

<b>Related Projects</b>	<b>Historical Approved Budget</b>				<b>Operating Budget Impact</b>
			<b>Revenue</b>		
	<b>Year</b>	<b>Total Expense</b>	<b>Net City Cost</b>	<b>Subsidies</b>	
	2019	500,000	500,000	0	
	2021	1,150,000	1,150,000	0	

<b>Year Identified</b>	<b>Start Date</b>	<b>Project Type for 2023</b>	<b>Project Lead</b>	<b>Est. Completion Date</b>
------------------------	-------------------	------------------------------	---------------------	-----------------------------

2017	January 23, 2017	Growth: 0.0 % Maintenance: 100.0 %	Fahd Mikhael	2021`
------	---------------------	---------------------------------------	--------------	-------



# Project Version Summary

<b>Project #</b>	ENG-027-17	<b>Service Area</b>	Infrastructure Services
<b>Budget Year</b>	2023	<b>Department</b>	Engineering
<b>Asset Type</b>	Unassigned	<b>Division</b>	Design
<b>Title</b>	Walkerville Theming Implementation		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Community & Economic Development		
<b>Wards</b>	Ward 3, Ward 4		
<b>Version Name</b>	Main (Active)		

**Project Description**  
Placeholder as per the approved 2017 enhanced Capital Budget 5-year plan.

**Version Description**  
Project is the future implementation of the Walkerville Theming on Districting Plan

<b>Project Comments/Reference</b>	<b>Version Comments</b>
	PLACEHOLDER: B8/2019 - C 226/2021: 2024 F169 \$1,000,000.

<b>Project Detailed Forecast</b>											
GL Account	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>											
5410 Construction Contracts - TCA	0	1,000,000	0	0	0	0	0	0	0	0	1,000,000
Total	0	1,000,000	0	0	0	0	0	0	0	0	1,000,000
<b>Revenues</b>											
169CF Committed Funding	0	1,000,000	0	0	0	0	0	0	0	0	1,000,000
Total	0	1,000,000	0	0	0	0	0	0	0	0	1,000,000

<b>Related Projects</b>	<b>Historical Approved Budget</b>	<b>Operating Budget Impact</b>

<b>Year Identified</b>	<b>Start Date</b>	<b>Project Type for 2023</b>	<b>Project Lead</b>	<b>Est. Completion Date</b>
------------------------	-------------------	------------------------------	---------------------	-----------------------------

2017	January 23, 2017	Growth: 0.0 % Maintenance: 0.0 %	France Isabelle-Tunks	2024`
------	---------------------	-------------------------------------	-----------------------	-------



## Project Version Summary

<b>Project #</b>	ECP-001-10	<b>Service Area</b>	Infrastructure Services
<b>Budget Year</b>	2023	<b>Department</b>	Engineering
<b>Asset Type</b>	Unassigned	<b>Division</b>	Development
<b>Title</b>	Upper Little River Stormwater Management Plan and Implementation		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Sewers Infrastructure		
<b>Wards</b>	Ward 9		
<b>Version Name</b>	Main (Active)		

<b>Project Description</b>	
<p>To provide storm water drainage outlet and regional storm water management facilities for the Sandwich South Lands. Upper Little River Storm Water Study was initiated to develop a plan for the provision, protection, enhancement and restoration of the drainage system. Substantial stormwater facilities are required and are to be constructed in phases.</p> <p>Based on current development pressures, the first priority will be the construction of stormwater management (SWM) facilities at the NW corner of Lauzon Parkway and County Road 42 which will service the Lauzon Parkway/County Rd 42 intersection and properties fronting on County Road 42. This may be constructed in phases with the first phase being the size of pond required to service the intersection and hospital site. Future phases would expand the pond to service the remaining properties along County Road 42.</p> <p>The next priority will likely be SWM facilities to service the East Pelton Secondary Plan area.</p>	
<b>Version Description</b>	
<p>2023 - 2032: Phased design, land acquisition and construction of SWM ponds at Lauzon / CR 42 - \$25,635,973</p> <p>Phased construction of the remainder of the SWM ponds at Lauzon/CR42. SWM ponds to service the East Pelton Secondary Plan Area</p>	
<b>Project Comments/Reference</b>	<b>Version Comments</b>
7076102/7155000 (closed)	<p>COMMITMENTS</p> <p>C 226/2022; CR19/2023-2023 F117 \$2,000,000</p>

Project Detailed Forecast													
GL Account		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total	
<b>Expenses</b>													
5410	Construction Contracts - TCA	2,000,000	3,300,000	4,151,200	3,496,687	1,688,086	1,500,000	1,725,000	2,275,000	2,500,000	3,000,000	25,635,973	
Total		2,000,000	3,300,000	4,151,200	3,496,687	1,688,086	1,500,000	1,725,000	2,275,000	2,500,000	3,000,000	25,635,973	
<b>Revenues</b>													
028	Sewer Surcharge	0	0	0	0	0	0	0	0	0	0	0	
117	Dev Chg - Storm & Drains	0	3,300,000	2,584,000	0	0	0	0	0	0	0	5,884,000	
117CF	Committed Funding	2,000,000	0	0	0	0	0	0	0	0	0	2,000,000	
153	Sewer Surcharge	0	0	1,567,200	2,672,188	1,345,836	0	157,800	2,275,000	2,016,952	3,000,000	13,034,976	
169	Pay As You Go - Capital Reserve	0	0	0	824,499	342,250	1,500,000	1,567,200	0	483,048	0	4,716,997	
176	Canada Community-Building Fund	0	0	0	0	0	0	0	0	0	0	0	
Total		2,000,000	3,300,000	4,151,200	3,496,687	1,688,086	1,500,000	1,725,000	2,275,000	2,500,000	3,000,000	25,635,973	
<b>Related Projects</b>		<b>Historical Approved Budget</b>				<b>Operating Budget Impact</b>							
				<b>Revenue</b>				<b>Effective Date</b>		<b>Unknown</b>		<b>Exp/(Rev) FTE Impact</b>	
		<b>Year</b>	<b>Total Expense</b>	<b>Net City Cost</b>	<b>Subsidies</b>	<b>Description</b>							
		2015	250,000	250,000	0	Depending on the final design of the drainage system, there may be additional drain maintenance costs.						0 0	
		2018	500,000	500,000	0								
		2020	500,000	500,000	0								
		2021	500,000	500,000	0								
		2022	1,000,000	1,000,000	0								
<b>Year Identified</b>	<b>Start Date</b>	<b>Project Type for 2023</b>		<b>Project Lead</b>			<b>Est. Completion Date</b>						
2010	January 1, 2018	Growth: 100.0 % Maintenance: 0.0 %		Ryan Langlois			2033 & Beyond						





# Project Version Summary

<b>Project #</b>	ECP-004-08	<b>Service Area</b>	Infrastructure Services
<b>Budget Year</b>	2023	<b>Department</b>	Engineering
<b>Asset Type</b>	Unassigned	<b>Division</b>	Development
<b>Title</b>	Municipal Drains Capital Rehabilitation Program		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Sewers Infrastructure		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

<b>Project Description</b>	
<p>The ongoing maintenance of Municipal Drains is required by the Drainage Act. Any person affected by the condition of a drain has the power to compel repairs and places potential liability on the responsible municipality.</p> <p>As directed by City Council and approved by the City of Windsor Act, 1968, and CR388/2007, municipal drain maintenance is charged to the general levy and/or to the sewer surcharge levy rather than through special assessment to benefiting property owners as permitted by the Drainage Act. The majority of current funding is raised through the sewer surcharge levy. In order to maintain existing municipal drains and to update Drainage Engineer reports on a 70 year cycle, sustained investments in this project are required.</p>	
<b>Version Description</b>	
<p>Municipal Drains: 2023-2032: Drainage Engineer Reports and maintenance as required</p> <p>Priority Projects identified in the 5-year horizon include, but are not limited to:</p> <ul style="list-style-type: none"> <li>• Russette Drain</li> <li>• Talsma Drain</li> <li>• Wolfe Drain</li> <li>• McKee Drain</li> <li>• Basin Drain</li> <li>• Dawson Drain</li> <li>• O'Neil Drain</li> <li>• Turkey Creek</li> </ul>	
<b>Project Comments/Reference</b>	<b>Version Comments</b>
7086004	

Project Detailed Forecast												
GL Account		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>												
2950	Other Prof Services-External	419,000	250,000	336,000	500,000	500,000	0	600,000	600,000	800,000	500,000	4,505,000
Total		419,000	250,000	336,000	500,000	500,000	0	600,000	600,000	800,000	500,000	4,505,000
<b>Revenues</b>												
028	Sewer Surcharge	0	0	0	0	0	0	0	0	0	0	0
153	Sewer Surcharge	250,000	250,000	250,000	500,000	500,000	0	600,000	600,000	800,000	500,000	4,250,000
221	Service Sustainability Investm	169,000	0	86,000	0	0	0	0	0	0	0	255,000
Total		419,000	250,000	336,000	500,000	500,000	0	600,000	600,000	800,000	500,000	4,505,000

Related Projects	Historical Approved Budget				Operating Budget Impact			
	Year	Total Expense	Revenue		Effective Date	Unknown	Exp/(Rev)	FTE Impact
			Net City Cost	Subsidies				
	2008	400,000	400,000	0				
	2009	200,000	200,000	0				
	2010	200,000	200,000	0				
	2011	200,000	200,000	0				
	2012	200,000	200,000	0				
	2013	200,000	200,000	0				
	2014	200,000	200,000	0				
	2015	200,000	200,000	0				
	2016	100,000	100,000	0				
	2017	100,000	100,000	0				
	2018	200,000	200,000	0				
	2019	500,000	500,000	0				
	2020	200,000	200,000	0				
	2021	545,000	545,000	0				
	2022	250,000	250,000	0				

Year Identified	Start Date	Project Type for 2023	Project Lead	Est. Completion Date
2008	January 1, 2008	Growth: 0.0 % Maintenance: 100.0 %	Tom Graziano	Ongoing`



# Project Version Summary

<b>Project #</b>	ECP-004-09	<b>Service Area</b>	Infrastructure Services
<b>Budget Year</b>	2023	<b>Department</b>	Engineering
<b>Asset Type</b>	Unassigned	<b>Division</b>	Development
<b>Title</b>	Stormwater and Sanitary Master Plan Development (SMP)		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Sewers Infrastructure		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

**Project Description**

The need for these Master plans was recognized as a result of several factors, including the acquisition of the Sandwich South Lands and the completion of many of the Priority 1 Storm Sewer projects. Over the past 50 years, many studies have been undertaken for Storm and Sanitary Drainage areas. In addition, the current CCTV sewer program will identify areas of concern for sewer replacement. The resulting Stormwater and Sanitary master plans will provide consolidation of the various Storm and Sanitary studies and identify Storm and Sanitary priority lists for future Capital Works Budgets. Depending on legislation, there may be a requirement to accelerate completion of the Master Plan. Source Water Protection Policies may require monitoring of combined sewer overflow outfalls within the areas of concern.

**Version Description**

This project is complete pending funding allocation

<b>Project Comments/Reference</b>	<b>Version Comments</b>
7124000	COMMITMENT: CR660/2017 - C 193/2017: 2023 F153 \$250,000

<b>Project Detailed Forecast</b>											
<b>GL Account</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>	<b>Total</b>
<b>Expenses</b>											
2951 INTERNAL Service Salary Allocn	250,000	0	0	0	0	0	0	0	0	0	250,000
Total	250,000	0	0	0	0	0	0	0	0	0	250,000
<b>Revenues</b>											
028CF Committed Funding	0	0	0	0	0	0	0	0	0	0	0
153CF Committed Funding	250,000	0	0	0	0	0	0	0	0	0	250,000
Total	250,000	0	0	0	0	0	0	0	0	0	250,000

Related Projects		Historical Approved Budget			Operating Budget Impact				
		Year	Total Expense	Revenue		Effective Date	Unknown	Exp/(Rev)	FTE Impact
				Net City Cost	Subsidies				
		2012	250,000	250,000	0				
		2013	200,000	200,000	0				
		2014	500,000	500,000	0				
		2015	700,000	700,000	0				
		2018	750,000	750,000	0				
		2022	250,000	250,000	0				
Year Identified	Start Date	Project Type for 2023		Project Lead	Est. Completion Date				
2009	January 1, 2013	Growth: 25.0 % Maintenance: 75.0 %		Stacey McGuire	2023`				



# Project Version Summary

<b>Project #</b>	ECP-005-08	<b>Service Area</b>	Infrastructure Services
<b>Budget Year</b>	2023	<b>Department</b>	Engineering
<b>Asset Type</b>	Unassigned	<b>Division</b>	Development
<b>Title</b>	Grand Marais Drain Improvements (Concrete Channel)		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Sewers Infrastructure		
<b>Wards</b>	Ward 10		
<b>Version Name</b>	Main (Active)		

## Project Description

The Grand Marais Drain Channel Improvements Environmental Assessment was completed in 2012. The Environmental Assessment recommended a reconstruction that would involve a variety of formats that support additional enclosure, naturalization, and expansion of recreational opportunities. The existing concrete channel between Dougall Avenue and Huron Church Road requires total replacement by 2066.

Immediate repairs to the existing concrete channel in the sections from Dominion Boulevard downstream to Huron Church Road and Dougall Avenue downstream to Bruce Avenue have been completed on an as needed basis. Further repairs beginning at Dougall Avenue were identified to be required by 2026.

The entire length of the drain is planned to be improved through this program. Implementation of the improvements identified in the EA have not begun as of 2022 and an update will be required to the EA prior to starting any works.

## Version Description

Grand Marais Drain Improvements (Concrete Channel):  
 2029: Update to Environmental Assessment - \$100,000  
     Engineering and construction - repairs from Dougall Avenue downstream to Bruce Avenue - \$920,500  
     Engineering – Repairs from Dominion Boulevard downstream to Huron Church Road - \$149,000  
 2030: Construction - Repairs from Dominion Boulevard downstream to Huron Church Road - \$1,098,420  
 2031: Engineering for Repairs from Bruce Avenue to Dominion Boulevard - \$350,000  
 2032: Phased Construction - Repairs from Bruce Avenue to Dominion Boulevard - \$800,000  
 2033+: Phased Construction - \$45,000,000

## Project Comments/Reference

7086005

## Version Comments

## Project Detailed Forecast

GL Account	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>											
5410 Construction Contracts - TCA	0	0	0	0	0	0	1,169,500	1,098,420	350,000	800,000	3,417,920
Total	0	0	0	0	0	0	1,169,500	1,098,420	350,000	800,000	3,417,920
<b>Revenues</b>											
028 Sewer Surcharge	0	0	0	0	0	0	0	0	0	0	0
153 Sewer Surcharge	0	0	0	0	0	0	1,169,500	1,098,420	350,000	800,000	3,417,920
Total	0	0	0	0	0	0	1,169,500	1,098,420	350,000	800,000	3,417,920

Related Projects		Historical Approved Budget			Operating Budget Impact				
		Year	Total Expense	Revenue		Effective Date	Unknown	Exp/(Rev)	FTE Impact
				Net City Cost	Subsidies				
		2008	250,000	250,000	0				
		2009	250,000	250,000	0				
		2010	500,000	500,000	0				
		2011	500,000	500,000	0				
		2016	250,000	250,000	0				
<b>Year Identified</b>	<b>Start Date</b>	<b>Project Type for 2023</b>		<b>Project Lead</b>		<b>Est. Completion Date</b>			
2008	January 1, 2010	Growth: 0.0 % Maintenance: 0.0 %		Tom Graziano		2033 & Beyond			



# Project Version Summary

<b>Project #</b>	ECP-028-07	<b>Service Area</b>	Infrastructure Services
<b>Budget Year</b>	2023	<b>Department</b>	Engineering
<b>Asset Type</b>	Unassigned	<b>Division</b>	Development
<b>Title</b>	Grand Marais Drain Rehabilitation Program (Existing Naturalized Channel)		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Sewers Infrastructure		
<b>Wards</b>	Ward 5, Ward 10		
<b>Version Name</b>	Main (Active)		

**Project Description**

The naturalized channel of the Grand Marais Drain east of South Cameron Boulevard was the subject of an Environmental Assessment in 2012 and revision in 2015. Segments between South Cameron Boulevard and Howard Avenue and between Turner Road and Byng Road, as well the Lafarge Canada Bridge, have been implemented to date.

The remaining work to be completed between Howard Avenue and Turner Road will address conveyance capacity improvements that had been identified which will allow for the decommissioning of various temporary stormwater ponds near the drain and release of lands back to owners. Regular and ongoing maintenance of the drain and of culverts is also funded through this account, requiring sustained investment.

**Version Description**

2023: Construction – E C Row to North Service Road - \$1,200,000  
 2026-2032: Phased construction for repairs and maintenance from Howard to Turner

Project Comments/Reference	Version Comments
7082003	

Project Detailed Forecast		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>GL Account</b>												
<b>Expenses</b>												
5410	Construction Contracts - TCA	0	0	0	200,250	999,750	1,300,000	650,000	150,000	300,000	0	3,600,000
	Total	0	0	0	200,250	999,750	1,300,000	650,000	150,000	300,000	0	3,600,000
<b>Revenues</b>												
028	Sewer Surcharge	0	0	0	0	0	0	0	0	0	0	0
153	Sewer Surcharge	0	0	0	200,250	999,750	1,300,000	650,000	150,000	300,000	0	3,600,000
	Total	0	0	0	200,250	999,750	1,300,000	650,000	150,000	300,000	0	3,600,000

Related Projects		Historical Approved Budget			Operating Budget Impact				
		Year	Total Expense	Revenue		Effective Date	Unknown	Exp/(Rev)	FTE Impact
				Net City Cost	Subsidies				
		2007	140,000	140,000	0				
		2008	735,000	735,000	0				
		2009	1,330,000	1,330,000	0				
		2014	2,000,000	2,000,000	0				
		2018	470,000	470,000	0				
		2019	1,600,000	1,600,000	0				
		2021	732,000	732,000	0				
		2022	500,000	500,000	0				
Year Identified	Start Date	Project Type for 2023		Project Lead		Est. Completion Date			
2007	January 1, 2008	Growth: 0.0 % Maintenance: 0.0 %		Tom Graziano		Ongoing`			





# Project Version Summary

<b>Project #</b>	ECP-041-07	<b>Service Area</b>	Infrastructure Services
<b>Budget Year</b>	2023	<b>Department</b>	Engineering
<b>Asset Type</b>	Unassigned	<b>Division</b>	Development
<b>Title</b>	New Infrastructure Development - Cost Sharing for Infrastructure (Developer-related)		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Sewers Infrastructure		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

**Project Description**  
 This ongoing allotment is used to repay developers to oversize, extend or construct sewers and roads so other lands can be serviced. Any cost sharing required by developers will require the developer's patience for payment to future years as other priorities require funding. Financing charges will be incurred for any payments made to developers outside the funding available in the current year.

**Version Description**  
 Funding source for City's share of oversizing and servicing for anticipated developments.

<b>Project Comments/Reference</b>	<b>Version Comments</b>
7035119	

<b>Project Detailed Forecast</b>												
GL Account	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total	
<b>Expenses</b>												
5410 Construction Contracts - TCA	450,000	300,000	200,000	0	0	200,000	500,000	500,000	500,000	500,000	3,150,000	
Total	450,000	300,000	200,000	0	0	200,000	500,000	500,000	500,000	500,000	3,150,000	
<b>Revenues</b>												
028 Sewer Surcharge	0	0	0	0	0	0	0	0	0	0	0	
115 Dev Chg - Roads & Related	0	0	0	0	0	0	300,000	300,000	0	0	600,000	
153 Sewer Surcharge	150,000	300,000	200,000	0	0	200,000	200,000	200,000	150,000	500,000	1,900,000	
169 Pay As You Go - Capital Reserve	300,000	0	0	0	0	0	0	0	350,000	0	650,000	
Total	450,000	300,000	200,000	0	0	200,000	500,000	500,000	500,000	500,000	3,150,000	

Related Projects		Historical Approved Budget			Operating Budget Impact				
		Year	Total Expense	Revenue		Effective Date	Unknown	Exp/(Rev)	FTE Impact
				Net City Cost	Subsidies				
		2007	150,000	150,000	0				
		2008	486,000	486,000	0				
		2009	250,000	250,000	0				
		2010	250,000	250,000	0				
		2011	250,000	250,000	0				
		2014	100,000	100,000	0				
		2015	250,000	250,000	0				
		2016	100,000	100,000	0				
		2017	100,000	100,000	0				
		2018	22,500	22,500	0				
		2019	755,000	755,000	0				
		2021	272,500	272,500	0				
		2022	800,000	800,000	0				
<b>Year Identified</b>	<b>Start Date</b>	<b>Project Type for 2023</b>		<b>Project Lead</b>		<b>Est. Completion Date</b>			
2007	January 1, 2015	Growth: 100.0 % Maintenance: 0.0 %		Stacey McGuire		Ongoing`			



## Project Version Summary

<b>Project #</b>	EDG-001-11	<b>Service Area</b>	Infrastructure Services
<b>Budget Year</b>	2023	<b>Department</b>	Engineering
<b>Asset Type</b>	Unassigned	<b>Division</b>	Development
<b>Title</b>	Lauzon Parkway & County Rd. 42 Infrastructure Improvements		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Roads Infrastructure		
<b>Wards</b>	Ward 9		
<b>Version Name</b>	Main (Active)		

### Project Description

This Project is to implement the Lauzon Parkway Environmental Assessment (EA).

The limits are Lauzon Parkway (E C Row to 401), County Road 42 (Walker to City limits) and E-W Arterial (Walker Road to County Road 17).

The construction of the Lauzon Parkway/Country Rd 42 intersection is the first phase.

Note: Improvements to the Upper Little River Stormwater Facilities (ECP-001-10) identified within this corridor are required to be completed in conjunction with this improvements noted in this project.

### Version Description

2023-2029: Design and Construction – County Rd 42 and Lauzon Parkway Intersection Realignment (total estimate = \$26.2 million)

2030-2032: Engineering – County Rd 42 from Walker Road to Lauzon Parkway

The balance of the funds required are estimated (2023 Pricing) to be;

- County Road 42 – Walker Rd to City Limits - \$70 million. This is in addition to Lauzon Pkwy & CR42 Intersection Realignment which is fully funded.
- Lauzon Pkwy - County Road 42 to Highway 401 Interchange - \$115 million

### Project Comments/Reference

7109005 (closed)  
7197000

### Version Comments

Note:  
Approval of the new hospital may require acceleration of these funds.

#### COMMITMENTS

C 226/2022; CR19/2023-2023 F115 \$1,000,000

Project Detailed Forecast											
GL Account	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>											
2915 Consulting Services - External	1,000,000	0	0	0	0	0	0	0	0	0	1,000,000
5410 Construction Contracts - TCA	0	0	3,000,000	6,103,313	5,845,714	0	6,000,000	8,050,000	500,000	500,000	29,999,027
Total	1,000,000	0	3,000,000	6,103,313	5,845,714	0	6,000,000	8,050,000	500,000	500,000	30,999,027
<b>Revenues</b>											
115 Dev Chg - Roads & Related	0	0	3,000,000	5,703,313	5,247,832	0	6,000,000	8,050,000	0	0	28,001,145
115CF Committed Funding	1,000,000	0	0	0	0	0	0	0	0	0	1,000,000
117 Dev Chg - Storm & Drains	0	0	0	0	0	0	0	0	0	0	0
169 Pay As You Go - Capital Reserve	0	0	0	0	0	0	0	0	0	0	0
176 Canada Community-Building Fund	0	0	0	0	0	0	0	0	0	0	0
221 Service Sustainability Investm	0	0	0	400,000	597,882	0	0	0	500,000	500,000	1,997,882
Total	1,000,000	0	3,000,000	6,103,313	5,845,714	0	6,000,000	8,050,000	500,000	500,000	30,999,027

Related Projects		Historical Approved Budget				Operating Budget Impact		
Precedes	Year	Total Expense	Revenue		Effective Date	Unknown	Exp/(Rev)	FTE Impact
ECP-009-07	2011	50,000	Net City Cost	Subsidies	Description		0	0
<b>Project Title</b> Intersection Improvements Program	2012	50,000	0	50,000	Upon completion of this project, road maintenance costs due to patching and maintaining gravel shoulders will decrease. These savings, however, will be offset by other road maintenance and snow removal costs resulting from the increased surface area of Lauzon Parkway and County Rd. 42, as well as the addition of the East/West Arterial. Operating cost figures cannot be determined at this time as the project is still in its' preliminary stages, however, it is assumed that costs will be lower immediately following completion of the project and will escalate as the road ages.			
	2013	50,000	0	50,000				
	2019	1,500,000	1,500,000	0				
	2020	1,500,000	1,500,000	0				
	2021	550,000	550,000	0				
Year Identified	Start Date	Project Type for 2023		Project Lead	Est. Completion Date			
2011	January 1, 2021	Growth: 100.0 % Maintenance: 0.0 %		Ryan Langlois	2033 & Beyond'			



## Project Version Summary

<b>Project #</b>	ENG-001-13	<b>Service Area</b>	Infrastructure Services
<b>Budget Year</b>	2023	<b>Department</b>	Engineering
<b>Asset Type</b>	Unassigned	<b>Division</b>	Development
<b>Title</b>	Capital Rehabilitation Program for Little River Steel Retaining Walls		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Sewers Infrastructure		
<b>Wards</b>	Ward 6, Ward 7		
<b>Version Name</b>	Main - Little River Steel Retaining Walls (Active)		

### Project Description

Steel retaining walls and earth dykes have been constructed along the Little River between Riverside Drive and the VIA Rail tracks beginning in 1983 to provide flood protection to the immediate neighbourhoods of the area which have high risk of overland flooding. This offers vital flood protection for over 2000 homes and the Little River Pollution Control Plant.

A condition survey and structural evaluation of the 2.5km system of Little River Steel Retaining Walls was completed in 2012. It was determined that the existing shorewall is stable and generally in good condition, however the system requires rehabilitation in order to extend service life beyond 10 years. Repairs to the retaining walls may be phased over a number of years and funding for future replacement must be considered. The consultant is currently preparing a report to recommend rehabilitation options.

In addition, it has been observed that the dykes have been breached at several residences along the Little River. Reinstatement of those breaches and restoration of the original dyke elevations is required to return to intended levels of protection. After consultation with area residents, this project is now ready to proceed.

### Version Description

2023-2032: Phased repairs to retaining wall  
 2033+: Phased replacement of retaining wall - \$20,500,000

Grant funding programs will be leveraged where possible to assist in offsetting construction costs

### Project Comments/Reference

7141019

### Version Comments

Project Detailed Forecast													
GL Account		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total	
<b>Expenses</b>													
5410	Construction Contracts - TCA	600,000	500,000	400,000	0	0	1,500,000	500,000	500,000	700,000	1,300,000	6,000,000	
Total		600,000	500,000	400,000	0	0	1,500,000	500,000	500,000	700,000	1,300,000	6,000,000	
<b>Revenues</b>													
028	Sewer Surcharge	0	0	0	0	0	0	0	0	0	0	0	
153	Sewer Surcharge	600,000	500,000	400,000	0	0	500,000	500,000	500,000	500,000	750,000	4,250,000	
169	Pay As You Go - Capital Reserve	0	0	0	0	0	0	0	0	200,000	550,000	750,000	
221	Service Sustainability Investm	0	0	0	0	0	1,000,000	0	0	0	0	1,000,000	
Total		600,000	500,000	400,000	0	0	1,500,000	500,000	500,000	700,000	1,300,000	6,000,000	
<b>Related Projects</b>													
		<b>Historical Approved Budget</b>				<b>Operating Budget Impact</b>							
				<b>Revenue</b>				<b>Effective Date</b>		<b>Unknown</b>		<b>Exp/(Rev) FTE Impact</b>	
		<b>Year</b>	<b>Total Expense</b>	<b>Net City Cost</b>	<b>Subsidies</b>	<b>Description</b>				<b>0</b>		<b>0</b>	
		2014	1,000,000	500,000	500,000	No Operating Budget Impact							
		2016	500,000	500,000	0								
		2017	1,000,000	1,000,000	0								
		2018	500,000	500,000	0								
		2020	1,000,000	1,000,000	0								
<b>Year Identified</b>	<b>Start Date</b>	<b>Project Type for 2023</b>			<b>Project Lead</b>		<b>Est. Completion Date</b>						
2013	January 1, 2014	Growth: 0.0 % Maintenance: 100.0 %			Tom Graziano		2033 & Beyond'						



# Project Version Summary

<b>Project #</b>	ENG-002-16	<b>Service Area</b>	Infrastructure Services
<b>Budget Year</b>	2023	<b>Department</b>	Engineering
<b>Asset Type</b>	Unassigned	<b>Division</b>	Development
<b>Title</b>	Improvements to Little River Municipal Drain (Lauzon Rd. to VIA Tracks)		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Sewers Infrastructure		
<b>Wards</b>	Ward 6, Ward 7, Ward 8		
<b>Version Name</b>	Main (Active)		

**Project Description**

The Little River municipal drain is the stormwater outlet for 33% of the City’s surface area. The section from Lauzon Road to the VIA Rail right-of-way was improved to the current cross-section in 1975. A report exploring options for this section of the river using natural channel design techniques to create a sustainable river corridor was completed in 2012.

The intended design features and plantings would create a more sustainable river corridor and control sediment with an off-line pool.

A consultant has been retained to consider design options through a formal Environmental Assessment process including public consultation. On completion of the EA, implementation is required and is proposed as part of this program.

**Version Description**

2024-2025: Design & Construction of the preferred solution

Grant funding programs will be leveraged where possible to assist in offsetting construction costs.

Project Comments/Reference	Version Comments
7201023	

Project Detailed Forecast		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>GL Account</b>												
<b>Expenses</b>												
5410	Construction Contracts - TCA	0	265,000	500,000	0	0	0	0	0	0	0	765,000
	Total	0	265,000	500,000	0	0	0	0	0	0	0	765,000
<b>Revenues</b>												
028	Sewer Surcharge	0	0	0	0	0	0	0	0	0	0	0
117	Dev Chg - Storm & Drains	0	255,000	425,000	0	0	0	0	0	0	0	680,000
153	Sewer Surcharge	0	10,000	75,000	0	0	0	0	0	0	0	85,000
	Total	0	265,000	500,000	0	0	0	0	0	0	0	765,000

Related Projects		Historical Approved Budget			Operating Budget Impact				
		Year	Total Expense	Revenue		Effective Date	Unknown	Exp/(Rev)	FTE Impact
				Net City Cost	Subsidies				
		2020	100,000	100,000	0			0	0
					No Operating Budget Impact				
Year Identified	Start Date	Project Type for 2023		Project Lead	Est. Completion Date				
2016	January 1, 2020	Growth: 0.0 % Maintenance: 0.0 %		Tom Graziano	2026				





# Project Version Summary

<b>Project #</b>	ENG-002-23	<b>Service Area</b>	Infrastructure Services
<b>Budget Year</b>	2023	<b>Department</b>	Engineering
<b>Asset Type</b>		<b>Division</b>	Development
<b>Title</b>	LGES (NextStar Energy Inc) Electric Vehicle Battery Plant – Site Servicing		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Sewers Infrastructure		
<b>Wards</b>			
<b>Version Name</b>	Main (Active)		

<b>Project Description</b>	
<p>This project will support the successful construction of the EV Battery Plant Facility to help create good paying jobs for residents of the City of Windsor. Specifically, this project will complete the work necessary to ready the site for development, including but not limited to:</p> <ul style="list-style-type: none"> <li>Traffic Impact Study</li> <li>Archeological Assessment</li> <li>Species at Risk assessment</li> <li>Relocation of the Lachance Drain</li> <li>Roadway improvements at Twin Oaks and EC Row Ave</li> </ul> <p>The work described above must be completed between 2022 and 2024 when the plant is scheduled</p>	
<b>Version Description</b>	
Studies, ministry approvals, engineering and construction of site servicing requirements for the EV Battery Plant	
<b>Project Comments/Reference</b>	<b>Version Comments</b>
7221006	

<b>Project Detailed Forecast</b>												
<b>GL Account</b>		<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>	<b>Total</b>
<b>Expenses</b>												
5410	Construction Contracts - TCA	7,574,810	425,190	0	0	0	0	0	0	0	0	8,000,000
	Total	7,574,810	425,190	0	0	0	0	0	0	0	0	8,000,000
<b>Revenues</b>												
028	Sewer Surcharge	0	0	0	0	0	0	0	0	0	0	0
140	Industrial Site Development	1,250,000	0	0	0	0	0	0	0	0	0	1,250,000
153	Sewer Surcharge	934,810	425,190	0	0	0	0	0	0	0	0	1,360,000
169	Pay As You Go - Capital Reserve	3,890,000	0	0	0	0	0	0	0	0	0	3,890,000
6310	Ontario Specific Grants	1,500,000	0	0	0	0	0	0	0	0	0	1,500,000
	Total	7,574,810	425,190	0	0	0	0	0	0	0	0	8,000,000

<b>Related Projects</b>		<b>Historical Approved Budget</b>			<b>Operating Budget Impact</b>		
<b>Year Identified</b>	<b>Start Date</b>	<b>Project Type for 2023</b>		<b>Project Lead</b>		<b>Est. Completion Date</b>	
2023		Growth: 100.0 % Maintenance: 0.0 %		Patrick Winters		2024`	



## Project Version Summary

<b>Project #</b>	ENG-003-13	<b>Service Area</b>	Infrastructure Services
<b>Budget Year</b>	2023	<b>Department</b>	Engineering
<b>Asset Type</b>	Unassigned	<b>Division</b>	Development
<b>Title</b>	Sixth Concession Municipal Drain - Land Acquisition & Capital Improvements		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Sewers Infrastructure		
<b>Wards</b>	Ward 9		
<b>Version Name</b>	Main (Active)		

### Project Description

Sixth Concession Drain provides the storm water outlet to over 900 hectares of land within the City of Windsor via approx. 4.5 km of open channel plus 1.4 km of piped drain/sewer. The condition of Baseline Road and the municipal drain along Baseline Road required emergency repairs that were completed. Additional maintenance and remediation is required to maintain service.

As part of the Upper Little River Stormwater Master Plan EA and Sandwich South Master Servicing Plan, the 6th Concession Drain is planned to be relocated and improved to provide more stable side slopes from 7th Concession Road to its outlet at the Little River. These works will be phased depending on development pressures in the Sandwich South area. The first priority is the section between 7th Concession Road and 8th Concession Road to service the East Pelton Secondary Plan area.

Due to the current condition of the 6th Concession Drain, urgent repairs to the existing drain alignment from 8th Concession Drain to the Little River are expected to proceed as the first phase of construction. Detailed design is underway with construction anticipated in 2023.

- Phase 1: Repairs from 8th Concession Road to Little River
- Phase 2: Improvements from 7th Concession to 8th Concession
- Phase 3: Phased improvements from 8th Concession to Little River

### Version Description

- 2023-2024: Phase 2 Drain improvements- 7th Concession Road to 8th Concession Road
- 2025: Engineering for Phase 3 drain improvements – 8th Concession to Little River
- 2033+: Phase 3 drain improvements (construction and land acquisition) – 8th Concession to Little River - \$6,000,000

### Project Comments/Reference

7131002

### Version Comments

Project Detailed Forecast													
GL Account		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total	
<b>Expenses</b>													
5410	Construction Contracts - TCA	485,000	1,145,000	100,000	0	0	0	0	0	0	0	1,730,000	
Total		485,000	1,145,000	100,000	0	0	0	0	0	0	0	1,730,000	
<b>Revenues</b>													
028	Sewer Surcharge	0	0	0	0	0	0	0	0	0	0	0	
117	Dev Chg - Storm & Drains	0	784,000	0	0	0	0	0	0	0	0	784,000	
153	Sewer Surcharge	485,000	361,000	100,000	0	0	0	0	0	0	0	946,000	
Total		485,000	1,145,000	100,000	0	0	0	0	0	0	0	1,730,000	
<b>Related Projects</b>		<b>Historical Approved Budget</b>				<b>Operating Budget Impact</b>							
				<b>Revenue</b>		<b>Effective Date</b>		<b>Unknown</b>		<b>Exp/(Rev)</b>		<b>FTE Impact</b>	
		<b>Year</b>	<b>Total Expense</b>	<b>Net City Cost</b>	<b>Subsidies</b>	<b>Description</b>				0		0	
		2013	375,000	375,000	0	Depending on the final design, there may be decreased drain maintenance costs.							
		2015	400,000	400,000	0								
		2018	150,000	150,000	0								
		2019	200,000	200,000	0								
		2020	500,000	500,000	0								
		2021	200,000	200,000	0								
		2022	535,000	535,000	0								
<b>Year Identified</b>	<b>Start Date</b>	<b>Project Type for 2023</b>		<b>Project Lead</b>		<b>Est. Completion Date</b>							
2013	January 1, 2013	Growth: 50.0 % Maintenance: 50.0 %		Shannon Mills		2033 & Beyond							



# Project Version Summary

<b>Project #</b>	ENG-003-19	<b>Service Area</b>	Infrastructure Services
<b>Budget Year</b>	2023	<b>Department</b>	Engineering
<b>Asset Type</b>	Unassigned	<b>Division</b>	Development
<b>Title</b>	New Development- Engineering Studies and EAs		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Sewers Infrastructure		
<b>Wards</b>	Ward 9		
<b>Version Name</b>	Main (Active)		

## Project Description

The Sandwich South Master Servicing Plan (SSMSP) is ongoing and has identified several additional Municipal Class EA's required for the area as development starts to proceed. Additional projects will be added following the completion of the SSMSP which is anticipated by the end of 2022.

Improvements are anticipated to be required on 9th Concession Road from County Rd 42 to Baseline to support the new hospital. An EA will be required to address growth related improvements to 9th Concession from CR42 to the City Limit. The 8th Concession Road will be considered in connection with the East Pelton development.

Remaining projects will be prioritized based on development pressures combined with needs analysis from the SSMSP.

## Version Description

2023: 9th Concession Road Environmental Assessment - \$250,000  
 2028: 8th Concession Road Environmental Assessment and additional studies as required - \$540,000

## Project Comments/Reference

7192000

## Version Comments

## Project Detailed Forecast

GL Account	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>											
2915 Consulting Services - External	250,000	0	0	0	0	540,000	0	0	0	0	790,000
Total	250,000	0	0	0	0	540,000	0	0	0	0	790,000
<b>Revenues</b>											
028 Sewer Surcharge	0	0	0	0	0	0	0	0	0	0	0
115 Dev Chg - Roads & Related	0	0	0	0	0	240,000	0	0	0	0	240,000
116 Dev Chg - Sanitary/Pollution	0	0	0	0	0	150,000	0	0	0	0	150,000
117 Dev Chg - Storm & Drains	0	0	0	0	0	150,000	0	0	0	0	150,000
153 Sewer Surcharge	250,000	0	0	0	0	0	0	0	0	0	250,000
Total	250,000	0	0	0	0	540,000	0	0	0	0	790,000

Special Meeting of Council - 2023 Operating & Capital Budgets - April 3, 2023

Related Projects		Historical Approved Budget			Operating Budget Impact	
			Revenue			
		Year	Total Expense	Net City Cost	Subsidies	
		2019	1,000,000	1,000,000	0	
		2020	1,300,000	1,300,000	0	
Year Identified	Start Date	Project Type for 2023		Project Lead	Est. Completion Date	
2019	January 1, 2019	Growth: 0.0 % Maintenance: 100.0 %		Stacey McGuire	2033 & Beyond	



# Project Version Summary

<b>Project #</b>	ENG-004-21	<b>Service Area</b>	Infrastructure Services
<b>Budget Year</b>	2023	<b>Department</b>	Engineering
<b>Asset Type</b>	Unassigned	<b>Division</b>	Development
<b>Title</b>	Airport Employment Lands		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Community & Economic Development		
<b>Wards</b>	Ward 9		
<b>Version Name</b>	Main (Active)		

**Project Description**

Servicing the Airport Employment Lands provides lease opportunities.

The Cargo development has been complete for a few years and has seen additional land leases as a result. The existing private road is to be extended to connect to St Etienne Boulevard to the west. This will provide additional serviced land ready for lease and will relieve the traffic congestion currently experienced at Wheelton and Rhodes Drive.

There is also opportunity for leasable land north/east of County Road 42 at 8th Concession Road. The extension of servicing and roadway north and east provides various opportunities for leasable land. The location and scope of this work will be determined in conjunction with the Sandwich South Master Servicing Plan.

**Version Description**

2024-2026: Cargo Rd Extension to St. Etienne - Engineering, land acquisition and construction  
 2027: Engineering for new road and services north and east of the County Road 42/8th Concession intersection

Additional funding will be required for the construction of a new road and services north and east of the County Road 42/8th Concession intersection (scope TBD)

Project Comments/Reference	Version Comments
7211060	COMMITMENT: CR412/2021 - IN-CAMERA: 2024 F169 \$800,000 CR444/2022 C 169/2022 2024 F169 \$1,167,000 2026 F169 \$2,298,329

Project Detailed Forecast											
GL Account	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>											
5410 Construction Contracts - TCA	0	1,967,000	0	2,298,329	0	0	0	0	934,671	0	5,200,000
Total	0	1,967,000	0	2,298,329	0	0	0	0	934,671	0	5,200,000
<b>Revenues</b>											
169 Pay As You Go - Capital Reserve	0	0	0	0	0	0	0	0	934,671	0	934,671
169CF Committed Funding	0	1,967,000	0	2,298,329	0	0	0	0	0	0	4,265,329
Total	0	1,967,000	0	2,298,329	0	0	0	0	934,671	0	5,200,000

Related Projects		Historical Approved Budget		Operating Budget Impact
Year Identified	Start Date	Project Type for 2023	Project Lead	Est. Completion Date
2021		Growth: 0.0 % Maintenance: 0.0 %	Sergio Colucci	2033 & Beyond





# Project Version Summary

<b>Project #</b>	ENG-005-21	<b>Service Area</b>	Infrastructure Services
<b>Budget Year</b>	2023	<b>Department</b>	Engineering
<b>Asset Type</b>	Unassigned	<b>Division</b>	Development
<b>Title</b>	East West Arterial Drain Diversion		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Sewers Infrastructure		
<b>Wards</b>	Ward 9		
<b>Version Name</b>	Main (Active)		

**Project Description**

This project deals with the re-alignment of several existing municipal drains by creating a new municipal drain approximately 3km's in length within the corridor established adjacent to the proposed East/West Arterial Road under the Lauzon Parkway EA, the Upper Little River Stormwater Management Master Plan, and most recently under the Sandwich South Master Servicing Plan. The project limits are 7th Concession to Little River. This project needs to proceed in advance of significant development occurring within the East Pelton Secondary Plan area.

Engineering is underway. Construction is planned to be phased over multiple years while prioritizing to facilitate development opportunities.

**Version Description**

2023-2031: Construction of drain diversion and required road crossings, including land acquisitions - \$7,035,000

Project Comments/Reference	Version Comments
7215004	

Project Detailed Forecast		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>GL Account</b>												
<b>Expenses</b>												
5410	Construction Contracts - TCA	2,000,000	2,000,000	2,000,000	0	0	0	690,000	0	345,000	0	7,035,000
	Total	2,000,000	2,000,000	2,000,000	0	0	0	690,000	0	345,000	0	7,035,000
<b>Revenues</b>												
028	Sewer Surcharge	0	0	0	0	0	0	0	0	0	0	0
117	Dev Chg - Storm & Drains	0	0	0	0	0	0	567,000	0	0	0	567,000
153	Sewer Surcharge	2,000,000	2,000,000	2,000,000	0	0	0	123,000	0	345,000	0	6,468,000
	Total	2,000,000	2,000,000	2,000,000	0	0	0	690,000	0	345,000	0	7,035,000

Related Projects		Historical Approved Budget			Operating Budget Impact														
			<table border="1"> <thead> <tr> <th rowspan="2">Year</th> <th rowspan="2">Total Expense</th> <th colspan="2">Revenue</th> </tr> <tr> <th>Net City Cost</th> <th>Subsidies</th> </tr> </thead> <tbody> <tr> <td>2021</td> <td>4,000,000</td> <td>4,000,000</td> <td>0</td> </tr> <tr> <td>2022</td> <td>2,000,000</td> <td>2,000,000</td> <td>0</td> </tr> </tbody> </table>		Year	Total Expense	Revenue		Net City Cost	Subsidies	2021	4,000,000	4,000,000	0	2022	2,000,000	2,000,000	0	
Year	Total Expense	Revenue																	
		Net City Cost	Subsidies																
2021	4,000,000	4,000,000	0																
2022	2,000,000	2,000,000	0																
Year Identified	Start Date	Project Type for 2023	Project Lead	Est. Completion Date															
2021		Growth: 100.0 % Maintenance: 0.0 %	Patrick Winters	2031															



# Project Version Summary

<b>Project #</b>	ENG-006-21	<b>Service Area</b>	Infrastructure Services
<b>Budget Year</b>	2023	<b>Department</b>	Engineering
<b>Asset Type</b>	Unassigned	<b>Division</b>	Development
<b>Title</b>	Sandwich South Road Network Improvements		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Roads Infrastructure		
<b>Wards</b>	Ward 9		
<b>Version Name</b>	Main (Active)		

## Project Description

This project deals with upgrades needed to the existing Concession Roads within the Sandwich South Lands in order to support new growth anticipated to occur within the area. Required improvements have been identified within the Sandwich South Master Servicing Plan, as well as in the Sandwich South Development Charges Study.

First priorities are 9th Concession Road from County Road 42 to Baseline to support the new hospital and 7th Concession Road from County Rd 42 to the new East/West Arterial to support the East Pelton Secondary Plan area. It is anticipated that construction for these priorities will occur around 2024 which will require pre-commitment of funds.

Improvements may be required on 8th Concession Road in support of the East Pelton Secondary Plan, however the roadway is not anticipated to need to be widened until substantial buildout of the Sandwich South lands.

Future projects will be determined based on development pressures and as analyzed through needs analysis in the SSMSP

## Version Description

2028: Design of 9th Concession Rd from CR42 to City limit - \$1,500,000  
 Construction of 9th Concession Rd from CR42 to Baseline Rd - \$3,400,000  
 Design and construction of 7th Concession Rd from CR42 to E/W Arterial - \$3,100,000  
 2029-2030: Construction of 7th Concession Rd from CR42 to E/W Arterial - \$1,700,000  
 Design for 8th Concession Road from CR42 to City Limits - \$650,000

## Project Comments/Reference

7221037

## Version Comments

## Project Detailed Forecast

GL Account	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>											
5410 Construction Contracts - TCA	0	0	0	0	0	8,000,000	2,200,000	150,000	0	0	10,350,000
Total	0	0	0	0	0	8,000,000	2,200,000	150,000	0	0	10,350,000
<b>Revenues</b>											
115 Dev Chg - Roads & Related	0	0	0	0	0	8,000,000	2,200,000	150,000	0	0	10,350,000
Total	0	0	0	0	0	8,000,000	2,200,000	150,000	0	0	10,350,000

Related Projects		Historical Approved Budget			Operating Budget Impact	
			Revenue			
		<u>Year</u>	<u>Total Expense</u>	<u>Net City Cost</u>	<u>Subsidies</u>	
		2022	500,000	500,000	0	
Year Identified	Start Date	Project Type for 2023		Project Lead	Est. Completion Date	
2021		Growth: 0.0 % Maintenance: 0.0 %		Stacey McGuire	2033 & Beyond	



# Project Version Summary

<b>Project #</b>	ENG-007-21	<b>Service Area</b>	Infrastructure Services
<b>Budget Year</b>	2023	<b>Department</b>	Engineering
<b>Asset Type</b>	Unassigned	<b>Division</b>	Development
<b>Title</b>	9th Concession- Trunks Sanitary Sewer		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Sewers Infrastructure		
<b>Wards</b>	Ward 9		
<b>Version Name</b>	Main (Active)		

<b>Project Description</b>
A trunk sanitary sewer servicing the overall Sandwich South Lands was installed in 2011 under ISF funding. This project relates to the installation of sub-trunk sanitary sewers needed to service the entire area as identified under the Sandwich South Master Servicing Plan.
Phase 1 – 9th Concession – CR 42 to Baseline Road Phase 2 – 9th Concession – Baseline Road to City Limits

<b>Version Description</b>
2025: Detailed design and construction costs – Phase 1 - \$2,000,000 2030: Detailed design - Phase 2 - \$1,000,000
Construction - Phase 2 - \$4,100,000 (no funding identified within the 10-year plan)

<b>Project Comments/Reference</b>	<b>Version Comments</b>

<b>Project Detailed Forecast</b>											
<b>GL Account</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>	<b>Total</b>
<b>Expenses</b>											
5410 Construction Contracts - TCA	0	0	432,800	0	0	0	1,567,200	1,000,000	0	0	3,000,000
Total	0	0	432,800	0	0	0	1,567,200	1,000,000	0	0	3,000,000
<b>Revenues</b>											
028 Sewer Surcharge	0	0	0	0	0	0	0	0	0	0	0
153 Sewer Surcharge	0	0	432,800	0	0	0	1,567,200	1,000,000	0	0	3,000,000
Total	0	0	432,800	0	0	0	1,567,200	1,000,000	0	0	3,000,000

Related Projects		Historical Approved Budget		Operating Budget Impact
Year Identified	Start Date	Project Type for 2023	Project Lead	Est. Completion Date
2021		Growth: 0.0 % Maintenance: 0.0 %	Stacey McGuire	2033 & Beyond



# Project Version Summary

<b>Project #</b>	ENG-009-21	<b>Service Area</b>	Infrastructure Services
<b>Budget Year</b>	2023	<b>Department</b>	Engineering
<b>Asset Type</b>	Unassigned	<b>Division</b>	Development
<b>Title</b>	Inflow & Infiltration Program (SMP)		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Sewers Infrastructure		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

**Project Description**  
 This project will support the implementation of new measures relevant to inflow and infiltration reduction activities including, but not limited to, manhole sealing, proactive smoke and dye testing, and new project/technology trials. Funds may also be used to support Private Drain Connection rebates in Downspout Disconnection Areas where required. This annual funding will support smaller I/I initiatives to reduce stormwater, while larger initiatives will be part of dedicated budgets.

**Version Description**  
 Annual funding will support ongoing smaller I/I initiatives

Project Comments/Reference	Version Comments
7219011	

GL Account	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>											
5410 Construction Contracts - TCA	175,000	175,000	175,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	1,925,000
Total	175,000	175,000	175,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	1,925,000
<b>Revenues</b>											
028 Sewer Surcharge	0	0	0	0	0	0	0	0	0	0	0
153 Sewer Surcharge	175,000	175,000	175,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	1,925,000
Total	175,000	175,000	175,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	1,925,000

Related Projects	Historical Approved Budget			Operating Budget Impact
		Revenue		
	Year	Total Expense	Net City Cost	Subsidies
	2021	125,000	125,000	0
	2022	125,000	125,000	0

<b>Year Identified</b>	<b>Start Date</b>	<b>Project Type for 2023</b>	<b>Project Lead</b>	<b>Est. Completion Date</b>
------------------------	-------------------	------------------------------	---------------------	-----------------------------

2021		Growth: 0.0 % Maintenance: 100.0 %	Ian Wilson	Ongoing`
------	--	---------------------------------------	------------	----------





# Project Version Summary

<b>Project #</b>	ENG-012-20	<b>Service Area</b>	Infrastructure Services
<b>Budget Year</b>	2023	<b>Department</b>	Engineering
<b>Asset Type</b>	Unassigned	<b>Division</b>	Development
<b>Title</b>	Capital Improvements to East Riverside Flood Protection Dikes (SMP)		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Sewers Infrastructure		
<b>Wards</b>	Ward 6, Ward 7		
<b>Version Name</b>	Main (Active)		

**Project Description**

East Riverside Flood Protection Dikes were constructed along Riverside Drive from St. Rose Beach to the City boundary with the Town of Tecumseh in the 1980's. The dike system was intended to provide vital flood protection for areas potentially affected inland as far as the Via Rail corridor. The issue of flooding has increasingly become a major concern with the recent return of record high water levels on Lake St Clair. Through an FCM MCIP grant, an inventory of the existing 6km dike system and review of the existing storm sewer system identified deficiencies where the system is vulnerable to overtopping and bypassing. The East Riverside Flood Risk Assessment was completed in 2019. The infrastructure requires improvements in order to address the vulnerabilities to mitigate the risk of overland flooding.

**Version Description**

2029: Priority 1 - Backflow prevention measures at various locations where the storm sewer system crosses under the diking system \$1,750,000  
 2029-2032: Priority 2 - Phased dike improvements for area west of Little River \$4,850,000

These additional improvements are recommended with no funding identified within the 10-year plan:  
 Priority 2 – Phased dike improvements for area west of Little River - \$5,500,000  
 Priority 3 – Phased dike improvements for area east of Little River - \$11,000,000

Project Comments/Reference	Version Comments

Project Detailed Forecast		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>GL Account</b>												
<b>Expenses</b>												
5410	Construction Contracts - TCA	0	0	0	0	0	0	2,399,680	1,880,000	1,000,000	1,000,000	6,279,680
	<b>Total</b>	0	0	0	0	0	0	2,399,680	1,880,000	1,000,000	1,000,000	6,279,680
<b>Revenues</b>												
028	Sewer Surcharge	0	0	0	0	0	0	0	0	0	0	0
153	Sewer Surcharge	0	0	0	0	0	0	500,000	500,000	1,000,000	1,000,000	3,000,000
169	Pay As You Go - Capital Reserve	0	0	0	0	0	0	0	0	0	0	0
221	Service Sustainability Investm	0	0	0	0	0	0	1,899,680	1,380,000	0	0	3,279,680
	<b>Total</b>	0	0	0	0	0	0	2,399,680	1,880,000	1,000,000	1,000,000	6,279,680

Related Projects		Historical Approved Budget		Operating Budget Impact
Year Identified	Start Date	Project Type for 2023	Project Lead	Est. Completion Date
2020	January 1, 2020	Growth: 0.0 % Maintenance: 0.0 %	Stacey McGuire	2033 & Beyond



# Project Version Summary

<b>Project #</b>	ENG-001-19	<b>Service Area</b>	Infrastructure Services
<b>Budget Year</b>	2023	<b>Department</b>	Pollution Control
<b>Asset Type</b>	Unassigned	<b>Division</b>	Admin. - Pollution Control
<b>Title</b>	Bio-Solids / Source Organics Disposal Study		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Sewers Infrastructure		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

<b>Project Description</b>	A study to review and determine the long term strategies for corporate and possible regional handling and beneficial reuse of biosolids and source separated organics.
----------------------------	--

<b>Version Description</b>	
----------------------------	--

<b>Project Comments/Reference</b>	<b>Version Comments</b>

<b>Project Detailed Forecast</b>											
<b>GL Account</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>	<b>Total</b>
<b>Expenses</b>											
2915 Consulting Services - External	0	0	0	0	0	0	500,000	0	0	0	500,000
Total	0	0	0	0	0	0	500,000	0	0	0	500,000
<b>Revenues</b>											
028 Sewer Surcharge	0	0	0	0	0	0	0	0	0	0	0
153 Sewer Surcharge	0	0	0	0	0	0	250,000	0	0	0	250,000
169 Pay As You Go - Capital Reserve	0	0	0	0	0	0	250,000	0	0	0	250,000
Total	0	0	0	0	0	0	500,000	0	0	0	500,000

Related Projects		Historical Approved Budget		Operating Budget Impact
Year Identified	Start Date	Project Type for 2023	Project Lead	Est. Completion Date
2019	January 1, 2019	Growth: 0.0 % Maintenance: 0.0 %	Chris Nepszy	TBD`



# Project Version Summary

<b>Project #</b>	ENV-001-23	<b>Service Area</b>	Infrastructure Services
<b>Budget Year</b>	2023	<b>Department</b>	Pollution Control
<b>Asset Type</b>		<b>Division</b>	Environmental Quality Services
<b>Title</b>	Little River Landfill		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Sewers Infrastructure		
<b>Wards</b>			
<b>Version Name</b>	Main (Active)		

<b>Project Description</b>												
Little River Landfill will require the installation of new biomonitoring wells this year.												
<b>Version Description</b>												
<b>Project Comments/Reference</b>						<b>Version Comments</b>						
Costs are estimated for 2023. Financials to be reported to Ministry.												
<b>Project Detailed Forecast</b>												
<b>GL Account</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>	<b>Total</b>	
<b>Expenses</b>												
5410 Construction Contracts - TCA	100,000	0	0	0	0	0	0	0	0	0	100,000	
Total	100,000	0	0	0	0	0	0	0	0	0	100,000	
<b>Revenues</b>												
208 Pollution Control Reserve	100,000	0	0	0	0	0	0	0	0	0	100,000	
Total	100,000	0	0	0	0	0	0	0	0	0	100,000	
<b>Related Projects</b>			<b>Historical Approved Budget</b>				<b>Operating Budget Impact</b>					
<b>Year Identified</b>	<b>Start Date</b>	<b>Project Type for 2023</b>			<b>Project Lead</b>	<b>Est. Completion Date</b>						

2023		Growth: 0.0 % Maintenance: 100.0 %	Jake Renaud	2023`
------	--	---------------------------------------	-------------	-------



# Project Version Summary

<b>Project #</b>	ENV-002-23	<b>Service Area</b>	Infrastructure Services
<b>Budget Year</b>	2023	<b>Department</b>	Pollution Control
<b>Asset Type</b>		<b>Division</b>	Environmental Quality Services
<b>Title</b>	East Riverside Landfill		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Sewers Infrastructure		
<b>Wards</b>			
<b>Version Name</b>	Main (Active)		

<b>Project Description</b>												
East Riverside Landfill will require the installation of new biomonitring wells this year.												
<b>Version Description</b>												
<b>Project Comments/Reference</b>						<b>Version Comments</b>						
Costs are estimated for 2023. Financials to be reported to Ministry.												
<b>Project Detailed Forecast</b>												
<b>GL Account</b>		<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>	<b>Total</b>
<b>Expenses</b>												
5410	Construction Contracts - TCA	100,000	0	0	0	0	0	0	0	0	0	100,000
	Total	100,000	0	0	0	0	0	0	0	0	0	100,000
<b>Revenues</b>												
208	Pollution Control Reserve	100,000	0	0	0	0	0	0	0	0	0	100,000
	Total	100,000	0	0	0	0	0	0	0	0	0	100,000
<b>Related Projects</b>			<b>Historical Approved Budget</b>				<b>Operating Budget Impact</b>					
<b>Year Identified</b>	<b>Start Date</b>	<b>Project Type for 2023</b>			<b>Project Lead</b>	<b>Est. Completion Date</b>						

2023		Growth: 0.0 % Maintenance: 100.0 %	Jake Renaud	2023`
------	--	---------------------------------------	-------------	-------





# Project Version Summary

<b>Project #</b>	ENV-002-08	<b>Service Area</b>	Infrastructure Services
<b>Budget Year</b>	2023	<b>Department</b>	Pollution Control
<b>Asset Type</b>	Unassigned	<b>Division</b>	LRPCP Operations
<b>Title</b>	Little River Pollution Control Plant		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Sewers Infrastructure		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

## Project Description

Established for the repairs of the particular facility and other LRPCP capital related costs. Funded from the dedicated Pollution Control Reserve, Fund 208.

The account represents funding for various works including placeholders for planned and unplanned repairs on a year-by-year basis. The work anticipated and completed varies annually dependent on manpower, project scope and can span several years.

Due to the large amount of mechanical, electrical and structural infrastructure in the facility, annual funding from the Sewer Surcharge was put in place in order to address the depreciation of this infrastructure and provide for ongoing replacement, rehabilitation and repair. This ensures the reliability and integrity of the infrastructure in order to properly maintain the operation due to its critical nature.

The facility has redundancy designed and built-in so that when equipment requires repair it can be taken out of service and still maintain the overall facility capacity. However, the repair must be completed in a timely manner in order for it to be brought back into service to ensure the reliability and integrity of the overall operation. Significant portions of the equipment are at what is considered to be its normal life span (15 to 40 years), dependent on the type of equipment. As a result, it is scheduled to be replaced as preventative maintenance prior to failure.

## Version Description

2023 Capital Works: \$8,647,423  
 3- Schwing Pumps \$500,000  
 UV System upgrade/replacement \$2,500,000  
 Plant 1 Chemical and pipe chase \$700,000  
 Misc. concrete tank and channel refurbish \$100,000  
 Aeration cell refurbish / piping \$400,000  
 Sluice Gate Refurbish \$240,000  
 Locker Room / Lunch Room \$2,300,000  
 Sludge Pumphouse Valve Replacement \$400,000  
 Grit Removal Rebuild \$500,000  
 Miscellaneous \$300,000  
 Plant Profinet cabling for process connection \$50,000  
 Odour control upgrades \$150,000  
 Aeration Blower Replcment \$157,423  
 EA expansion \$350,000

Project Comments/Reference	Version Comments
See Document Attached. Open: 7151016, 7169004, 7172007, 7172011, 7189008, 7189009, 7192004, 7203001, 7219005, 7219006, 7211025, 7216000, 7211026, 7211027, 7211028, 7221043, 7222004  Closed: 7091011, 7141040, 7141039, 7161019, 7161021, 7164009, 7161019-7161022, 7172008-7172010, 7161023	

Project Detailed Forecast												
GL Account		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>												
5410	Construction Contracts - TCA	8,647,423	4,950,000	570,000	800,000	920,000	800,000	570,000	350,000	570,000	750,000	18,927,423
	Total	8,647,423	4,950,000	570,000	800,000	920,000	800,000	570,000	350,000	570,000	750,000	18,927,423
<b>Revenues</b>												
208	Pollution Control Reserve	8,647,423	4,950,000	570,000	800,000	920,000	800,000	570,000	350,000	570,000	750,000	18,927,423
	Total	8,647,423	4,950,000	570,000	800,000	920,000	800,000	570,000	350,000	570,000	750,000	18,927,423

Related Projects	Historical Approved Budget				Operating Budget Impact			
	Year	Total Expense	Revenue		Effective Date	Unknown	Exp/(Rev)	FTE Impact
			Net City Cost	Subsidies				
	2008	213,000	213,000	0				
	2009	500,000	500,000	0				
	2010	350,000	350,000	0				
	2011	100,000	100,000	0				
	2012	1,396,000	1,396,000	0				
	2013	2,075,000	2,075,000	0				
	2014	1,245,000	1,245,000	0				
	2015	900,000	900,000	0				
	2016	2,030,000	2,030,000	0				
	2017	1,920,000	1,920,000	0				
	2018	1,545,000	1,545,000	0				
	2019	1,245,000	1,245,000	0				
	2020	2,200,000	2,200,000	0				
	2021	3,000,000	3,000,000	0				
	2022	1,920,000	1,920,000	0				

Year Identified	Start Date	Project Type for 2023	Project Lead	Est. Completion Date
2008	January 1, 2008	Growth: 0.0 % Maintenance: 100.0 %	Various	Ongoing`

**Project Attachments  
For: 2023**

Project # ENV-002-08

Project Name: Little River Pollution Control Plant

	Project ID	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
3- Schwing Pumps	new project	\$500,000	\$200,000									\$700,000
UV System upgrade/replacement	7203001	\$2,500,000	\$2,500,000									\$5,000,000
Plant 1 Chemical and pipe chase	new project	\$700,000										\$700,000
RS Pump Rebuilds	7189009				\$50,000		\$50,000					\$100,000
PST refurbish	new project				\$200,000	\$200,000	\$200,000					\$600,000
FST refurbish	new project				\$200,000	\$200,000	\$200,000					\$600,000
Misc. concrete tank and channel refurbish	7219005	\$100,000		\$100,000				\$100,000		\$100,000		\$500,000
Aeration cell refurbish / piping	new project	\$400,000	\$400,000								\$400,000	\$1,200,000
Sluice Gate Refurbish	7219006	\$240,000	\$0	\$120,000		\$120,000		\$120,000		\$120,000		\$720,000
Locker Room / Lunch Room	7151016	\$2,300,000										\$2,300,000
Sludge Pumphouse Valve Replacement	7192004	\$400,000										\$400,000
Grit Removal Rebuild	new project	\$500,000	\$1,500,000									\$2,000,000
Bar Screen	7221043											\$0
Miscellaneous	7169004	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$350,000	\$350,000	\$350,000	\$350,000	\$350,000	\$3,250,000
Plant Profinet cabling for process connection	7216000	\$50,000	\$50,000	\$50,000	\$50,000							\$200,000
Odour control upgrades	7211027	\$150,000										\$150,000
Aeration Blower Replcement	7172011	\$157,423	\$0									
EA expansion	new project	\$350,000										
<b>Total</b>		<b>\$8,647,423</b>	<b>\$4,950,000</b>	<b>\$570,000</b>	<b>\$800,000</b>	<b>\$920,000</b>	<b>\$800,000</b>	<b>\$570,000</b>	<b>\$350,000</b>	<b>\$570,000</b>	<b>\$750,000</b>	<b>\$18,420,000</b>

**2023 Anticipated Capital Works:**

3- Schwing Pumps	to purchase replacement progressive cavity sludge pumps in the pumphouses.
UV System upgrade/replacement	Replace entire UV system including infrastructure. To build one UV system to combine flows into one building and utilize the same UV operating system for both point. To replace existing obsolete system.
Plant 1 Chemical and pipe chase	new pump chase to allow for access to underground chemical piping. Addresses hazardous spill containment and maintenance of chemical pipes.
Aeration cell refurbish / piping	As stated
Sluice Gate Refurbish	Transferred \$120K from Project 7219006 to Project 7189007. Need to replenish.
Locker Room / Lunch Room	Transferred \$120K from Project 7219006 to Project 7189007. Need to replenish.
Sludge Pumphouse Valve Replacement	contribution for funding Sludge Pumphouse No 2 valve replacement. Should get a separate Project Number as 7192004 belongs to Pumphouse No 1.
Grit Removal Rebuild	Facility upgrade to increase efficiencies and make Ministry compliance.
Miscellaneous	Miscellaneous: To address the equipment repair and replacement which occurs due to unanticipated equipment failure. This is a placeholder due to the varying nature of this work.
Plant Profinet cabling for process connection	Plant Profinet cabling for process connection: Required to allow Plant communications to process to be upgraded and allow monitoring and back-up from LRWRP.
Odour control upgrades	Improvements and upgrades to H2S odour control system
Aeration Blower Replcement	transferred to 7192004 LRPCP Sludge Pumphouse Valve for tender 57-22. Need to replenish.
EA expansion	As stated



## Project Version Summary

<b>Project #</b>	ENV-001-08	<b>Service Area</b>	Infrastructure Services
<b>Budget Year</b>	2023	<b>Department</b>	Pollution Control
<b>Asset Type</b>	Unassigned	<b>Division</b>	LRWRP Operations
<b>Title</b>	Lou Romano Water Reclamation Plant		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Sewers Infrastructure		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

### Project Description

The project was established for repairs to the particular facility and other LRWRP capital related costs. It is funded from the dedicated Pollution Control Reserve, Fund 208.

The account represents funding for various works including placeholders for planned and unplanned repairs on a year-by-year basis. The work anticipated and completed varies annually dependent on manpower, project scope and can span several years.

Due to the large amount of mechanical, electrical and structural infrastructure in the facility, annual funding from the Sewer Surcharge was put in place in order to address the depreciation of this infrastructure and provide for ongoing replacement, rehabilitation and repair. This ensures the reliability and integrity of the infrastructure in order to properly maintain the operation due to its critical nature.

The facility has redundancy designed and built-in so that when equipment requires repair it can be taken out of service and still maintain the overall facility capacity. However, the repair must be completed in a timely manner in order for it to be brought back into service to ensure the reliability and integrity of the overall operation. Significant portions of the equipment are at what is considered to be its normal life span (15 to 40 years), dependent on the type of equipment. As a result, it is scheduled to be replaced as preventative maintenance prior to failure.

Version Description			
2023 Capital Works: \$5,388,000 HVAC units \$100,000 BAF Process Turbo Air Blowers \$100,000 BAF Cell Concrete Repairs \$300,000 RS Pump Rebuilds (For RS3 &RS 4) \$60,000 SCADA Equipment \$20,000 Bar Screens Rakes and Conveyors \$75,000 Fine Screens \$100,000 MPH Install new motors and VFDs for RS3 & RS4 \$350,000 Channel Refurbishment \$250,000 BAF Cell Refurbishment \$400,000 BAF Valve replacement \$233,000 BAF - BWT1 & BWT2 VFD replacement \$150,000 UV Module Replacement \$50,000 Sluice Gate Refurbishment \$100,000 Inlet Refurbishment \$200,000 Grit Building Cyclone Neoprene Liners \$20,000 Centrifuge 2 and 3 Gearbox Replacement \$130,000 Centrifuge Rebuilds (1, 2 and 3) \$100,000 Dewatering Hopper Unload \$150,000 Dewatering Makeup Air Unit \$350,000 Miscellaneous \$300,000 New Centrifuges \$250,000 Main Pumphouse - Elimination Confined Space \$1,500,000 Fire Safety Upgrades \$100,000	<th data-bbox="808 852 1218 893">Version Comments</th>	Version Comments	
Project Comments/Reference			
See Document Attached. Open: 7161007, 7169002, 7172001, 7172002, 7172003, 7172006, 7189007, 7189008, 7191027, 7191028, 7191029, 7202000, 7202001, 7203000, 7161069, 7181037, 7189005, 7211022, 7211024, 7211043, 7212001, 7212003, 7212004, 7212005, 7213000, 7213001, 7219004, 7222002, 7221040, 7223002, 7222003, 7221041, 7221042  Closed: 7091009, 7141036, 7141037, 7141038, 7161006, 7152002, 7141035, 7172004, 7172005, 7189004, 7189006, 7212002, 7211021, 7211023			

Project Detailed Forecast												
GL Account		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>												
5410	Construction Contracts - TCA	5,388,000	3,215,000	2,120,000	2,503,000	1,420,000	2,395,000	1,028,000	2,020,000	3,570,000	1,703,000	25,362,000
Total		5,388,000	3,215,000	2,120,000	2,503,000	1,420,000	2,395,000	1,028,000	2,020,000	3,570,000	1,703,000	25,362,000
<b>Revenues</b>												
208	Pollution Control Reserve	5,388,000	3,215,000	2,120,000	2,503,000	1,420,000	2,395,000	1,028,000	2,020,000	3,570,000	1,703,000	25,362,000
Total		5,388,000	3,215,000	2,120,000	2,503,000	1,420,000	2,395,000	1,028,000	2,020,000	3,570,000	1,703,000	25,362,000
<b>Related Projects</b>		<b>Historical Approved Budget</b>				<b>Operating Budget Impact</b>						
				<b>Revenue</b>		<b>Effective Date</b>		<b>Unknown</b>		<b>Exp/(Rev)</b>		<b>FTE Impact</b>
		<b>Year</b>	<b>Total Expense</b>	<b>Net City Cost</b>	<b>Subsidies</b>	<b>Description</b>				<b>0</b>	<b>0</b>	
		2008	250,000	250,000	0	These works are all related to replacement and refurbishment of existing equipment and are expected to result in decreased maintenance costs.						
		2009	100,000	100,000	0							
		2010	100,000	100,000	0							
		2011	1,600,000	1,600,000	0							
		2012	1,000,000	1,000,000	0							
		2013	1,550,000	1,550,000	0							
		2014	2,200,000	2,200,000	0							
		2015	650,000	650,000	0							
		2016	2,250,000	2,250,000	0							
		2017	2,105,000	2,105,000	0							
		2018	2,605,000	2,605,000	0							
		2019	4,840,000	4,840,000	0							
		2020	2,350,000	2,350,000	0							
		2021	4,455,000	4,455,000	0							
		2022	4,065,000	4,065,000	0							
<b>Year Identified</b>	<b>Start Date</b>	<b>Project Type for 2023</b>		<b>Project Lead</b>			<b>Est. Completion Date</b>					
2008	January 1, 2008	Growth: 0.0 % Maintenance: 100.0 %		Various			Ongoing`					

**Project Attachments  
For: 2023**

Project # ENV-001-08

Project Name: Lou Romano Water Reclamation Plant

	Project ID	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
Lab equipment	7172001								\$200,000			\$200,000
HVAC units	7212001	\$100,000										\$100,000
BAF Process Turbo Air Blowers	Future project	\$100,000				\$100,000				\$100,000		\$300,000
BAF Cell Concrete Repairs	7213000	\$300,000	\$300,000									\$600,000
RS Pump Rebuilds (For RS3 & RS 4)	7211043	\$60,000								\$500,000		\$560,000
Variable Speed Drives	Future project						\$200,000					\$200,000
SCADA Equipment	7191027	\$20,000	\$20,000				\$225,000				\$225,000	\$490,000
Bar Screens Rakes and Conveyors	Future project	\$75,000	\$75,000						\$100,000	\$100,000		\$350,000
Fine Screens	Future project	\$100,000			\$100,000			\$75,000			\$75,000	\$350,000
BAF FCS spare screen or alternate	Future project			\$200,000								\$200,000
PST refurbish (No 3 rake arm 2022)	7222002		\$600,000		\$800,000		\$800,000			\$800,000		\$3,000,000
Main Pumphouse Valves and Actuators	7141035		\$200,000									\$200,000
MPH Install new motors and VFDs for RS3 & RS4	7189005	\$350,000										\$350,000
Channel Refurbishment	Future project	\$250,000			\$350,000							\$600,000
BAF Cell Refurbishment	Future project	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000	\$500,000	\$500,000	\$500,000	\$4,300,000
BAF Valve replacement	7191028	\$233,000	\$100,000	\$100,000	\$233,000	\$100,000	\$100,000	\$133,000			\$133,000	\$1,132,000
BAF - BWT1 & BWT2 VFD replacement	7212003	\$150,000								\$150,000	\$150,000	\$450,000
UV Module Replacement	7189007	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$500,000
Sluice Gate Refurbishment	Future project	\$100,000										\$100,000
Inlet Refurbishment	Future project	\$200,000				\$200,000					\$200,000	\$600,000
Main Pumphouse Piping	Future project			\$500,000						\$1,000,000		\$1,500,000
Grit Building Cyclone Neoprene Liners	7219004	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$200,000
Centrifuge 2 and 3 Gearbox Replacement	7172006	\$130,000										\$130,000
Centrifuge Rebuilds (1, 2 and 3)	7221040	\$100,000	\$100,000									\$200,000
PEP Refurbishment	Future project								\$800,000			\$800,000
Metering Chamber - Side 2	Future project		\$250,000									\$250,000
Parking Lot Rehabilitation	7202001		\$200,000									\$200,000
Dewatering Hopper Unload	7203000	\$150,000	\$150,000	\$150,000								\$450,000
Dewatering Makeup Air Unit	7221041	\$350,000	\$100,000									\$450,000
Miscellaneous	7169002	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$350,000	\$350,000	\$350,000	\$350,000	\$350,000	\$3,250,000
New Centrifuges	Future project	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000					\$1,500,000
Main Pumphouse - Elimination Confined Space		\$1,500,000										
Fire Safety Upgrades		\$100,000	\$100,000	\$150,000								
Grit Equipment Rebuilds / Replacements												
<b>Total</b>		<b>\$5,388,000</b>	<b>\$3,215,000</b>	<b>\$2,120,000</b>	<b>\$2,503,000</b>	<b>\$1,420,000</b>	<b>\$2,395,000</b>	<b>\$1,028,000</b>	<b>\$2,020,000</b>	<b>\$3,570,000</b>	<b>\$1,703,000</b>	<b>\$23,512,000</b>

**2023 Anticipated Capital Works:**

HVAC units	HVAC Units: Heating and ventilating units in dewatering and Lab are past end of life.
BAF Process Turbo Air Blowers	Maintenance – Regular Overhaul
BAF Cell Concrete Repairs	BAF Cell Concrete Repairs: wiers of the 16 BAF Cells require repair of the concrete due to biological attack of surfaces. tender came in higher.
RS Pump Rebuilds (For RS3 & RS 4)	RS Pump Rebuilds: Raw Sewage Pumps are over 50 years old and require full refurbishment. This is ongoing funding for a large task.
SCADA Equipment	Upgrading instruments and sensors for communications with upgraded SCADA system
Bar Screens Rakes and Conveyors	Need to purchase emergency replacement parts. Vital equipment that department needs to have handy. Replacement would take 6-8 weeks if lucky and need to have on hand.
Fine Screens	Replacement in kind
PST refurbish (No 3 rake arm 2022)	Primary Settling Tank No. 3 rake arm is corroded and requires maintenance and partial replacement
Main Pumphouse Valves and Actuators	Main Pumphouse Valves and Actuators: Valves are over 50 years old and are leaking and not holding back flows. Reliability in question.
MPH Install new motors and VFDs for RS3 & RS4	Refurbishment and upgrade to existing 60 yr old motors. Upgrading controls with variable frequency drives to operate more efficiently.
Channel Refurbishment	maintenance and recoating of portion of channels
BAF Cell Refurbishment	Every year, 2 need to be replaced minimum. \$400k for a pair.
BAF Valve replacement	Existing mild steel valves have all corroded and are leaking. Require replacement with stainless steel.
BAF - BWT1 & BWT2 VFD replacement	BAF - BWT1 & BWT2 VFD replacement : Variable frequency drive installation to maintain uniform flow during process and will reduce energy costs. (Typical for VFDs). backwash waste tank 1 and 2. not enough r
UV Module Replacement	annual contribution to maintenance of the UV Modules
Sluice Gate Refurbishment	annual maintenance contribution to sluice gate refurbishment (flow share)
Inlet Refurbishment	scope to be defined. May be able to combine with MPH Confined Space project
Grit Building Cyclone Neoprene Liners	Grit Building Cyclone Neoprene Liners : liners in grit cyclone separators require replacement due to abrasion in the process.
Centrifuge 2 and 3 Gearbox Replacement	Centrifuge gearboxes are failing regularly and require upgrade to more robust drive capable of handling higher operating torque
Centrifuge Rebuilds (1, 2 and 3)	Rebuilding is part of equipment maintenance due to the nature of the operation
Dewatering Hopper Unload	Sludge cake unloading hoppers require regular refurbishing due the nature of the process and the environment (wet and H2S attack)
Dewatering Makeup Air Unit	Unit is at end of life and requires replacement. 2023 Top floor dewatering (operating centrifuge level). 2024 ground level *pumproom level) replacement.
Miscellaneous	Miscellaneous: To address the equipment repair and replacement which occurs due to unanticipated equipment failure. This is a placeholder due to the varying nature of this work.
New Centrifuges	placeholder contribution to fund replacement centrifuges
Main Pumphouse - Elimination Confined Space	to eliminate confined space requirements for working in the course bar screen area of the MPH – critical H & S issue
Fire Safety Upgrades	Contribution for addressing the Hot Work area in the mechanic's shop and well as security of Plant Server



# Project Version Summary

<b>Project #</b>	ENV-003-08	<b>Service Area</b>	Infrastructure Services
<b>Budget Year</b>	2023	<b>Department</b>	Pollution Control
<b>Asset Type</b>	Unassigned	<b>Division</b>	Pumping Station Operations
<b>Title</b>	Pumping Stations Maintenance		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Sewers Infrastructure		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

## Project Description

Established for repairs to various pumping station facilities and other capital related costs. Funded from the dedicated Pollution Control Reserve, Fund 208.

The account represents funding for various works including placeholders for planned and unplanned repairs on a year-by-year basis. The work anticipated and completed varies annually dependent on manpower, project scope and can span several years.

Due to the large amount of mechanical, electrical and structural infrastructure in the facilities, annual funding from the Sewer Surcharge was put in place in order to address the depreciation of this infrastructure and provide for ongoing replacement, rehabilitation and repair. This ensures the reliability and integrity of the infrastructure in order to properly maintain operations due to their critical nature.

The facilities have redundancy designed and built-in so that when equipment requires repair, they can be taken out of service and still maintain the overall facility capacity. However, repairs must be completed in a timely manner in order for it to be brought back into service to ensure the reliability and integrity of the overall operation. Significant portions of the equipment are at what is considered to be its normal life span (15 to 40 years), dependent on the type of equipment. As a result, it is scheduled to be replaced as preventative maintenance prior to failure.

## Version Description

2023 Capital Works: \$1,625,000  
 Woods (Caron): Bypass Gates / Inlet Valve \$200,000  
 Woods (Caron): Building maintenance \$50,000  
 Woods (Caron): Underground diesel tank \$100,000  
 Clairview: Pump Rebuild \$50,000  
 Clairview: Pump Duty \$50,000  
 Janette/Charl: Pumps/Diesel/MCC \$100,000  
 Lakeview/Blue Heron Pond: Dredging \$400,000  
 Provincial (Legacy): pumps \$30,000  
 Walker: pumps \$100,000  
 Walker: dredging \$200,000  
 General: PLC upgrades \$100,000  
 General: Pump/Pipe thickness testing \$25,000  
 General: Miscellaneous \$200,000  
 General: Southwood Lakes Algae Harvesting \$20,000



Project Comments/Reference	Version Comments
See Document Attached. Open: 7141042, 7169003, 7169004, 7189010, 7214000, 7219007, 7216001, 7212006, 7211029, 7212009, 7221044, 7222005, 7221045, 7222006, 7221046, 7224000, 7221047, 7223003  Closed: 7091010/7162003/7162004/7172012/7172013/7192005/7192006/7219008	

Project Detailed Forecast												
GL Account	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total	
<b>Expenses</b>												
5410 Construction Contracts - TCA	1,625,000	1,500,000	1,630,000	780,000	220,000	320,000	320,000	820,000	520,000	345,000	8,080,000	
Total	1,625,000	1,500,000	1,630,000	780,000	220,000	320,000	320,000	820,000	520,000	345,000	8,080,000	
<b>Revenues</b>												
208 Pollution Control Reserve	1,625,000	1,500,000	1,630,000	780,000	220,000	320,000	320,000	820,000	520,000	345,000	8,080,000	
Total	1,625,000	1,500,000	1,630,000	780,000	220,000	320,000	320,000	820,000	520,000	345,000	8,080,000	

Related Projects	Historical Approved Budget				Operating Budget Impact		
	Year	Total Expense	Revenue		Effective Date	Unknown	Exp/(Rev) FTE Impact
			Net City Cost	Subsidies			
	2008	150,000	150,000	0			These works are all related to replacement and refurbishment of existing equipment and are expected to result in decreased maintenance costs.
	2009	225,000	225,000	0			
	2010	410,000	410,000	0			
	2011	100,000	100,000	0			
	2012	595,000	595,000	0			
	2013	1,005,000	1,005,000	0			
	2014	970,000	970,000	0			
	2015	525,000	525,000	0			
	2016	400,000	400,000	0			
	2017	1,400,000	1,400,000	0			
	2018	800,000	800,000	0			
	2019	750,000	750,000	0			
	2020	250,000	250,000	0			
	2021	710,000	710,000	0			
	2022	1,560,000	1,560,000	0			

Year Identified	Start Date	Project Type for 2023	Project Lead	Est. Completion Date
2008	January 1, 2008	Growth: 0.0 % Maintenance: 100.0 %	Various	Ongoing`

**Project Attachments  
For: 2023**

Project # ENV-003-08

Project Name: Pumping Stations

Capital Project	Project IDs	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Ambassador/Ojibway</b>												
Pumps/Diesel				\$130,000								\$130,000
MCC/Controls				\$100,000								\$100,000
<b>Aspen Lake</b>												
Dredging				\$250,000								\$250,000
<b>Woods (Caron)</b>												
Pump Rebuild/Replacement	7189010		\$200,000		\$200,000							\$400,000
Replace Actuators / Valves/Inspection				\$100,000								\$100,000
Bypass Gates / Inlet Valve		\$200,000										\$200,000
Building maintenance		\$50,000	\$50,000	\$200,000								\$300,000
Underground diesel tank	7221044	\$100,000										\$100,000
<b>Clairview</b>												
Pump Rebuild - low priority	7214000	\$50,000	\$50,000									\$100,000
Pump Duty		\$50,000	\$50,000									\$100,000
<b>Drouillard</b>												
MCC upgrade/replacement	7222005											\$0
<b>East Banwell</b>												
dredging/cleaning				\$50,000								\$50,000
<b>Grand Marais</b>												
diesel driven pump	7221045											\$0
<b>Howard Grade</b>												
pumps	7219007				\$160,000							\$160,000
dredging								\$200,000				\$200,000
<b>Huron Estates</b>												
Pumps/Diesel			\$100,000									\$100,000
<b>Janette/Charl</b>												
Pumps/Diesel/MCC	7216001	\$100,000			\$200,000							\$300,000
<b>Jefferson</b>												
Pumps/Diesel			\$200,000									\$200,000
<b>Lakeview/Blue Heron Pond</b>												
Dredging		\$400,000										\$400,000
<b>Maplewood</b>												
Grating, Hatches, and Painting	7212006											\$0
<b>Pontiac</b>												
Diesel / MCC	7222006	\$0										\$0
Screw pump refurbishment		\$0										\$0
<b>Primord</b>												
Duty selection	7221046											\$0
<b>Provincial (Legacy)</b>												
pumps	7224000	\$30,000	\$30,000									\$60,000
clean underground storage					\$80,000							

**Project Attachments  
For: 2023**

**Project # ENV-003-08**

**Project Name: Pumping Stations**

Capital Project	Project IDs	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Peter St</b>												
<b>St. Paul</b>												
<b>Walker</b>												
pumps	New project	\$100,000										\$100,000
dredging	New project	\$200,000										\$200,000
<b>Wellington</b>												
diesel / mcc upgrade / replacement	7221047		\$500,000									\$500,000
spare pump #2												\$0
<b>Ypres</b>												
pumps									\$100,000			\$100,000
diesel / mcc				\$500,000								\$500,000

**Project Attachments  
For: 2023**

**Project # ENV-003-08**

**Project Name: Pumping Stations**

Capital Project	Project IDs	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>General</b>												
PLC upgrades	7169003	\$100,000	\$100,000						\$200,000	\$200,000		\$600,000
SCADAPak Upgrades	7169003										\$25,000	
Pump/Pipe thickness testing	7169003	\$25,000										\$25,000
Miscellaneous	7169003	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$2,500,000
Southwood Lakes Algea Harvesting	7169003	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	
		<b>\$1,625,000</b>	<b>\$1,500,000</b>	<b>\$1,630,000</b>	<b>\$780,000</b>	<b>\$220,000</b>	<b>\$320,000</b>	<b>\$320,000</b>	<b>\$820,000</b>	<b>\$520,000</b>	<b>\$345,000</b>	<b>\$7,855,000</b>

**2023 Anticipated Capital Works:**

Woods (Caron)	contribution towards gate refurbishment. Will require more funding. contribution to U/G tank replacement project currently in design
Clairview	contribution towards pump rebuilding and for installing duty selection on pumps
Janette/Charl	ATS replacement.
Lakeview/Blue Heron Pond	Dredging
Provincial (Legacy)	placeholder for future work
Walker	study to address rehabilitation works and pump replacements
PLC upgrades	displays, scada and communication (telemetry) upgrades
Pump/Pipe thickness testing	as stated
Miscellaneous	general repairs
Southwood Lakes Algea Harvesting	External contractor to rake and collect and harvest the algea for disposal. Public has complained about the smell, this work would help reduce the smell.



# Project Version Summary

<b>Project #</b>	ECB-030-18	<b>Service Area</b>	Infrastructure Services
<b>Budget Year</b>	2023	<b>Department</b>	Public Works
<b>Asset Type</b>	Unassigned	<b>Division</b>	Contracts, Field Services & Maintenance
<b>Title</b>	Wyandotte St. - St. Rose to Janisse - Repair WB, Reconstruct EB		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Roads Infrastructure		
<b>Wards</b>	Ward 6		
<b>Version Name</b>	Main (Active)		

**Project Description**  
 On Tues. Jan. 16th, 2018, City Council approved the 2018 Enhanced Capital Budget Plan for a number of specific projects in the form of placeholder allocations subject to detailed reports to be prepared for Council's consideration.

**Version Description**  
 Repair and reconstruction work completed in 2019.

<b>Project Comments/Reference</b>	<b>Version Comments</b>
7183019	COMMITMENT: CR4/2019 - C 217/2018: 2023 F221 \$440,000

<b>Project Detailed Forecast</b>											
GL Account	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>											
5410 Construction Contracts - TCA	440,000	0	0	0	0	0	0	0	0	0	440,000
Total	440,000	0	0	0	0	0	0	0	0	0	440,000
<b>Revenues</b>											
221CF Committed Funding	440,000	0	0	0	0	0	0	0	0	0	440,000
Total	440,000	0	0	0	0	0	0	0	0	0	440,000

<b>Related Projects</b>	<b>Historical Approved Budget</b>	<b>Operating Budget Impact</b>

<b>Year Identified</b>	<b>Start Date</b>	<b>Project Type for 2023</b>	<b>Project Lead</b>	<b>Est. Completion Date</b>
------------------------	-------------------	------------------------------	---------------------	-----------------------------

2018	January 1, 2019	Growth: 0.0 % Maintenance: 100.0 %	Phong Nguy	2019`
------	-----------------	---------------------------------------	------------	-------



# Project Version Summary

<b>Project #</b>	ECB-031-18	<b>Service Area</b>	Infrastructure Services
<b>Budget Year</b>	2023	<b>Department</b>	Public Works
<b>Asset Type</b>	Unassigned	<b>Division</b>	Contracts, Field Services & Maintenance
<b>Title</b>	Courtland Cres. - South National to South National - Mill and Pave		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Roads Infrastructure		
<b>Wards</b>	Ward 7		
<b>Version Name</b>	Main (Active)		

**Project Description**  
 On Tues. Jan. 16th, 2018, City Council approved the 2018 Enhanced Capital Budget Plan for a number of specific projects in the form of placeholder allocations subject to detailed reports to be prepared for Council's consideration.

**Version Description**  
 Mill and pave work completed in 2020.

<b>Project Comments/Reference</b>	<b>Version Comments</b>
7183020	COMMITMENT: CR4/2019 - C 217/2018: 2023 F221 \$120,000

<b>Project Detailed Forecast</b>											
GL Account	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>											
5410 Construction Contracts - TCA	120,000	0	0	0	0	0	0	0	0	0	120,000
Total	120,000	0	0	0	0	0	0	0	0	0	120,000
<b>Revenues</b>											
221CF Committed Funding	120,000	0	0	0	0	0	0	0	0	0	120,000
Total	120,000	0	0	0	0	0	0	0	0	0	120,000

<b>Related Projects</b>	<b>Historical Approved Budget</b>	<b>Operating Budget Impact</b>

<b>Year Identified</b>	<b>Start Date</b>	<b>Project Type for 2023</b>	<b>Project Lead</b>	<b>Est. Completion Date</b>
------------------------	-------------------	------------------------------	---------------------	-----------------------------

2018	January 1, 2019	Growth: 0.0 % Maintenance: 100.0 %	Phong Nguy	2020`
------	-----------------	---------------------------------------	------------	-------





# Project Version Summary

<b>Project #</b>	ECB-032-18	<b>Service Area</b>	Infrastructure Services
<b>Budget Year</b>	2023	<b>Department</b>	Public Works
<b>Asset Type</b>	Unassigned	<b>Division</b>	Contracts, Field Services & Maintenance
<b>Title</b>	Annie St. - Tecumseh to Cul-de-sac - Mill and Pave		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Roads Infrastructure		
<b>Wards</b>	Ward 8		
<b>Version Name</b>	Main (Active)		

**Project Description**  
 On Tues. Jan. 16th, 2018, City Council approved the 2018 Enhanced Capital Budget Plan for a number of specific projects in the form of placeholder allocations subject to detailed reports to be prepared for Council's consideration.

**Version Description**  
 Mill and pave work completed in 2020.

<b>Project Comments/Reference</b>	<b>Version Comments</b>
7183021	COMMITMENT: CR4/2019 - C 217/2018: 2023 F221 \$90,000

<b>Project Detailed Forecast</b>											
GL Account	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>											
5410 Construction Contracts - TCA	90,000	0	0	0	0	0	0	0	0	0	90,000
Total	90,000	0	0	0	0	0	0	0	0	0	90,000
<b>Revenues</b>											
221CF Committed Funding	90,000	0	0	0	0	0	0	0	0	0	90,000
Total	90,000	0	0	0	0	0	0	0	0	0	90,000

<b>Related Projects</b>	<b>Historical Approved Budget</b>	<b>Operating Budget Impact</b>

<b>Year Identified</b>	<b>Start Date</b>	<b>Project Type for 2023</b>	<b>Project Lead</b>	<b>Est. Completion Date</b>
------------------------	-------------------	------------------------------	---------------------	-----------------------------

2018	January 1, 2019	Growth: 0.0 % Maintenance: 100.0 %	Phong Nguy	2020`
------	-----------------	---------------------------------------	------------	-------



# Project Version Summary

<b>Project #</b>	ENG-007-16	<b>Service Area</b>	Infrastructure Services
<b>Budget Year</b>	2023	<b>Department</b>	Public Works
<b>Asset Type</b>	Unassigned	<b>Division</b>	Contracts, Field Services & Maintenance
<b>Title</b>	Basement Flooding Abatement Measures		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Sewers Infrastructure		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

## Project Description

This project will merge the following five programs, which used to be separate projects in the Capital Budget, into one project:

- Closed Circuit Television (CCTV) Program – to evaluate sewer conditions and assist in capital planning
- Smoke & Dye Testing Program – to identify infiltration and cross connection issues for identification of repairs required to reduce basement flooding
- Small Sewer Repairs Program – to address numerous small deficiencies identified in the sewer system which, if left unchecked, can manifest into sinkholes and larger repairs
- Basement Flooding Mitigation Measures Program – for the implementation of a downspout disconnection program and investing in live flow monitoring equipment
- Basement Flooding Prevention Subsidy Program – to install backwater valves and/or sump pumps in areas subject to, or are susceptible to, basement flooding and help subsidize homeowners for part of the associated costs.

Beginning in 2020, Administration established a trunk sewer inspection program and an annual zoom cyclical program in addition to the existing programs outlined above.

## Version Description

Work continues for the various programs within this project with planning for the coordination of road rehabilitation work with sewer relining work ongoing.

Beginning in 2022, Administration established a culvert relining program on E.C. Row. This is a 10-year program.  
Beginning in 2023, Administration is planning to start a long-term storm sewer outfall relining program. This will be an ongoing program.

## Project Comments/Reference

7169001

## Version Comments

This project consolidates the following previously approved projects into one program:

- 1) OPS-008-07 Closed Circuit Television (CCTV)
- 2) OPS-003-10 Small Sewer Repairs
- 3) ECP-001-12 Basement Flooding Mitigation Measures
- 4) EIT-002-11 Basement Flooding Prevention Subsidy Program

## Project Detailed Forecast

GL Account	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>											
5410 Construction Contracts - TCA	4,500,000	4,500,000	4,500,000	4,500,000	4,500,000	4,500,000	4,500,000	4,500,000	4,514,750	4,658,000	45,172,750
Total	4,500,000	4,500,000	4,500,000	4,500,000	4,500,000	4,500,000	4,500,000	4,500,000	4,514,750	4,658,000	45,172,750
<b>Revenues</b>											
028 Sewer Surcharge	0	0	0	0	0	0	0	0	0	0	0
153 Sewer Surcharge	4,500,000	4,500,000	4,500,000	4,500,000	4,500,000	4,500,000	4,500,000	4,500,000	4,514,750	4,658,000	45,172,750
Total	4,500,000	4,500,000	4,500,000	4,500,000	4,500,000	4,500,000	4,500,000	4,500,000	4,514,750	4,658,000	45,172,750

Related Projects		Historical Approved Budget			Operating Budget Impact					
		Year	Total Expense	Revenue		Effective Date	Unknown	Exp/(Rev)	FTE	Impact
				Net City Cost	Subsidies					
		2016	2,630,000	2,630,000	0					
		2017	2,500,000	2,500,000	0					
		2018	2,700,000	2,700,000	0					
		2019	3,227,751	3,227,751	0					
		2020	4,687,751	4,687,751	0					
		2021	4,450,000	4,450,000	0					
		2022	4,500,000	4,500,000	0					
		<p>This capital program budget allows for trenchless repairs of sewer deficiencies identified during CCTV and Zoom inspections of our sewer infrastructure. If deficiencies require extensive remedial work due to collapses or unmoveable obstructions, then the remedial action will be undertaken through the operational budget. Rehabilitation or remedial action undertaken under this capital program will allow work to be undertaken utilizing trenchless technology methods to expedite the required work with minimal surface disruptions. It will increase the life cycle of the infrastructure and can lead to decreased operation budget expenses as the remedial action could be undertaken using this projects funding before total failure of the infrastructure leading to collapse or total blockage which can only then be repaired or rehabilitated using methods other then trenchless methods.</p>								
Year Identified	Start Date	Project Type for 2023	Project Lead		Est. Completion Date					
2016	January 1, 2016	Growth: 0.0 % Maintenance: 100.0 %	Phong Nguy / Andrew Lewis		Ongoing`					



## Project Version Summary

<b>Project #</b>	OPS-001-07	<b>Service Area</b>	Infrastructure Services
<b>Budget Year</b>	2023	<b>Department</b>	Public Works
<b>Asset Type</b>	Unassigned	<b>Division</b>	Contracts, Field Services & Maintenance
<b>Title</b>	Road Rehabilitation - Various Locations Program		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Roads Infrastructure		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

### Project Description

Citywide rehabilitation and reconstruction of existing paved roads comprises of 1,071 km (2380 lane km) including the E.C. Row Expressway. As of June 2022, 19.9% of the road system is rated 'Now' Deficient. The estimated replacement value of roads is approximately \$2.11 billion. Industry standard life cycle is 35 years. Based on a 35-year replacement cycle, the perpetual annual cost for the replacement of this infrastructure is approximately \$50-\$60 million. It should be noted that years 2023 and beyond are based on current assessed condition and applied asset management. A listing of planned projects is included in the appendices. Depending on tender pricing, additional roads may be able to be added or some may need to be pushed to future years. Given the limited options with minor surplus funding, it may create an opportunity for smaller sections of local roads to be addressed sooner than planned.

### Version Description

2023: Citywide Rehab (excl EC Row Rehab) = \$10,092,341 / EC Row Rehab = \$2,000,000  
 2024: Citywide Rehab (excl EC Row Rehab) = \$14,623,967 / EC Row Rehab = \$2,000,000  
 2025: Citywide Rehab (excl EC Row Rehab) = \$16,255,201 / EC Row Rehab = \$2,000,000  
 2026: Citywide Rehab (excl EC Row Rehab) = \$ 7,671,462 / EC Row Rehab = \$1,500,000  
 2027: Citywide Rehab (excl EC Row Rehab) = \$11,750,396 / EC Row Rehab = \$ 500,000  
 2028: Citywide Rehab (excl EC Row Rehab) = \$18,645,000 / EC Row Rehab = tbd  
 2029: Citywide Rehab (excl EC Row Rehab) = \$18,645,000 / EC Row Rehab = tbd  
 2030: Citywide Rehab (excl EC Row Rehab) = \$18,645,000 / EC Row Rehab = tbd  
 2031: Citywide Rehab (excl EC Row Rehab) = \$22,880,060 / EC Row Rehab = tbd  
 2032: Citywide Rehab (excl EC Row Rehab) = \$21,780,000 / EC Row Rehab = tbd

Note: Sewer and watermain information need to be taken into consideration prior to commencing any project. This includes consideration of any construction plans by utility companies as well as any change in dictated priorities that may ensue as time goes by.

### Project Comments/Reference

See Document Attached  
 (Closed: 7081001, 7091002, 7101001, 7111001, 7121001, 7131110, 7141025, 7151003, 7161027, 7171016, 7181024)  
 Active: 7181040, 7185001, 7201002, 7192010, 7201029, 7211000, 7221001, 7231000

### Version Comments

COMMITMENT:  
 CR218/2021 C 57/2021: 2024 F221 \$2 870,399  
 CR331/2022 C 119/2022: 2023 F176 \$2,401,536

NOTE:  
 Per CR16/2021, C 251/2020-Federal Gas Tax (Fund 176) funding identified and committed for the Connecting Links – Intake 5 (OPS-009-20) project has been exchanged for an equivalent amount of Service Sustainability (Fund 221) funding in the City-wide Road Rehabilitation (OPS-001-07) for the following amounts: 2021-\$915,000, 2022-\$915,000, 2023-\$919,930

Project Detailed Forecast											
GL Account	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>											
5410 Construction Contracts - TCA	12,092,341	16,623,967	18,255,201	9,171,462	12,250,396	18,645,000	18,645,000	18,645,000	22,880,060	21,780,000	168,988,427
Total	12,092,341	16,623,967	18,255,201	9,171,462	12,250,396	18,645,000	18,645,000	18,645,000	22,880,060	21,780,000	168,988,427
<b>Revenues</b>											
169 Pay As You Go - Capital Reserve	0	0	0	0	0	0	0	0	0	101,961	101,961
176 Canada Community-Building Fund	8,766,984	10,671,734	7,912,800	8,422,000	11,746,110	11,263,312	12,926,250	10,032,442	9,897,000	13,776,301	105,414,933
176CF Committed Funding	2,401,536	0	0	0	0	0	0	0	0	0	2,401,536
221 Service Sustainability Investm	923,821	3,081,834	10,342,401	749,462	504,286	7,381,688	5,718,750	8,612,558	12,983,060	7,901,738	58,199,598
221CF Committed Funding	0	2,870,399	0	0	0	0	0	0	0	0	2,870,399
Total	12,092,341	16,623,967	18,255,201	9,171,462	12,250,396	18,645,000	18,645,000	18,645,000	22,880,060	21,780,000	168,988,427

Related Projects		Historical Approved Budget			Operating Budget Impact							
Year Identified	Start Date	Project Type for 2023	Project Lead	Est. Completion Date	Revenue		Effective Date	Unknown	Exp/(Rev)	FTE	Impact	
					Total Expense	Net City Cost						Subsidies
2007	January 1, 2015	Growth: 0.0 % Maintenance: 100.0 %	Phong Nguy / Charles Hartford	Ongoing`	4,450,000	4,450,000	0				0	0
					10,658,000	10,658,000	0					
					16,200,000	16,200,000	0					
					16,200,000	16,200,000	0					
					8,217,000	8,217,000	0					
					2,404,300	904,300	1,500,000					
					4,000,000	4,000,000	0					
					7,637,000	7,637,000	0					
					6,364,810	6,364,810	0					
					7,787,000	7,787,000	0					
					7,787,000	7,787,000	0					
					8,887,000	8,887,000	0					
					9,152,263	9,152,263	0					
					10,302,074	10,302,074	0					
					13,086,805	12,831,560	255,245					
					15,763,424	15,763,424	0					

<b>PROPOSED 2023 ROAD REHABILITATION PROGRAM</b>				
<b>ITEM NO.</b>	<b>STREET</b>	<b>FROM</b>	<b>TO</b>	<b>REHAB. TYPE</b>
1	WINDSOR AVE	ERIE ST	GILES BLVD	M
2	MCEWAN AVE	RIVERSIDE DR W	UNIVERSITY AVE	M
3	GOYEAU BLVD	ERIE ST	ELLIOTT ST	M
4	GOYEAU BLVD	GILES BLVD	ELLIS ST	M
5	MATCHETTE RD	MELBOURNE	PRINCE	R
6	MELBOURNE RD	MATCHETTE RD	FELIX AVE	R
7	LILLIAN AVE	GILES BLVD	ALLENDALE ST	R
8	ALLENDALE ST	LILLIAN AVE	HOWARD AVE	R
9	OTTAWA ST	KILDARE RD	ARGYLE RD	M
10	BELLE ISLE VIEW	WYANDOTTE ST E	NORTH LIMITS	M
<b>TOTAL CITY WIDE REHABILITATION</b>			<b>\$ 10,092,341</b>	
<b>E.C. ROW REHABILITATION</b>			<b>\$ 2,000,000</b>	
<b>TOTAL PROGRAM BUDGET</b>			<b>\$ 12,092,341</b>	

<b>M</b>	<b>Mill and Pave</b>
<b>R</b>	<b>Full Road Reconstruction</b>
<b>M/R</b>	<b>Mill &amp; Pave AND Road Reconstruction</b>
<b>PN</b>	<b>Panel / Joint repairs</b>
<b>LIP**</b>	<b>Rehabilitation after completion of Local Improvement</b>

**NOTE: Road Segments may be reprioritized in coordination with WUC watermain projects and budgets**

**\*\*LIP = SUBJECT TO EXHAUSTION OF LOCAL IMPROVEMENT PROCESS AS PER M39-2014**

<b>PROPOSED 2024 ROAD REHABILITATION PROGRAM</b>				
<b>ITEM NO.</b>	<b>STREET</b>	<b>FROM</b>	<b>TO</b>	<b>REHAB. TYPE</b>
1	MERCER ST	SHEPHERD ST	HANNA ST	R
2	MOY AVE	TECUMSEH RD	YPRES AVE	M
3	ROSSINI BLVD	TECUMSEH RD	GRAND MARAIS RD E	R/LIP
4	TECUMSEH RD E	CENTRAL AVE	DROUILLARD RD	R/M
5	OAK AVE	RIVERSIDE DR	UNIVERSITY AVE	M
6	ELLIS ST	GLADSTONE AVE	PARENT AVE	R
7	LAUZON PKY	CANTELON DR	FOREST GLADE DR	R
<b>TOTAL CITY WIDE REHABILITATION</b>			<b>\$ 14,623,967</b>	
<b>E.C. ROW REHABILITATION</b>			<b>\$ 2,000,000</b>	
<b>TOTAL PROGRAM BUDGET</b>			<b>\$ 16,623,967</b>	

<b>M</b>	<b>Mill and Pave</b>
<b>R</b>	<b>Full Road Reconstruction</b>
<b>M/R</b>	<b>Mill &amp; Pave AND Road Reconstruction</b>
<b>PN</b>	<b>Panel / Joint repairs</b>
<b>LIP**</b>	<b>Rehabilitation after completion of Local Improvement</b>

**NOTE: Road Segments may be reprioritized in coordination with WUC watermain projects and budgets  
\*\*LIP = SUBJECT TO EXHAUSTION OF LOCAL IMPROVEMENT PROCESS AS PER M39-2014**



<b>PROPOSED 2025 ROAD REHABILITATION PROGRAM</b>				
<b>ITEM NO.</b>	<b>STREET</b>	<b>FROM</b>	<b>TO</b>	<b>REHAB. TYPE</b>
1	LABADIE RD	ONTARIO ST	SEMINOLE ST	M
2	ERIE ST	PELISSIER ST	JANETTE AVE	M
3	GILES BLVD	VICTORIA AVE	JANETTE AVE	R
4	CHILVER RD	ASSUMTION ST	CUL-DE-SAC	M
5	OJIBWAY PKY	WEAVER RD	MORTON DR	R
<b>TOTAL CITY WIDE REHABILITATION</b>			<b>\$ 16,255,201</b>	
<b>E.C. ROW REHABILITATION</b>			<b>\$ 2,000,000</b>	
<b>TOTAL PROGRAM BUDGET</b>			<b>\$ 18,255,201</b>	

<b>M</b>	<b>Mill and Pave</b>
<b>R</b>	<b>Full Road Reconstruction</b>
<b>M/R</b>	<b>Mill &amp; Pave AND Road Reconstruction</b>
<b>PN</b>	<b>Panel / Joint repairs</b>
<b>LIP**</b>	<b>Rehabilitation after completion of Local Improvement</b>

**NOTE: Road Segments may be reprioritized in coordination with WUC watermain projects and budgets**

**\*\*LIP = SUBJECT TO EXHAUSTION OF LOCAL IMPROVEMENT PROCESS AS PER M39-2014**

<b>PROPOSED 2026 ROAD REHABILITATION PROGRAM</b>				
<b>ITEM NO.</b>	<b>STREET</b>	<b>FROM</b>	<b>TO</b>	<b>REHAB. TYPE</b>
1	CARON AVE	WYANDOTTE ST	ELLIOTT ST	R
2	PETER ST	MILL ST	BROCK ST	R
3	GILES BLVD	MCDUGALL ST	PARENT AVE	M
4	SOUTH ST	PETER ST	BLOOMFIELD RD	R / M
5	COLLEGE AVE	LENA AVE	BROCK ST	R
6	WINDSOR AVE	GILES BLVD	SHEPHERD ST	R / M
<b>TOTAL CITY WIDE REHABILITATION</b>			<b>\$</b>	<b>7,671,462</b>
<b>E.C. ROW REHABILITATION</b>			<b>\$</b>	<b>1,500,000</b>
<b>TOTAL PROGRAM BUDGET</b>			<b>\$</b>	<b>9,171,462</b>

<b>M</b>	<b>Mill and Pave</b>
<b>R</b>	<b>Full Road Reconstruction</b>
<b>M/R</b>	<b>Mill &amp; Pave AND Road Reconstruction</b>
<b>PN</b>	<b>Panel / Joint repairs</b>
<b>LIP**</b>	<b>Rehabilitation after completion of Local Improvement</b>

**NOTE: Road Segments may be reprioritized in coordination with WUC watermain projects and budgets**  
**\*\*LIP = SUBJECT TO EXHAUSTION OF LOCAL IMPROVEMENT PROCESS AS PER M39-2014**

<b>PROPOSED 2027 ROAD REHABILITATION PROGRAM</b>				
<b>ITEM NO.</b>	<b>STREET</b>	<b>FROM</b>	<b>TO</b>	<b>REHAB. TYPE</b>
1	MATCHETTE RD	EC ROW	CHAPPELL AVE	R
2	MELVILLE DR	ESPLANADE DR	CUL-DE-SAC	M
3	LYNNGROVE CRES	ESPLANADE DR	MELVILLE DR	M
4	SHENANDOAH CRES	PULBROOK RD	STILLMEADOW RD	M
5	PULBROOK RD	FOREST GLADE DR	STILLMEADOW RD	M
6	CALEDON CRT	EASTCOURT DR	STILLMEADOW RD	M
7	STILLMEADOW RD	SHENANDOAH CRES	MULBERRY RD	M
<b>TOTAL CITY WIDE REHABILITATION</b>			<b>\$ 11,750,396</b>	
<b>E.C. ROW REHABILITATION</b>			<b>\$ 500,000</b>	
<b>TOTAL PROGRAM BUDGET</b>			<b>\$ 12,250,396</b>	

<b>M</b>	<b>Mill and Pave</b>
<b>R</b>	<b>Full Road Reconstruction</b>
<b>M/R</b>	<b>Mill &amp; Pave AND Road Reconstruction</b>
<b>PN</b>	<b>Panel / Joint repairs</b>
<b>LIP**</b>	<b>Rehabilitation after completion of Local Improvement</b>

**NOTE: Road Segments may be reprioritized in coordination with WUC watermain projects and budgets  
\*\*LIP = SUBJECT TO EXHAUSTION OF LOCAL IMPROVEMENT PROCESS AS PER M39-2014**



# Project Version Summary

<b>Project #</b>	OPS-001-11	<b>Service Area</b>	Infrastructure Services
<b>Budget Year</b>	2023	<b>Department</b>	Public Works
<b>Asset Type</b>	Unassigned	<b>Division</b>	Contracts, Field Services & Maintenance
<b>Title</b>	Minor Alley Maintenance Program		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Roads Infrastructure		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

**Project Description**

The City has 79 kms of paved alleyways, primarily in the older sections of the City, which serve as part of the public right of way. This pavement degrades over time and requires periodic replacement and repairs. As of June 2022, 42 kms of paved alley are "now" deficient, 20 kms will be "now" deficient in 1 - 5 years, 10 kms will be "now" deficient in 6 - 10 years, and 7 kms are considered "adequate".

**Version Description**

Project Comments/Reference	Version Comments
7121000	

Project Detailed Forecast		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>GL Account</b>												
<b>Expenses</b>												
5410	Construction Contracts - TCA	200,000	200,000	200,000	200,000	200,000	250,000	250,000	250,000	250,000	250,000	2,250,000
	Total	200,000	200,000	200,000	200,000	200,000	250,000	250,000	250,000	250,000	250,000	2,250,000
<b>Revenues</b>												
221	Service Sustainability Investm	200,000	200,000	200,000	200,000	200,000	250,000	250,000	250,000	250,000	250,000	2,250,000
	Total	200,000	200,000	200,000	200,000	200,000	250,000	250,000	250,000	250,000	250,000	2,250,000

Related Projects		Historical Approved Budget			Operating Budget Impact				
		Year	Total Expense	Revenue		Effective Date	Unknown	Exp/(Rev)	FTE Impact
				Net City Cost	Subsidies				
		2014	100,000	100,000	0				
		2016	100,000	100,000	0				
		2017	100,000	100,000	0				
		2018	100,000	100,000	0				
		2019	1,050,000	1,050,000	0				
		2020	100,000	100,000	0				
		2021	100,000	100,000	0				
		2022	200,000	200,000	0				
Year Identified	Start Date	Project Type for 2023		Project Lead		Est. Completion Date			
2011	January 1, 2016	Growth: 0.0 % Maintenance: 100.0 %		Phong Nguy / Roberta Harrison		Ongoing`			



# Project Version Summary

<b>Project #</b>	OPS-002-11	<b>Service Area</b>	Infrastructure Services
<b>Budget Year</b>	2023	<b>Department</b>	Public Works
<b>Asset Type</b>	Unassigned	<b>Division</b>	Contracts, Field Services & Maintenance
<b>Title</b>	Minor Road Deficiencies Rehabilitation Program		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Roads Infrastructure		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

<b>Project Description</b>
----------------------------

The rehabilitation of the city's roadways is performed on a life cycle basis and subject to available funding in Project OPS-001-07 (Citywide Road Rehabilitation). This work tends to be done on entire sections of a roadway (i.e. Ouellette Avenue from Erie Street to Giles Blvd.) In some instances, however, significant repairs to roadways are required that are too small to be assigned to the annual OPS-001-07 rehab. cycle but large enough to put the ROW Maintenance operating budget under strain. The Minor Road Rehab. project addresses these types of pavement repairs and allow the ROW Maintenance operating budget to focus on potholes and other small right of way repairs. Also included in this program is the routing and sealing of cracks in asphalt, spray patching, and pavement repairs to extend the life cycle where possible.

<b>Version Description</b>
----------------------------

<b>Project Comments/Reference</b>	<b>Version Comments</b>
-----------------------------------	-------------------------

7111023	
---------	--

<b>Project Detailed Forecast</b>
----------------------------------

GL Account	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>											
5410 Construction Contracts - TCA	2,967,386	4,075,660	4,133,934	3,800,000	3,800,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	33,776,980
Total	2,967,386	4,075,660	4,133,934	3,800,000	3,800,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	33,776,980
<b>Revenues</b>											
221 Service Sustainability Investm	2,967,386	4,075,660	4,133,934	3,800,000	3,800,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	33,776,980
Total	2,967,386	4,075,660	4,133,934	3,800,000	3,800,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	33,776,980

Related Projects		Historical Approved Budget			Operating Budget Impact				
		Year	Total Expense	Revenue		Effective Date	Unknown	Exp/(Rev)	FTE Impact
				Net City Cost	Subsidies				
		2011	500,000	500,000	0				
		2012	500,000	500,000	0				
		2013	250,000	250,000	0				
		2014	550,000	550,000	0				
		2015	539,000	539,000	0				
		2016	250,000	250,000	0				
		2017	250,000	250,000	0				
		2018	140,000	140,000	0				
		2019	400,000	400,000	0				
		2020	292,563	292,563	0				
		2021	350,837	350,837	0				
		2022	3,259,111	3,259,111	0				
Year Identified	Start Date	Project Type for 2023	Project Lead		Est. Completion Date				
2011	January 1, 2015	Growth: 0.0 % Maintenance: 100.0 %	Phong Nguy / Roberta Harrison		Ongoing`				



# Project Version Summary

<b>Project #</b>	OPS-003-07	<b>Service Area</b>	Infrastructure Services
<b>Budget Year</b>	2023	<b>Department</b>	Public Works
<b>Asset Type</b>	Unassigned	<b>Division</b>	Contracts, Field Services & Maintenance
<b>Title</b>	Bridge Rehabilitation Program		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Roads Infrastructure		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

## Project Description

Ongoing maintenance and rehabilitation of existing bridges throughout the City, including bridges for roadways, railways, streams and drains and pedestrian bridges. The program funds rehabilitation of 59 bridges, 12 culverts with spans greater than 3m, 5 pedestrian bridges, and 1 subway. An annual expenditure of \$5-\$8 million is required to replace these bridges on a 50 to 75 year cycle.

Note: List may change subject to ongoing OSIM investigations as well as the results of Structural Condition Surveys. In addition, unexpected failures of structures may occur which would require reprioritization of rehabilitation.

## Version Description

- 2023: \$3.160 million - Repairs and maintenance as required (all structures) - Wyandotte at CPR (#206)
- 2024: \$0.500 million - Repairs and maintenance as required (all structures) - Wyandotte at CPR (#206)
- 2025: \$0.500 million - Repairs and maintenance as required (all structures) - Engineering evaluation / design for Wyandotte at CPR (#206)
- 2026: \$2.500 million - Repairs and maintenance as required (all structures) - Wyandotte at CPR (#206)
- 2027: \$5.000 million - Repairs and maintenance as required (all structures) - Wyandotte at CPR (#206)
- 2028: \$1.000 million - Repairs and maintenance as required (all structures)
- 2029: \$1.000 million - Repairs and maintenance as required (all structures)
- 2030: \$1.000 million - Repairs and maintenance as required (all structures)
- 2031: \$1.000 million - Repairs and maintenance as required (all structures)
- 2032: \$2.000 million - Repairs and maintenance as required (all structures)

Note: the Wyandotte at CPR (#206) structure was originally slotted in for full rehabilitation in 2022 at a cost of approximately \$15.0 million. A minor rehabilitation was completed in 2017 that allowed the full rehabilitation to be deferred 10-years for completion in 2027. Funds will be accumulated annually for this work in 2027.

Various repairs and maintenance possible on all structures as required include joint replacement, barrier wall replacement, bridge washing, patch repairs, crack injection, and concrete sealing. There will also be culvert replacements pending for areas in the annexed lands to complete in the coming 10-years.

## Project Comments/Reference

Active: 7181022/ 7191021/ 7192010 /7201012/  
7211030/7221009

E.C. ROW PROJECTS:  
(Closed:

7081025/7091023/7091024/7111003/7101004/7101011/71  
11021/7141026/7141027/7141047/7151009/7151002)

BRIDGE PROJECTS:

(Closed: 7081025 / 7091024 / 7101004 / 7111003 /  
7141047 / 7151009/ 7161028/ 7171018)

## Version Comments

COMMITMENT:

CR247/2019 C 81/2019 - Connecting Links 4 Grant: 2022 F221 \$1,000,000 - 2023 F221 \$1,816,058

Note:

Funds released as ICIP Public Transit Grant was successful and funding switched to OPS-001-07 and ECP-003-09.



Project Detailed Forecast												
GL Account		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>												
5410	Construction Contracts - TCA	3,160,770	500,000	500,000	2,500,000	5,000,000	1,000,000	1,000,000	1,000,000	1,000,000	2,000,000	17,660,770
Total		3,160,770	500,000	500,000	2,500,000	5,000,000	1,000,000	1,000,000	1,000,000	1,000,000	2,000,000	17,660,770
<b>Revenues</b>												
176	Canada Community-Building Fund	0	0	0	900,000	800,000	0	0	0	0	0	1,700,000
221	Service Sustainability Investm	3,160,770	500,000	500,000	1,600,000	4,200,000	1,000,000	1,000,000	1,000,000	1,000,000	2,000,000	15,960,770
Total		3,160,770	500,000	500,000	2,500,000	5,000,000	1,000,000	1,000,000	1,000,000	1,000,000	2,000,000	17,660,770
Related Projects		Historical Approved Budget				Operating Budget Impact						
		Year	Total Expense	Revenue		Effective Date	Unknown	Exp/(Rev)	FTE Impact			
				Net City Cost	Subsidies					Description	0	0
		2007	1,550,000	1,550,000	0					Any budget deferral in approved funding will result in increased operating costs for temporary repairs, patching and unscheduled maintenance as required.		
		2008	1,450,000	1,450,000	0							
		2009	2,500,000	2,500,000	0							
		2010	2,379,000	2,379,000	0							
		2011	800,000	800,000	0							
		2015	500,000	500,000	0							
		2016	4,000,000	4,000,000	0							
		2017	4,000,000	4,000,000	0							
		2018	2,500,000	2,500,000	0							
		2019	3,200,000	3,200,000	0							
		2020	3,399,000	3,399,000	0							
		2021	1,204,000	1,204,000	0							
		2022	2,170,000	2,170,000	0							
Year Identified	Start Date	Project Type for 2023		Project Lead		Est. Completion Date						
2007	January 1, 2016	Growth: 0.0 % Maintenance: 100.0 %		Phong Nguy / Charles Hartford		Ongoing`						



# Project Version Summary

<b>Project #</b>	OPS-004-07	<b>Service Area</b>	Infrastructure Services
<b>Budget Year</b>	2023	<b>Department</b>	Public Works
<b>Asset Type</b>	Unassigned	<b>Division</b>	Contracts, Field Services & Maintenance
<b>Title</b>	Sidewalk Rehabilitation Program		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Roads Infrastructure		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

### Project Description

This program covers the rehabilitation of existing sidewalks citywide. There are 970 kms of sidewalks in the City, of which 6 kms are in "Poor" condition and 79 kms are in "Fair" condition. Based on a 40-year replacement cycle, the perpetual annual cost for the replacement of this infrastructure is approximately \$3 million. This would be in addition to the approximately \$10.5 million required to address all "Poor" and "Fair" sidewalks and to widen the sidewalks to AODA standards at the time of replacement. From a risk management point of view, funding should be increased to reduce trip and fall claims.

Effective January 1, 2016, the Accessibility for Ontarians with Disabilities Act (AODA) required width of sidewalks to increase from 1.2 meters to 1.5 meters. This increases the cost of sidewalk replacements. As the change is implemented, Administration is including the increased costs in budget projections.

### Version Description

Because the 10-Year Capital Budget does not fully address immediate needs, the annual sidewalk inspection and condition assessment program as well as additional liability claims will influence replacements in 2023 and beyond.

### Project Comments/Reference

See Document Attached

(Closed:  
7091025/7101003/7111022/7121007/7131115/7141028/7151011/7161029/7171019)  
Active: 7181023/7191006/ 7191030/ 7201013/ 7211031/7221011

### Version Comments

COMMITMENT:  
CR234/2022 C 90/2022: 2023 F221 \$305,000

### Project Detailed Forecast

GL Account	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>											
5410 Construction Contracts - TCA	756,190	1,207,696	1,207,696	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	13,671,582
Total	756,190	1,207,696	1,207,696	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	13,671,582
<b>Revenues</b>											
221 Service Sustainability Investm	451,190	1,207,696	1,207,696	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	13,366,582
221CF Committed Funding	305,000	0	0	0	0	0	0	0	0	0	305,000
Total	756,190	1,207,696	1,207,696	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	13,671,582

Related Projects		Historical Approved Budget			Operating Budget Impact				
		Year	Total Expense	Revenue		Effective Date	Unknown	Exp/(Rev)	FTE Impact
				Net City Cost	Subsidies				
		2007	950,000	950,000	0				
		2008	850,000	850,000	0				
		2009	2,000,000	2,000,000	0				
		2010	2,000,000	2,000,000	0				
		2011	1,250,000	0	1,250,000				
		2012	1,200,000	1,200,000	0				
		2013	250,000	250,000	0				
		2014	400,000	400,000	0				
		2015	1,350,000	1,350,000	0				
		2016	500,000	500,000	0				
		2017	500,000	500,000	0				
		2018	317,500	317,500	0				
		2019	700,000	700,000	0				
		2020	489,297	489,297	0				
		2021	559,197	559,197	0				
		2022	861,190	861,190	0				
Year Identified	Start Date	Project Type for 2023	Project Lead		Est. Completion Date				
2007	January 2, 2015	Growth: 0.0 % Maintenance: 100.0 %	Phong Nguy / Roberta Harrison		Ongoing`				

<b>PROPOSED SIDEWALK REHABILITATION 10 YEAR PROGRAM - 2023 to 2032 (Alphabetical Listing)</b>				
<b>STREET</b>	<b>FROM</b>	<b>TO</b>	<b>SIDE OF STREET</b>	<b>POLITICAL WARD</b>
CORAGREENWOOD	RIVERSIDE	LITTLE RIVER	E/W	PW7
ALSACE	KILDARE	BYNG	N	PW4
BALFOUR	EMPRESS	SOUTHNATIONAL	W	PW8
CALIFORNIA	BALMORAL	NORFOLK	E/W	PW1
CALIFORNIA	GRAND MARAIS	BALMORAL	E/W	PW1
CARON	PARK	WYANDOTTE	E	PW3
CARON	WYANDOTTE	ELLIOTT	E	PW3
CENTRAL	ALICE	REGINALD	E/W	PW5
CENTRAL	GUY	TECUMSEH	W	PW5
CENTRAL	GUY	MILLOY	E	PW5
CENTRAL	MILLOY	ALICE	E/W	PW5
CENTRAL	REGINALD	SEMINOLE	E	PW5
CHATHAM	OUELLETTE	GOYEAU	N	PW3
CHATHAM	PELISSIER	FERRY	N	PW3
CHILVER	ASSUMPTION	RIVERSIDE	W/E	PW4
CHILVER	TECUMSEH	LENS	E	PW4
CRAWFORD	ERIE	GROVE	W	PW3
DOMINION	NORFOLK	ROSELAWN	W	PW1
DOT	GIRARDOT	MANCHESTER	W	PW3
DOUGALL	ELLIS	WAHKETA	E/W	PW3

STREET	FROM	TO	SIDE OF STREET	POLITICAL WARD
DOUGALL	ERIE	PINE	E	PW3
DOUGALL	WEST GRAND	LIBERTY	W	PW1
EDWARD	EDGAR	MONTROSE	E	PW6
ELSMERE	ELLIOT	NIAGARA	E/W	PW3
ELSMERE	NIAGARA	ERIE	E/W	PW3
FERNDALE	EMPRESS	CORONATION	E/W	PW8
FERNDALE	SOUTH NATIONAL	CORONATION	E/W	PW8
FORD	CORONATION	LASSALINE	E/W	PW8
FORD	SOUTH NATIONAL	LASSALINE	E/W	PW8
FOSTER	WALKER	CN TRACKS	N	PW9
FRANCOIS	ALICE	MILLOY	E/W	PW5
FRANCOIS	REGINALD	ALICE	W	PW5
GRAND MARAIS	ALLYSON	GEORGE	N	PW5
GREENPARK	WYANDOTTE	LITTLERIVER	E	PW7
HICKORY	ONTARIO	HICKORY	E	PW5
HIGHLAND	TECUMSEH	LENS ALLEY	E/W	PW3
HOWARD	LAKE TRAIL	HAVENS	W	PW1
HOWARD	NEAL	LAKE TRAIL	W	PW1
HURON CHURCH	DONELLY	WYANDOTTE	W	PW2
HURON CHURCH	PETER	DONELLY	W	PW2
HURON CHURCH	PETER	DONNELLY	W	PW2
HURON CHURCH	UNIVERSITY	PETER	W	PW2
HURON CHURCH	UNIVERSITY	PETER	W	PW2

STREET	FROM	TO	SIDE OF STREET	POLITICAL WARD
INDIAN	WYANDOTTE	MILL	E	PW2
JEROME	WATSON	WESCHESTER	N/S	PW6
KILDARE	VIMY	YPRES	W	PW4
KILDARE	WYANDOTTE	TUSCARORA	E/W	PW4
LAKEVIEW	DILLION	LITTLERIVER	W	PW7
LAURENDEAU	FAUST	ONTARIO	W	PW4
LAUZON	MCHUGH	TECUMSEH/EASTTOWN MALL	W	PW6
LAUZON	WYANDOTTE	RIVERSIDE	E/W	PW6
LINWOOD	TOURNIER	FELIX	N/S	PW2
LOCKE	LYNN	3850 LOCKE (@ SOUTH P/L)	E	PW9
LONGFELLOW	GRAND MARAIS	LONGFELLOW	W	PW1
MARENTETTE	SOUTH OF TECUMSEH	DEAD END	E/W	PW4
MATCHETTE	MELBOURNE	STRATHMORE	E/W	PW1
MATCHETTE	STRATHMORE	CUL DE SAC	E/W	PW1
MCKAY	RIVERSIDE	UNIVERSITY	W	PW2
MOUNTROYAL	COUSINEAU	CABANA	W	PW1
OUELLETTE	TECUMSEH	CPR	E	PW3
PILETTE	PLYMOUTH	END	E/W	PW5
PILLETTE	WYANDOTTE ST. E.	ONTARIO	E/W	PW5
PLYMOUTH	ROBERT	PILLETTE	N	PW5
PLYMOUTH	TOURNAGEAU	ROBERT	N	PW5
REGINALD	ST.LUKE	ALBERT	N/S	PW5
RIVARD	HAIG	GRAND	W	PW8

STREET	FROM	TO	SIDE OF STREET	POLITICAL WARD
RIVARD	JOINVILLE	HAIG	W	PW8
RIVARD	ROSE	JOINVILLE	W	PW8
RIVERSIDE	JANETTE	CARON	N	PW3
RIVERSIDE	PATRICE	ST. ROSE	S	PW6
SANDWICH	52M S/O JOHN B	PROSPECT	W	PW2
SANDWICH	DETROIT	ROSEDALE	S	PW2
SHERWAY	ASGARD	RIDGE	W	PW7
SHERWAY	ESPLANADE	ASGARD	W	PW7
ST. PAUL	WYANDOTTE	ST. ROSE	E/W	PW6
TECUMSEH	PENANG	FOREST GLADE	N	PW7
TECUMSEH	SOUTH PACIFIC	MUNICIPAL LANE	N	PW3
TOURNIER	LINWOOD	BABY	N/S	PW2
TRENTON	DROUILLARD	CADILLAC (HENRY FORD CENTRE)	N	PW5
TUSCARORA	WINDSOR	MCDOUGALL	N/S	PW3
UNIVERSITY	DOUGALL	CHURCH	N/S	PW3
UNIVERSITY	VISTA	HURON CHURCH	N	PW2
VICTORIA	CHATHAM	UNIVERSITY	E	PW3
WALKER	NIAGARA	RICHMOND	W	PW4
WALKER	SEMINOLE	MUNSEE	W	PW4
WALKWAY EC ROW	SIERRA	RADISSON	S	PW1
WEST GRAND	DOUGALL	DOMINION	S	PW1
WESTMINSTER	TECUMSEH	ADSTOLL	E/W	PW8
WHELPTON	DROUILLARD	HENRY FORD CENTRE	N	PW5

<b>STREET</b>	<b>FROM</b>	<b>TO</b>	<b>SIDE OF STREET</b>	<b>POLITICAL WARD</b>
WILDWOOD	DEERBROOK	HALPIN	S	PW7
WILDWOOD	FOREST GLADE	REGIS	E/W	PW7
WINDERMERE	TECUMSEH	LENS	W	PW4
WOODLAWN	LENS	VIMY	E/W	PW4
WYANDOTTE	MCKAY	CURRY	N	PW2
<b>N</b>	<b>NORTH SIDE</b>			
<b>S</b>	<b>SOUTH SIDE</b>			
<b>E</b>	<b>EAST SIDE</b>			
<b>W</b>	<b>WEST SIDE</b>			
<b>CURB</b>	<b>AND Reconstruction of Curb &amp; Gutter</b>			
<b>NOTE: Sidewalk Segments will be prioritized in coordination with other Capital Projects, Road Rehabs and WUC watermain projects and budgets</b>				





# Project Version Summary

<b>Project #</b>	OPS-005-07	<b>Service Area</b>	Infrastructure Services
<b>Budget Year</b>	2023	<b>Department</b>	Public Works
<b>Asset Type</b>	Unassigned	<b>Division</b>	Contracts, Field Services & Maintenance
<b>Title</b>	Railway Lands Fencing		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Roads Infrastructure		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

<b>Project Description</b>	Install and maintain fencing at key locations along railway lands to prevent trespassing (annual general allotment to be based on needs analysis).
----------------------------	--

<b>Version Description</b>	
----------------------------	--

<b>Project Comments/Reference</b>	<b>Version Comments</b>
7045005	

<b>Project Detailed Forecast</b>		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>GL Account</b>												
<b>Expenses</b>												
5410	Construction Contracts - TCA	100,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	100,000	100,000	1,350,000
	Total	100,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	100,000	100,000	1,350,000
<b>Revenues</b>												
169	Pay As You Go - Capital Reserve	50,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	50,000	50,000	675,000
6735	Recovery Of Expenses EXTERNAL	50,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	50,000	50,000	675,000
	Total	100,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	100,000	100,000	1,350,000

Related Projects		Historical Approved Budget			Operating Budget Impact				
		Year	Total Expense	Revenue		Effective Date	Unknown	Exp/(Rev)	FTE Impact
				Net City Cost	Subsidies				
		2008	100,000	50,000	50,000				
		2009	100,000	50,000	50,000				
		2010	100,000	50,000	50,000				
		2011	100,000	50,000	50,000				
		2014	100,000	50,000	50,000				
		2018	100,000	50,000	50,000				
		2019	100,000	50,000	50,000				
		2020	75,000	75,000	0				
		2022	100,000	50,000	50,000				
Year Identified	Start Date	Project Type for 2023		Project Lead		Est. Completion Date			
2007	January 1, 2018	Growth: 100.0 % Maintenance: 0.0 %		Phong Nguy		Ongoing`			



# Project Version Summary

<b>Project #</b>	OPS-005-19	<b>Service Area</b>	Infrastructure Services
<b>Budget Year</b>	2023	<b>Department</b>	Public Works
<b>Asset Type</b>	Unassigned	<b>Division</b>	Contracts, Field Services & Maintenance
<b>Title</b>	Gravel Alley Drainage Improvements		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Sewers Infrastructure		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

<b>Project Description</b>
The City has approximately 148km of In Service Alleys. Of the 148km, approximately 69km are unpaved. Over the course of time, as a result of routine maintenance and various construction activities, drainage in many of the unpaved alleys has become an issue leading to improper drainage, standing water and flooding on private property. In order to address these concerns, it is often necessary to install additional drainage, lower the existing grades to promote drainage, or remove damaged areas in the alleys. Alley condition ratings and residential complaints are used to track problem alleys requiring remedial works. This fund would be used to address alley areas of concern.

<b>Version Description</b>

<b>Project Comments/Reference</b>	<b>Version Comments</b>
7211032	

<b>Project Detailed Forecast</b>											
<b>GL Account</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>	<b>Total</b>
<b>Expenses</b>											
5410 Construction Contracts - TCA	0	0	0	0	0	200,000	200,000	200,000	200,000	200,000	1,000,000
Total	0	0	0	0	0	200,000	200,000	200,000	200,000	200,000	1,000,000
<b>Revenues</b>											
028 Sewer Surcharge	0	0	0	0	0	0	0	0	0	0	0
153 Sewer Surcharge	0	0	0	0	0	200,000	200,000	200,000	200,000	200,000	1,000,000
Total	0	0	0	0	0	200,000	200,000	200,000	200,000	200,000	1,000,000

Related Projects		Historical Approved Budget			Operating Budget Impact				
		Year	Total Expense	Revenue		Effective Date	Unknown	Exp/(Rev)	FTE Impact
				Net City Cost	Subsidies				
		2021	50,000	50,000	0				
		2022	50,000	50,000	0				
		Any budget deferral in approved funding will result in increased operating costs for temporary repairs, patching, and unscheduled maintenance as required.							
Year Identified	Start Date	Project Type for 2023	Project Lead		Est. Completion Date				
2019	January 1, 2019	Growth: 0.0 % Maintenance: 0.0 %	Phong Nguy / Roberta Harrison		Ongoing`				



# Project Version Summary

<b>Project #</b>	OPS-005-22	<b>Service Area</b>	Infrastructure Services
<b>Budget Year</b>	2023	<b>Department</b>	Public Works
<b>Asset Type</b>	Unassigned	<b>Division</b>	Contracts, Field Services & Maintenance
<b>Title</b>	Orphan Monuments, Gateways and Miscellaneous Installations and Maintenance		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Corporate Property Infrastructure		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

<b>Project Description</b>											
<p>From time to time, monuments, gateways and other items, including decorative pieces have been constructed in the public right-of-way. These projects integrate beauty and history into the fabric of the City and enriches residents' lives as well as contributing to the physical attractiveness of our City. However, these items require maintenance to ensure they last as long as possible. In the past, responsibility for maintaining these items has not always been contemplated or clearly communicated at the time of their construction. Failure to maintain the monuments, gateways and decorative pieces will cause them to deteriorate and become unsightly to residents and visitors to the City. This project provides funding for maintenance on those items for which responsibility and maintenance funding has not been previously identified.</p> <p>The corridors of Dougall Avenue, Howard Avenue, and Huron Church Road represent gateways to the community. Aesthetic improvements to the structures at westbound E.C. Row Expressway as well as at the Ouellette Avenue overpass of CPR/ETR will provide continuity and enhancement of appearance for those travelling these routes.</p>											
<b>Version Description</b>											
<b>Project Comments/Reference</b>						<b>Version Comments</b>					
<b>Project Detailed Forecast</b>											
<b>GL Account</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>	<b>Total</b>
<b>Expenses</b>											
5410 Construction Contracts - TCA	0	200,000	25,000	0	0	25,000	25,000	25,000	0	0	300,000
Total	0	200,000	25,000	0	0	25,000	25,000	25,000	0	0	300,000
<b>Revenues</b>											
221 Service Sustainability Investm	0	200,000	25,000	0	0	25,000	25,000	25,000	0	0	300,000
Total	0	200,000	25,000	0	0	25,000	25,000	25,000	0	0	300,000

Related Projects		Historical Approved Budget		Operating Budget Impact
Year Identified	Start Date	Project Type for 2023	Project Lead	Est. Completion Date
2022	January 1, 2022	Growth: 0.0 % Maintenance: 0.0 %	Phong Nguy	Ongoing`



# Project Version Summary

<b>Project #</b>	OPS-006-07	<b>Service Area</b>	Infrastructure Services
<b>Budget Year</b>	2023	<b>Department</b>	Public Works
<b>Asset Type</b>	Unassigned	<b>Division</b>	Contracts, Field Services & Maintenance
<b>Title</b>	"At-Grade" Railway Crossings		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Roads Infrastructure		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

**Project Description**

This program is used to provide improvements and rehabilitation for all 61 of the city's 'At Grade' railway crossings. The City of Windsor, by order of the Canadian Transportation Agency, is required to cost share with the maintenance with the railways. Placeholder amounts are to be used as needs arise. There are annual federal cost sharing opportunities available for at-grade rail crossing upgrades.

**Version Description**

Proposed Railway Crossings:

- Crossing #066 - Jefferson CNR (Near Queen Elizabeth)
- Crossing #076 - Cabana @ CNR
- Crossing #089 - County Road 42 @ CNR

<b>Project Comments/Reference</b>	<b>Version Comments</b>
Closed: 7085009/7163002/7163003 Open: 7179001/7111023	

<b>Project Detailed Forecast</b>												
GL Account	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total	
<b>Expenses</b>												
5410 Construction Contracts - TCA	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	1,250,000	
Total	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	1,250,000	
<b>Revenues</b>												
221 Service Sustainability Investm	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	1,000,000	
6735 Recovery Of Expenses EXTERNAL	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	250,000	
Total	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	1,250,000	

Related Projects		Historical Approved Budget			Operating Budget Impact				
Follows OPS-004-16		Year	Total Expense	Revenue		Effective Date	Unknown	Exp/(Rev)	FTE Impact
Project Title				Net City Cost	Subsidies				
Rail Crossing Safety Assessments		2008	62,500	50,000	12,500			0	0
		2009	62,500	50,000	12,500				
		2010	62,500	50,000	12,500				
		2011	62,500	50,000	12,500				
		2014	50,000	25,000	25,000				
		2016	200,000	100,000	100,000				
		2017	100,000	100,000	0				
		2018	275,000	137,500	137,500				
		2019	343,125	325,000	18,125				
		2020	85,000	72,500	12,500				
		2021	200,000	100,000	100,000				
		2022	125,000	100,000	25,000				
Year Identified	Start Date	Project Type for 2023		Project Lead	Est. Completion Date				
2007	January 1, 2018	Growth: 0.0 % Maintenance: 100.0 %		Phong Nguy / Roberta Harrison	Ongoing`				





# Project Version Summary

<b>Project #</b>	OPS-007-19	<b>Service Area</b>	Infrastructure Services
<b>Budget Year</b>	2023	<b>Department</b>	Public Works
<b>Asset Type</b>	Unassigned	<b>Division</b>	Contracts, Field Services & Maintenance
<b>Title</b>	Connecting Link 4 2019-2020 Grant - Huron Church Rd.		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Roads Infrastructure		
<b>Wards</b>	Ward 10		
<b>Version Name</b>	Main (Active)		

**Project Description**  
 Connecting Links 4 - 2019-2020 application was submitted May 31, 2019. Municipalities with one connecting link road are allowed to submit one project per year. This section of road Huron Church Road - Malden Road - Pool Avenue is constantly impacted by the volume of heavy commercial truck traffic.

**Version Description**

Project Comments/Reference	Version Comments
7192010	COMMITMENT: CR247/2019 C 81/2019: 2023 F169 \$1,280,407 - 2023 F221 \$1,280,407  Note: Grant Funding - \$3,000,000. \$1,500,000 rec'd balance by year-end 2020.

Project Detailed Forecast		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>GL Account</b>												
<b>Expenses</b>												
5410	Construction Contracts - TCA	2,560,814	0	0	0	0	0	0	0	0	0	2,560,814
	Total	2,560,814	0	0	0	0	0	0	0	0	0	2,560,814
<b>Revenues</b>												
169CF	Committed Funding	1,280,407	0	0	0	0	0	0	0	0	0	1,280,407
221CF	Committed Funding	1,280,407	0	0	0	0	0	0	0	0	0	1,280,407
	Total	2,560,814	0	0	0	0	0	0	0	0	0	2,560,814

Related Projects		Historical Approved Budget		Operating Budget Impact
Year Identified	Start Date	Project Type for 2023	Project Lead	Est. Completion Date
2019	June 30, 2019	Growth: 50.0 % Maintenance: 50.0 %	Phong Nguy	2020



# Project Version Summary

<b>Project #</b>	OPS-007-20	<b>Service Area</b>	Infrastructure Services
<b>Budget Year</b>	2023	<b>Department</b>	Public Works
<b>Asset Type</b>	Unassigned	<b>Division</b>	Contracts, Field Services & Maintenance
<b>Title</b>	ICIP - City Wide Sidewalks (Intake 1)		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Roads Infrastructure		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

<b>Project Description</b>	C79/2019
----------------------------	----------

<b>Version Description</b>	City funding for this project has been transferred in from the Sidewalk Rehabilitation Project OPS-004-07.
----------------------------	--

<b>Project Comments/Reference</b>	<b>Version Comments</b>
7204003	COMMITMENT: CR248/2019 C79/2019 ICIP Public Transit (ICIP-WIN-04): 2023 F221 \$451,506

<b>Project Detailed Forecast</b>											
<b>GL Account</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>	<b>Total</b>
<b>Expenses</b>											
5410 Construction Contracts - TCA	1,519,136	533,815	355,876	177,939	0	0	0	0	0	0	2,586,766
Total	1,519,136	533,815	355,876	177,939	0	0	0	0	0	0	2,586,766
<b>Revenues</b>											
221CF Committed Funding	451,506	0	0	0	0	0	0	0	0	0	451,506
6310 Ontario Specific Grants	485,260	242,630	161,753	80,877	0	0	0	0	0	0	970,520
6320 Canada Specific Grants	582,370	291,185	194,123	97,062	0	0	0	0	0	0	1,164,740
Total	1,519,136	533,815	355,876	177,939	0	0	0	0	0	0	2,586,766

Related Projects		Historical Approved Budget			Operating Budget Impact
			<b>Revenue</b>		
		<b>Year</b>	<b>Total Expense</b>	<b>Net City Cost</b>	<b>Subsidies</b>
		2020	790,037	210,703	579,334
		2021	1,094,907	240,803	854,104
		2022	1,020,908	451,506	569,402
Year Identified	Start Date	Project Type for 2023	Project Lead		Est. Completion Date
2020	July 1, 2019	Growth: 0.0 % Maintenance: 100.0 %	Charles Hartford / Roberta Harrison		2025



# Project Version Summary

<b>Project #</b>	OPS-009-20	<b>Service Area</b>	Infrastructure Services
<b>Budget Year</b>	2023	<b>Department</b>	Public Works
<b>Asset Type</b>	Unassigned	<b>Division</b>	Contracts, Field Services & Maintenance
<b>Title</b>	Connecting Link Intake 5 Project - Huron Church Rd.		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Roads Infrastructure		
<b>Wards</b>	Ward 2		
<b>Version Name</b>	Main (Active)		

**Project Description**

Reconstruction of Huron Church Road from Girardot to the ETR railway racks north of College Avenue as well as road panel and median repairs from Girardot to Tecumseh. This work involves removing 14" of the current concrete and stone, and replacing with 16" granular A base, a 4" drainage layer topped by 12" of concrete. Administration is proposing to proceed with the conventional 12" heavy duty concrete road cross-section, the same design used to reconstruct the phase of Huron Church Road from Malden Road to Pool Avenue funded by Connecting Links Intake 4. The reconstruction of traffic signals at 2 intersections (Tecumseh and College), median concrete wall repairs, the installation of a new 75mm conduit with 48 SM fibre to replace the existing fibre and watermain replacements from College to Tecumseh will be coordinated with this road repair.

This section of road is constantly impacted by the volume of heavy commercial truck traffic which has adversely impacted the road and expedited the deterioration.

**Version Description**

The total cost for this project is expected to be \$6.0M (including non-recoverable HST) excluding the Windsor Utilities Commission (WUC) watermain component as watermain work is ineligible for this grant funding. Should the City be successful in obtaining Connecting Link funding of \$3M for the Tecumseh Road to College Avenue section, the City would be required to commit approximately \$3M (50% of total costs) to complete the City's work. As is standard practice, the watermain component will be funded by WUC.

<b>Project Comments/Reference</b>	<b>Version Comments</b>
7202007	COMMITMENT: CR530/2019 - C 186/2019: 2023 F176 \$919,930 - 2023 F221 \$100,000 CR16/2021 - C 251/2021: 2023 F221 \$1,019,930 (Funding swap on CR530/2019 from F176 to F221)

<b>Project Detailed Forecast</b>											
GL Account	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>											
5410 Construction Contracts - TCA	1,019,930	0	0	0	0	0	0	0	0	0	1,019,930
Total	1,019,930	0	0	0	0	0	0	0	0	0	1,019,930
<b>Revenues</b>											
221CF Committed Funding	1,019,930	0	0	0	0	0	0	0	0	0	1,019,930
Total	1,019,930	0	0	0	0	0	0	0	0	0	1,019,930

Related Projects		Historical Approved Budget			Operating Budget Impact	
			<b>Revenue</b>			
		<b>Year</b>	<b>Total Expense</b>	<b>Net City Cost</b>	<b>Subsidies</b>	
		2021	3,995,000	995,000	3,000,000	
		2022	995,000	995,000	0	
Year Identified	Start Date	Project Type for 2023		Project Lead	Est. Completion Date	
2020	April 1, 2020	Growth: 0.0 % Maintenance: 100.0 %		Phong Nguy / Charles Hartford	2021	



# Project Version Summary

<b>Project #</b>	OPS-028-18	<b>Service Area</b>	Infrastructure Services
<b>Budget Year</b>	2023	<b>Department</b>	Public Works
<b>Asset Type</b>	Unassigned	<b>Division</b>	Contracts, Field Services & Maintenance
<b>Title</b>	Concrete Road Panel Repair Program		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Roads Infrastructure		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

**Project Description**

This program was established for the repair of concrete road panels on arterial and collector roads throughout the City. These repairs are too large in scope to be considered a minor repair and are not full road rehabilitations, but significant funding is required to undertake these types of repairs. The City has 199 lane km's of concrete arterial and collector roadways (including Riverside Dr.). Many of the required panel repairs are needed to extend them through their life cycle and prevent them from requiring total reconstruction earlier than planned.

**Version Description**

<b>Project Comments/Reference</b>	<b>Version Comments</b>
7221013	

**Project Detailed Forecast**

GL Account	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>											
5410 Construction Contracts - TCA	1,500,000	1,500,000	500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	14,000,000
Total	1,500,000	1,500,000	500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	14,000,000
<b>Revenues</b>											
221 Service Sustainability Investm	1,500,000	1,500,000	500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	14,000,000
Total	1,500,000	1,500,000	500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	14,000,000

<b>Related Projects</b>	<b>Historical Approved Budget</b>				<b>Operating Budget Impact</b>		
			<b>Revenue</b>		<b>Effective Date</b> Unknown		<b>Exp/(Rev)</b> FTE Impact
	<u>Year</u>	<u>Total Expense</u>	<u>Net City Cost</u>	<u>Subsidies</u>	<b>Description</b>	0	0
	2022	895,000	895,000	0	Any budget deferral in approved funding will result in an increase in the operating costs for temporary road repairs and patching.		

Year Identified	Start Date	Project Type for 2023	Project Lead	Est. Completion Date
2018	January 1, 2022	Growth: 0.0 % Maintenance: 100.0 %	Phong Nguy / Roberta Harrison	Ongoing`





# Project Version Summary

<b>Project #</b>	OPS-029-18	<b>Service Area</b>	Infrastructure Services
<b>Budget Year</b>	2023	<b>Department</b>	Public Works
<b>Asset Type</b>	Unassigned	<b>Division</b>	Contracts, Field Services & Maintenance
<b>Title</b>	Curb Replacement Program		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Sewers Infrastructure		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

**Project Description**

The City has approximately 1687 km's of curb and gutter on roadways. Many sections have been damaged or have reached their service life and require replacement . This new program has been established to allocate funding toward curb and gutter rehabilitation throughout the City. These repairs are too large in scope to be considered a minor concrete repair and are not full road rehabilitations but do require significant funding to maintain.

**Version Description**

<b>Project Comments/Reference</b>	<b>Version Comments</b>
7219010	

<b>Project Detailed Forecast</b>											
GL Account	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>											
5410 Construction Contracts - TCA	0	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	2,700,000
Total	0	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	2,700,000
<b>Revenues</b>											
028 Sewer Surcharge	0	0	0	0	0	0	0	0	0	0	0
153 Sewer Surcharge	0	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	2,700,000
Total	0	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	2,700,000

<b>Related Projects</b>	<b>Historical Approved Budget</b>				<b>Operating Budget Impact</b>			
			<b>Revenue</b>		<b>Effective Date</b> Unknown		<b>Exp/(Rev) FTE Impact</b>	
	<b>Year</b>	<b>Total Expense</b>	<b>Net City Cost</b>	<b>Subsidies</b>	<b>Description</b>		0	0
	2021	40,000	40,000	0	Any budget deferral in approved funding will result in an increase in the operating costs for temporary repairs and maintenance.			
2022	600,000	600,000	0					

<b>Year Identified</b>	<b>Start Date</b>	<b>Project Type for 2023</b>	<b>Project Lead</b>	<b>Est. Completion Date</b>
------------------------	-------------------	------------------------------	---------------------	-----------------------------

2018	January 1, 2022	Growth: 0.0 % Maintenance: 0.0 %	Phong Nguy / Roberta Harrison	Ongoing`
------	-----------------	-------------------------------------	-------------------------------	----------



# Project Version Summary

<b>Project #</b>	OPS-004-22	<b>Service Area</b>	Infrastructure Services
<b>Budget Year</b>	2023	<b>Department</b>	Public Works
<b>Asset Type</b>	Unassigned	<b>Division</b>	Environmental Services
<b>Title</b>	Waste Disposal Bins		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Corporate Property Infrastructure		
<b>Wards</b>			
<b>Version Name</b>	Main (Active)		

<b>Project Description</b>	This project is to establish a replacement schedule for capital assets required in the front end loader and roll off service areas of the Environmental Services Division. The front end loader and roll off services are provided to City Departments / Divisions as well as external customers under established contracts. The various waste bins have an expected life cycle of 8 to 12 years depending on the material collected and frequency of use.											
<b>Version Description</b>	This capital replacement program is funded by the containerized collection operating budget. The annual transfer from operating into the capital project for bin replacements is \$15,000. The annual transfer budget will be evaluated annually during the budget development process to determine if the annual transfer is sufficient to fund the plan as set out for 10-years.											
<b>Project Comments/Reference</b>	7201038			<b>Version Comments</b>								

GL Account	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>											
5410 Construction Contracts - TCA	0	0	0	0	0	0	60,550	53,500	54,450	0	168,500
Total	0	0	0	0	0	0	60,550	53,500	54,450	0	168,500
<b>Revenues</b>											
7055 TRANSFER From Current Funds	0	0	0	0	0	0	60,550	53,500	54,450	0	168,500
Total	0	0	0	0	0	0	60,550	53,500	54,450	0	168,500

<b>Related Projects</b>	<b>Historical Approved Budget</b>	<b>Operating Budget Impact</b>
		<p><b>Effective Date</b> Unknown     <b>Exp/(Rev) FTE Impact</b> 0     0</p> <p><b>Description</b></p> <p>This project is funded by annual contributions to the project from operating. The required operating transfer will be evaluated annually to ensure there is adequate funding in this program for scheduled replacements.</p>

<b>Year Identified</b>	<b>Start Date</b>	<b>Project Type for 2023</b>	<b>Project Lead</b>	<b>Est. Completion Date</b>
------------------------	-------------------	------------------------------	---------------------	-----------------------------

2022	January 1, 2021	Growth: 0.0 % Maintenance: 0.0 %	Anne Marie Albidone / Jim Leather	Ongoing`
------	-----------------	-------------------------------------	--------------------------------------	----------



# Project Version Summary

<b>Project #</b>	FRS-001-07	<b>Service Area</b>	Infrastructure Services
<b>Budget Year</b>	2023	<b>Department</b>	Public Works
<b>Asset Type</b>	Unassigned	<b>Division</b>	Fleet
<b>Title</b>	Fire & Rescue First Response Vehicle Replacement Program		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Transportation		
<b>Wards</b>	City Wide		
<b>Version Name</b>	2017 (Active)		

**Project Description**

There is a need to maintain the replacement of fire apparatus consistent with the recommendation in the fire master plan. One of the difficulties in the acquisition of fire apparatus is the time between the decision to order and the actual delivery, which typically amounts to a minimum of 12 months. This delay makes it important to maintain an active fire truck replacement schedule to ensure that each vehicle is replaced within its normal service life.

**Version Description**

Please see document attached for detailed Fire & Rescue First Response Vehicle Replacement Schedule.

The COVID-19 pandemic and supply chain issues have affected the availability of cost of vehicles and equipment and have delayed delivery dates. Furthermore, incentives are being reduced or eliminated resulting in increased purchase costs. When reviewing the 10 year replacement plan during the 2023 budget development, Administration considered these factors as well as the deferral of replacements if condition assessments warranted doing so, It was determined that an increased contribution of \$135,000 annually for each of the three consecutive years 2023 through 2025 is required to ensure its sustainability. Should operating issue 2023-0097 not be approved, significant changes to the 10-year replacement plan will be required to ensure reserve sustainability to 2032.

Pricing for the new trucks included in this plan have been updated to reflect current 2022-2023 pricing, pricing may continue to fluctuate over the life of the plan. Any salvages received will be returned back to this reserve. Per CR363/2010, Report #14903 the funding source is the Fire Major Equipment Reserve (F163).

<b>Project Comments/Reference</b>	<b>Version Comments</b>
See Document Attached (Closed: 7051004/7074066/7101014/7131007/7111025/ 7121011 (2012 trucks)/7161031) Active: 7171013/ 7181025/ 7201006/ 7211045/7221000/7221014/7231001	CR331/2022 C 119/2022: 2023 F163 \$73,695

<b>Project Detailed Forecast</b>												
<b>GL Account</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>	<b>Total</b>	
<b>Expenses</b>												
5110 Machinery & Equipment - TCA	89,000	3,434,000	53,000	0	2,399,000	7,117,000	5,174,000	184,000	163,000	2,666,000	21,279,000	
Total	89,000	3,434,000	53,000	0	2,399,000	7,117,000	5,174,000	184,000	163,000	2,666,000	21,279,000	
<b>Revenues</b>												
163 Fire Major Equipment	15,305	3,434,000	53,000	0	2,399,000	7,117,000	5,174,000	184,000	163,000	2,666,000	21,205,305	
163CF Committed Funding	73,695	0	0	0	0	0	0	0	0	0	73,695	
Total	89,000	3,434,000	53,000	0	2,399,000	7,117,000	5,174,000	184,000	163,000	2,666,000	21,279,000	

Related Projects		Historical Approved Budget			Operating Budget Impact				
		Year	Total Expense	Revenue		Effective Date	Unknown	Exp/(Rev)	FTE Impact
				Net City Cost	Subsidies				
		2007	500,000	500,000	0				
		2008	500,000	500,000	0				
		2009	556,700	556,700	0				
		2010	3,297,545	3,297,545	0				
		2011	2,410,684	2,410,684	0				
		2012	2,010,316	2,010,316	0				
		2013	75,000	37,500	37,500				
		2016	149,000	149,000	0				
		2017	636,000	636,000	0				
		2018	47,000	47,000	0				
		2020	55,000	55,000	0				
		2021	74,000	74,000	0				
		2022	2,769,000	2,769,000	0				
Year Identified	Start Date	Project Type for 2023		Project Lead		Est. Completion Date			
2007	January 1, 2013	Growth: 0.0 % Maintenance: 100.0 %		Angela Marazita/Fire Chief Steve Laforet		Ongoing`			

**FLEET REPLACEMENT SCHEDULE - FIRE FLEET**

(source: FleetFocus as of August 11, 2022)

<u>Unit</u>	<u>Description</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>2028</u>	<u>2029</u>	<u>2030</u>	<u>2031</u>	<u>2032</u>	<u>2033</u>	<u>2034</u>	<u>2035</u>	<u>2036</u>	<u>2037</u>
<b>Class 120 - CUBE VANS (Life Cycle 9 - 11 Years)</b>																
3024	2012 GMC SAVANA 3500 CUTAWAY CUBE VAN		41,149											51,163		
<b>Class 140 - SPORT UTILITY (Life Cycle 10 Years)</b>																
3035	2015 CHEVROLET TAHOE LT SUV 4X4	72,420										88,280				
3047	2022 CHEVROLET TAHOE LT 4X4										82,157					
4040	2017 FORD EXPLORER SUV XLT 4X4					43,059										52,489
4046	2018 FORD EXPLORER SUV						60,813									
4050	2020 FORD EXPLORER SUV						56,308									
4051	2020 FORD EXPLORER SUV								78,501							
4052	2020 FORD EXPLORER SUV								72,643							
<b>Class 246 - CREW CABS UTILITY (Life Cycle 7 - 9 Years)</b>																
3026	2020 FORD F250 4X4 CREWCAB PICKUP							41,187								
3030	2015 FORD F250 CREWCAB 4X4 PICKUP									68,836						
3036	2015 FORD F250 CREWCAB 4X4 PICKUP		39,946									47,739				
3046	2022 FORD F250 XL CREWCAB 4X4 PICKUP									61,784						
4041	2016 FORD F250 CREWCAB PICKUP 4X4			37,142									44,388			
<b>Class 4000 - FIRE RESCUE (Life Cycle 15+ Years)</b>																
4043	2016 SPARTAN ROSENBAUER RESCUE PUMPER										1,182,425					
4047	2018 KENWORTH HACKNEY T370 ESU												1,078,006			
<b>Class 4100 - FIRE ENGINE (Life Cycle 15+ Years)</b>																
4022	2007 PIERCE VELOCITY ENGINE 1															1,305,492
4023	2007 SPARTAN ROSENBAUER ENGINE 6															1,305,492
4024	2007 SPARTAN ROSENBAUER ENGINE 4															1,305,492
4025	2009 SPARTAN ROSENBAUER ENGINE 2		1,009,188													
4026	2009 SPARTAN ROSENBAUER ENGINE 7		1,009,188													
4027	2009 SPARTAN ROSENBAUER TANKER 8		1,009,188													
4031	2012 SPARTAN ROSENBAUER ENGINE 5					1,070,958										
4032	2012 SPARTAN ROSENBAUER ENGINE 1					1,070,958										
4048	2019 ROSENBAUER COMMANDER ENG 6										1,182,425					
<b>Class 4300 - FIRE AERIAL (Life Cycle 15+ Years)</b>																
4033	2013 SUTPHEN SP70 AERIAL PLATFORM						1,936,999									
4034	2013 SUTPHEN SP70 AERIAL PLATFORM						1,936,999									
4035	2013 SUTPHEN SP95 AERIAL PLATFORM							2,435,214								
4036	2013 SUTPHEN SP95 AERIAL PLATFORM							2,435,214								
<b>Class 4400 - FIRE POLICE BUS (Life Cycle 20+ Years)</b>																
4037	2007 SPARTAN COMMAND POST BUS							2,815,406								
	<b>Subtotal:</b>	<b>72,420</b>	<b>3,108,659</b>	<b>37,142</b>	<b>0</b>	<b>2,184,976</b>	<b>6,806,526</b>	<b>4,911,615</b>	<b>151,144</b>	<b>130,620</b>	<b>2,447,006</b>	<b>136,019</b>	<b>1,122,394</b>	<b>51,163</b>	<b>0</b>	<b>3,968,966</b>

<b>Unrecoverable HST:</b>	<b>1,275</b>	<b>54,719</b>	<b>654</b>	<b>0</b>	<b>38,460</b>	<b>119,808</b>	<b>86,454</b>	<b>2,660</b>	<b>2,299</b>	<b>43,072</b>	<b>2,394</b>	<b>19,756</b>	<b>901</b>	<b>0</b>	<b>69,862</b>
<b>Total Estimated Cost:</b>	<b>73,695</b>	<b>3,163,378</b>	<b>37,796</b>	<b>0</b>	<b>2,223,436</b>	<b>6,926,334</b>	<b>4,998,069</b>	<b>153,804</b>	<b>132,920</b>	<b>2,490,078</b>	<b>138,413</b>	<b>1,142,150</b>	<b>52,064</b>	<b>0</b>	<b>4,038,827</b>
<b>Additional Capitalization:</b>	<b>15,000</b>	<b>270,000</b>	<b>15,000</b>	<b>0</b>	<b>175,000</b>	<b>190,000</b>	<b>175,000</b>	<b>30,000</b>	<b>30,000</b>	<b>175,000</b>	<b>30,000</b>	<b>15,000</b>	<b>15,000</b>	<b>0</b>	<b>255,000</b>
<b>Budget Submission:</b>	<b>89,000</b>	<b>3,434,000</b>	<b>53,000</b>	<b>0</b>	<b>2,399,000</b>	<b>7,117,000</b>	<b>5,174,000</b>	<b>184,000</b>	<b>163,000</b>	<b>2,666,000</b>	<b>169,000</b>	<b>1,158,000</b>	<b>68,000</b>	<b>0</b>	<b>4,294,000</b>

**Notes:**

1. Replacement costs include estimated purchase price and capitalization of \$80,000 per unit in classes 4000 to 4400 (excluding units 4037 and 4047) and \$15,000 per units in all other classes.
2. Replacement costs are adjusted for inflation. The inflation factor is currently set to 2.00%.
3. Fire and Rescue Services has a separate fleet replacement schedule. The replacement of Fire's small fleet is based on Public Works methodology.
4. Units are placed on the schedule based on an operational assessment. Units are evaluated annually based on a variety of factors to determine if replacements are required in the current year or can be extended.





# Project Version Summary

<b>Project #</b>	OPS-001-15	<b>Service Area</b>	Infrastructure Services
<b>Budget Year</b>	2023	<b>Department</b>	Public Works
<b>Asset Type</b>	Unassigned	<b>Division</b>	Fleet
<b>Title</b>	Parks Equipment Replacement Program		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Parks & Recreation		
<b>Wards</b>	City Wide		
<b>Version Name</b>	2017 (Active)		

**Project Description**

This project is for the replacement of Parks Off-Road equipment. The Parks off-road equipment is essential to the department and downtime due to equipment repairs results in lost productivity and man-hours, which results in the department's inability to meet expected service levels. Parks makes every effort to repair and in some cases rebuild equipment during the off-season.

**Version Description**

Annual budget requests are based on the Fleet and Parks Division's projections of required replacements.

The COVID-19 pandemic and supply chain issues have affected the availability of cost of vehicles and equipment and have delayed delivery dates. Furthermore, incentives are being reduced or eliminated resulting in increased purchase costs. When reviewing the 10 year replacement plan during the 2023 budget development, Administration considered these factors as well as the deferral of replacements if condition assessments warranted doing so, It was determined that an increased contribution of \$95,000 annually for each of the three consecutive years 2023 through 2025 is required to ensure its sustainability. Should operating issue 2023-0097 not be approved, significant changes to the 10-year replacement plan will be required to ensure reserve sustainability to 2032.

Pricing for the new equipment included in this plan have been updated to reflect current 2022-2023 pricing, pricing may continue to fluctuate over the life of the plan. Any salvages received for equipment sold are returned back to this reserve.

<b>Project Comments/Reference</b>	<b>Version Comments</b>
See Document Attached Closed: 7151005/ 7161001/ 7171017/ 7181015/7191000/7221002 Open: 7201007/ 7211001/ 7231002	COMMITMENT: CR331/2022 C 119/2022: 2023 F197 \$639,169

<b>Project Detailed Forecast</b>		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>												
5110	Machinery & Equipment - TCA	752,000	1,188,000	390,000	744,000	595,000	512,000	808,000	1,127,000	777,000	1,436,000	8,329,000
	Total	752,000	1,188,000	390,000	744,000	595,000	512,000	808,000	1,127,000	777,000	1,436,000	8,329,000
<b>Revenues</b>												
197	Off-Road Fleet Replacement	112,831	1,188,000	390,000	744,000	595,000	512,000	808,000	1,127,000	777,000	1,436,000	7,689,831
197CF	Committed Funding	639,169	0	0	0	0	0	0	0	0	0	639,169
	Total	752,000	1,188,000	390,000	744,000	595,000	512,000	808,000	1,127,000	777,000	1,436,000	8,329,000

Related Projects		Historical Approved Budget			Operating Budget Impact				
		Year	Total Expense	Revenue		Effective Date	Unknown	Exp/(Rev)	FTE Impact
				Net City Cost	Subsidies				
		2015	345,060	345,060	0				
		2016	702,000	702,000	0				
		2017	459,000	459,000	0				
		2018	617,000	617,000	0				
		2019	451,000	451,000	0				
		2020	1,287,000	1,287,000	0				
		2021	831,000	831,000	0				
		2022	936,000	936,000	0				
		Deferral of replacements contributes to increased repair and operating costs as users require units to be operational to meet expected service levels.							
		Equipment replacements are funded from annual contributions to the Parks Equipment Reserve Fund #197. Adjustments to the budgeted annual reserve contribution will be required should positive reserve balances become unsustainable over a 10-year period.							
Year Identified	Start Date	Project Type for 2023	Project Lead		Est. Completion Date				
2015	January 1, 2015	Growth: 0.0 % Maintenance: 100.0 %	Angela Marazita		Ongoing`				

**FLEET REPLACEMENT SCHEDULE - PARKS OFF ROAD FLEET**

(source: FleetFocus as of August 10, 2022)

Unit	Description	Department	Total Cost	Adj. Cost	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
<b>Class 5000 - ZAMBONI'S - (LIFE CYCLE 8-10 YEARS)</b>														
5004	2008 ZAMBONI ICE RESURFACING MACHIN	ORREC	78,905	105,000										127,994
5007	2009 ZAMBONI ICE RESURFACING MACHIN	ORREC	80,450	105,000	107,100									
5012	2005 ZAMBONI RESURFACING ICE MACHIN	ORREC	75,330	105,000										127,994
5013	2014 ZAMBONI RESURFACING ICE MACHIN	ORREC	89,463	105,000		109,242								
5014	2015 ZAMBONI RESURFACING ICE MACHIN	ORREC	89,027	105,000			111,427							
5015	2016 ZAMBONI RESURFACING ICE MACHIN	ORREC	89,118	105,000				113,655						
5016	2018 ZAMBONI RESURFACING ICE MACHIN	ORREC	100,645	105,000						120,612				
5017	2019 ZAMBONI RESURFACING ICE MACHIN	ORREC	92,447	105,000								123,024		
5018	2021 ZAMBONI RESURFACING ICE MACHIN	ORREC	88,900	98,000										119,461
<b>Class 5100 - 10` MOWERS - (LIFE CYCLE 8-10 YEARS)</b>														
5100	2021 TORO GROUNDMASTER 4000-D MOWI	ORPARKS	84,995	0									103,608	
5101	2021 TORO GROUNDMASTER 4000-D MOWI	ORPARKS	84,995	0									103,608	
5102	2014 TORO 4000-D 10` MOWER	ORPARKS	57,708	93,655										114,165
5103	2014 TORO 4000-D 10` MOWER	ORPARKS	57,708	93,655										114,165
5108	2021 TORO GROUNDMASTER 4000-D MOWI	ORPARKS	84,995	0									103,608	
5109	2021 TORO GROUNDMASTER 4000-D MOWI	ORPARKS	84,995	0									103,608	
5114	2015 JACOBSEN 10` CUT WIDE AREA MOW	SOLD	50,930	107,000	109,140									
5115	2015 JACOBSEN R311T4F 10` MOWER	ORPARKS	50,930	107,000	109,140									
5116	2016 TORO 4400-D GROUNDMASTER MOV	ORPARKS	66,970	93,655			97,439							
5117	2016 TORO 4400-D 120 INCH ROTARY MOW	ORPARKS	67,388	93,655			97,439							
5118	2016 GROUNDMASTER 10 FT WINGED MC	ORPARKS	69,675	93,655			97,439							
5119	2016 GROUNDMASTER 10 FT WINGED MC	ORPARKS	69,675	93,655			97,439							
5120	2016 GROUNDMASTER 10 FT WINGED MC	ORPARKS	69,675	93,655			97,439							
5121	2018 GROUNDMASTER 10 FT WINGED MC	ORPARKS	74,620	93,655				101,375						
5122	2019 TORO 4000-D 10` MOWER	ORPARKS	97,181	93,655					103,403					
5124	2019 TORO 4500-D MOWER	ORPARKS	87,100	93,655					103,403					
5138	2022 TORO 4000-D 10` MOWER	ORPARKS	107,106	0										130,561
<b>Class 5130 - 16` MOWERS - (LIFE CYCLE 8-10 YEARS)</b>														
5130	2014 TORO 5900-D WINGED MOWER	ORPARKS	72,352	126,074										153,684
5135	2014 TORO 5900-D 16` WINGED MOWER	SOLD	72,352	126,074										153,684
5137	2016 JACOBSEN 9016 16` WIDE AREA MOW	ORPARKS	84,671	126,074			131,167							
5146	2015 JACOBSEN 9016 16` MOWER	SOLD	74,930	126,074	128,595									
5148	2016 TORO 5900-D GROUNDMASTER MOV	ORPARKS	99,560	126,074		131,167								
5149	2016 JACOBSEN SPORTS STRIPPER	ORPARKS	62,500	126,074										153,684
5150	2017 JACOBSEN 16` MOWER	ORPARKS	94,005	126,074			133,791							
5151	2018 TORO 5900-D 4WD 16` MOWER	ORPARKS	108,998	126,074						141,980				

### FLEET REPLACEMENT SCHEDULE - PARKS OFF ROAD FLEET

(source: FleetFocus as of August 10, 2022)

Unit	Description	Department	Total Cost	Adj. Cost	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
5152	2018 TORO 5900-D 4WD 16` MOWER	ORPARKS	108,998	126,074						141,980				
5153	2019 TORO 5900-D 4WD 16` MOWER	ORPARKS	140,000	126,074							144,819			
5154	2019 TORO 5900-D 4WD 16` MOWER	ORPARKS	140,519	126,074							144,819			
5155	2020 TORO 5900-D 4WD 16` MOWER	ORPARKS	122,776	126,074								147,716		
<b>Class 5160 - ZERO TURN MOWERS - (LIFE CYCLE 8-10 YEARS)</b>														
5168	2016 KUBOTA ZD-331-LP 6` MOWER	ORPARKS	16,200	18,000		18,727								
5170	2019 KUBOTA ZD-1211L-72 ZERO TURN MO`	ORPARKS	18,181	18,000					19,873					
5171	2019 KUBOTA ZD-1211L-72 ZERO TURN MO`	ORPARKS	16,687	18,000					19,873					
5172	2019 KUBOTA ZD-1211L-72 ZERO TURN MO`	ORPARKS	16,687	18,000					19,873					
5173	2020 KUBOTA ZERO TURN REAR MOWER	ORPARKS	17,836	18,000						20,271				
5174	2020 KUBOTA ZERO TURN REAR MOWER	ORPARKS	17,737	18,000						20,271				
5175	2020 KUBOTA ZERO TURN REAR MOWER	ORPARKS	17,688	18,000						20,271				
5176	2020 KUBOTA ZERO TURN REAR MOWER	ORPARKS	17,726	18,000						20,271				
<b>Class 5180 - SLOPE MOWERS - (LIFE CYCLE 12-15 YEARS)</b>														
5181	2015 STEINER STEEP SLOPE CUTTING MO`	ORPARKS	41,130	52,406					57,860					
5182	2015 STEINER STEEP SLOPE CUTTING MO`	ORPARKS	46,290	52,406					57,860					
<b>Class 5190 - TOW BEHIND MOWERS - (LIFE CYCLE 8-10 YEARS)</b>														
5193	2017 BUSH HOG FLEX WING ROTARY CUTT	ORPARKS	19,288	26,458					29,212					
5194	2020 BUSH HOG 13810VC TOW BEHIND MO`	ORPARKS	30,581	26,458								31,000		
<b>Class 5200 - ALL TERRAIN VEHICLES - (LIFE CYCLE 8-10 YEARS)</b>														
5208	2022 YAMAHA UMAX 2 WITH RALLY OPTION	ORPARKS	13,561	0										16,531
5209	2022 YAMAHA UMAX 2 WITH RALLY OPTION	ORHORT	13,415	0										16,353
5211	2020 KUBOTA RTV500-H CART	ORPARKS	11,288	0								13,760		
5212	2020 KUBOTA RTV500-H CART	ORPARKS	11,159	0								13,603		
5215	2022 YAMAHA UMAX 2 WITH RALLY OPTION	ORPARKS	13,439	0										16,382
5216	2022 YAMAHA UMAX 2 WITH RALLY OPTION	ORPARKS	13,483	0										16,436
5228	2020 KUBOTA RTV500-H UTILITY VEHICLE	ORPARKS	11,146	0								13,586		
5229	2021 KUBOTA RTV500-H UTILITY VEHICLE	ORPARKS	10,596	0									12,917	
5230	2022 YAMAHA UMAX 2 WITH RALLY OPTION	ORPARKS	13,415	0										16,353
5231	2022 YAMAHA UMAX 2 WITH RALLY OPTION	ORPARKS	13,415	0										16,353
5236	2016 KUBOTA RTV1100 UTILITY VEHICLE	ORPARKS	31,700	33,000		34,333								
5237	2016 KUBOTA RTV1100 UTILITY VEHICLE	ORPARKS	31,700	33,000		34,333								
5238	2016 KUBOTA RTV500 UTILITY VEHICLE	ORPARKS	12,143	13,738		14,293								
5239	2016 KUBOTA RTV500 UTILITY VEHICLE	ORPARKS	12,143	13,738		14,293								
5240	2016 KUBOTA RTV500 UTILITY VEHICLE	ORPARKS	12,143	13,738		14,293								
5241	2016 KUBOTA RTV500 UTILITY VEHICLE	ORPARKS	12,143	13,738		14,293								
5242	2016 KUBOTA RTV500 UTILITY VEHICLE	ORPARKS	12,143	13,738		14,293								

**FLEET REPLACEMENT SCHEDULE - PARKS OFF ROAD FLEET**

(source: FleetFocus as of August 10, 2022)

Unit	Description	Department	Total Cost	Adj. Cost	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
5243	2016 YAMAHA CONCIERGE 6 ART CART	ORREC	15,372	16,000		16,646								
5244	2017 KUBOTA RTV500 CART	ORREC	12,348	13,738			14,579							
5245	2018 KUBOTA RTV500 CART	ORPARKS	11,481	13,738				14,870						
5246	2018 KUBOTA RTV500 CART	ORPARKS	11,481	13,738				14,870						
5247	2018 KUBOTA RTV500 CART	ORHORT	11,481	13,738				14,870						
5248	2018 KUBOTA RTV500 CART	ORPARKS	11,481	13,738				14,870						
5249	2018 KUBOTA RTV500 CART	ORHORT	11,481	13,738				14,870						
5250	2018 KUBOTA RTV500 CART	ORPARKS	11,481	13,738				14,870						
5251	2018 KUBOTA RTV500 CART	ORPARKS	11,481	13,738				14,870						
5252	2018 KUBOTA RTV X900W TRACTOR	ORFOREST	15,000	16,000				17,319						
<b>Class 5270 - TOOLCATS - (LIFE CYCLE 8-10 YEARS)</b>														
5271	2013 BOBCAT MODEL 5600-F TOOLCAT	SOLD	49,673	80,000									95,607	
5272	2013 BOBCAT MODEL 5600-F TOOLCAT	SOLD	49,673	80,000									95,607	
5273	2016 BOBCAT MODEL 5600-F TOOLCAT	ORPARKS	62,024	80,000		83,232								
5274	2013 BOBCAT MODEL 5600-F W/SPREADER	SOLD	39,633	80,000									95,607	
<b>Class 5300 - TRACTORS - (LIFE CYCLE 15-20 YEARS)</b>														
5301	2010 KUBOTA L3240D TRACTOR	ORPARKS	39,178	45,792			48,595							
5302	2021 KIOTI ENCLOSED CAB TRACTOR	ORPARKS	49,075	45,792										Year 2041
5309	2011 KUBOTA L3940 TRACTOR	ORPARKS	26,964	45,792				49,567						
5311	2011 KUBOTA L3940 TRACTOR	ORPARKS	26,964	45,792				49,567						
5312	2011 KUBOTA L3940 TRACTOR	ORPARKS	26,964	45,792				49,567						
5313	2011 KUBOTA L3940 TRACTOR	ORPARKS	26,964	45,792				49,567						
5319	2014 JOHN DEERE TRACTOR MOWER BOO	ORPARKS	187,279	291,034						334,307				
5320	2018 KIOTI PX1153 PCB TRACTOR	ORPARKS	53,932	68,688										Year 2033
5321	2019 KUBOTA L4060 TRACTOR LOADER	ORFOREST	39,434	45,792										Year 2034
5322	2020 KIOTI TRACTORS PX1153 POWER SHL	ORPARKS	64,449	65,000										Year 2037
5323	2020 KIOTI TRACTOR DK4710SE HST CAB	ORPARKS	32,119	65,000										Year 2040
5324	2020 KIOTI TRACTOR DK4710SE HST CAB	ORPARKS	32,129	65,000										Year 2040
5325	2020 KIOTI TRACTOR DK4710SE HST CAB	ORPARKS	32,148	0										Year 2040
<b>Class 5400 - SKID STEER / LOADERS - (LIFE CYCLE 12-15 YEARS)</b>														
5403	2014 BOBCAT SKID STEER LOADER	ORPARKS	54,136	111,936				121,163						
5405	2015 MELROE BOBCAT ALL-WHEEL LOADE	ORPARKS	50,000	111,936					123,586					
5406	2022 COMPACT SKID STEER LOADER- S77C	ORPARKS	84,500	111,936										Year 2034
<b>Class 5500 - FORK LIFTS - (LIFE CYCLE 20-22 YEARS)</b>														
5501	2012 STARKE FORKLIFT	ORPARKS	25,880	31,546										38,454
5503	2003 NOBLE 8 TON FORKLIFT	ORHORT	32,936	135,000	137,700									
<b>Class 5600 - RAKES - (LIFE CYCLE 12-15 YEARS)</b>														

### FLEET REPLACEMENT SCHEDULE - PARKS OFF ROAD FLEET

(source: FleetFocus as of August 10, 2022)

Unit	Description	Department	Total Cost	Adj. Cost	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>2028</u>	<u>2029</u>	<u>2030</u>	<u>2031</u>	<u>2032</u>
5601	2013 TORO MODEL 3040 SAND PRO RAKE	ORPARKS	17,614	23,405			24,838							
5607	2014 TORO MODEL 3040 SAND PRO RAKE	ORPARKS	13,834	23,405				25,334						
5609	2022 BEACHTECH MDL 200 BEACH CLEANER	ORPARKS	78,610	0										Year 2034
5623	2001 BANNERMAN QUICK SLITT PLANTER	ORPARKS	24,382	31,546	32,177									
5644	2011 SMITHCO SAND BUNKER RAKE	ORPARKS	16,000	23,405	23,873									
5678	2011 TURFCO TURF CARE ATTACHMENT	SOLD	12,481	16,790	17,126									
5679	2011 SCARIFIER TURF MAINT ATTACHMENT	ORPARKS	19,100	23,914	24,392									
5682	2020 FOLEY BLADE SHARPENING MACHINE	ORPARKS	23,300	0										29,550
<b>Class 5700 - ATTACHMENTS - (LIFE CYCLE 20-22 YEARS)</b>														
5701	2008 HORST SNOW PLOW BLADE	ORPARKS	19,130	0						28,426				
5702	2018 JOHN DEERE UTILITY TRACTOR	ORPARKS	109,975	0										Year 2038
5703	2019 RC TRAILERS COVERED TRAILER	ORPARKS	10,216	0										Year 2039
5704	2021 TORO PRO FORCE DEBRIS BLOWER	ORPARKS	11,648	0										Year 2041
5705	2021 TORO VERSA VAC TURF SWEEPER	ORPARKS	36,831	0										Year 2041
5706	2021 TORO WIRELESS TOP DRESSER	ORPARKS	56,236	0										Year 2041
<b>Class 5800 - TRACKLESS UTILITY - (LIFE CYCLE 10 YEARS)</b>														
5803	2020 TRACKLESS MT7 TRACTOR WITH BRC	ORPARKS	293,402	0								357,656		
5804	2020 TRACKLESS MT7 TRACTOR WITH BRC	ORPARKS	293,103	0								357,291		
<b>Class 5850 - BOATS - (LIFE CYCLE 10 YEARS)</b>														
5850	2018 PRINCECRAFT PONTOON BOAT	ORREC	49,614	0						60,479				
5851	2018 MIDWEST INDUSTRIAL BOAT TRAILER	ORREC	0	0										
<b>Total Number of Active Units:</b>			<b>117</b>	<b>Subtotal:</b>	<b>689,244</b>	<b>1,117,507</b>	<b>333,229</b>	<b>681,207</b>	<b>534,945</b>	<b>453,949</b>	<b>744,557</b>	<b>1,057,635</b>	<b>714,171</b>	<b>1,361,803</b>
<b>Total Number of Units to be Replaced:</b>			<b>117</b>	<b>Unrecoverable HST:</b>	<b>12,132</b>	<b>19,670</b>	<b>5,865</b>	<b>11,991</b>	<b>9,416</b>	<b>7,990</b>	<b>13,106</b>	<b>18,616</b>	<b>12,571</b>	<b>23,970</b>
				<b>Total Estimated Cost:</b>	<b>701,376</b>	<b>1,137,178</b>	<b>339,094</b>	<b>693,198</b>	<b>544,361</b>	<b>461,939</b>	<b>757,663</b>	<b>1,076,251</b>	<b>726,742</b>	<b>1,385,774</b>
<b>Emergency Replacement Contingency:</b>					<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>
<b>Budget Submission:</b>					<b>752,000</b>	<b>1,188,000</b>	<b>390,000</b>	<b>744,000</b>	<b>595,000</b>	<b>512,000</b>	<b>808,000</b>	<b>1,127,000</b>	<b>777,000</b>	<b>1,436,000</b>

**Notes:**

1. Total and adjusted costs include purchase price plus capitalization.
2. Estimated replacement costs represent the adjusted cost plus an annual inflation factor from the current date. If no adjusted cost is identified, the total cost plus an annual inflation factor from the date of purchase is used. Replacement costs have been adjusted for current market pricing. The inflation factor is currently set to 2.00%.
3. Units are placed on the schedule based on an operational assessment. Units are evaluated annually based on a variety of factors to determine if replacements are required in the current year or can be extended.
4. Highlighted costs in Year 1 indicate replacements scheduled in previous years. They are not included in the total cost for that year.



# Project Version Summary

<b>Project #</b>	OPS-001-17	<b>Service Area</b>	Infrastructure Services
<b>Budget Year</b>	2023	<b>Department</b>	Public Works
<b>Asset Type</b>	Unassigned	<b>Division</b>	Fleet
<b>Title</b>	Fuel Site Equipment Replacement		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Transportation		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

## Project Description

The City of Windsor owns and operates 9 fuel sites at various locations across the City for corporate use. The City also owns and operates 1 retail fuel site at Lakeview Park Marina located at 9200 Riverside Drive East.

In 2017, electric vehicles were introduced in the corporate fleet requiring the installation of charging stations. As the fleet transitions to more electric vehicles, additional charging stations will be installed and added to the infrastructure inventory.

This project is for the replacement of fuel site equipment to ensure fuel is available to the corporate and Police Services fleets and to comply with legislated requirements of the Liquid Fuels Handling code which is monitored by the Technical Standards and Safety Authority (TSSA).

## Version Description

A detailed replacement schedule including all sites and equipment with required funding by year is attached for information.

The City will be receiving 20 charging stations in 2021 – 2023 as approved by Natural Resources Canada's Zero Emission Vehicle Infrastructure Program (ZEVIP). The fuel site inventory plan will be updated as additional charging stations are installed.

## Project Comments/Reference

See Document Attached  
7221007

## Version Comments

## Project Detailed Forecast

GL Account	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>											
5110 Machinery & Equipment - TCA	36,300	62,000	17,780	0	19,950	50,000	50,000	50,000	50,000	122,200	458,230
Total	36,300	62,000	17,780	0	19,950	50,000	50,000	50,000	50,000	122,200	458,230
<b>Revenues</b>											
169 Pay As You Go - Capital Reserve	0	0	0	0	0	0	0	0	0	0	0
221 Service Sustainability Investm	36,300	62,000	17,780	0	19,950	50,000	50,000	50,000	50,000	122,200	458,230
Total	36,300	62,000	17,780	0	19,950	50,000	50,000	50,000	50,000	122,200	458,230

Related Projects		Historical Approved Budget			Operating Budget Impact				
		Year	Total Expense	Revenue		Effective Date	Unknown	Exp/(Rev)	FTE Impact
				Net City Cost	Subsidies				
		2022	289,100	289,100	0				
					Any budget deferrel in approved funding will result in an increase in operating costs to maintain equipment and comply with legislated requirements.				
Year Identified	Start Date	Project Type for 2023		Project Lead	Est. Completion Date				
2017	January 1, 2020	Growth: 0.0 % Maintenance: 100.0 %		Angela Marazita	Ongoing`				



**Fuel Site Replacement Schedule 2023-2032**

Fuel Site	Component	Installation Year	Expected Life*	Replacement Year**	Replacement Cost***	Required Capital Budget by Year****										
						2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	
Crawford Yard	2 x 22700L UST Fuel Tank	1990	30-40 years	2022	\$ 200,000.00											
	2 x Dispenser w/ Fuel Pumps	2009	10-15 years	2024	\$ 35,000.00		\$ 43,400.00									
	2200L AST Fuel Tank + Fill-Rite Pump	2016	15-25 years	2036	\$ 5,000.00											
	FuelFocus Controller (8-Hose)	2019	10 years	2029	\$ 20,000.00								\$ 27,800.00			
	VeederRoot	2009	20-25 years	2028	\$ 45,000.00							\$ 50,000.00				
	Underground Piping	2009	20-25 years	2022	\$ 50,000.00	\$ 36,300.00										
	Canopy	2009	20-25 years	2031	\$ 110,000.00											
Parks McDougall	4600L AST Fuel Tank	2014	15-25 years	2034	\$ 10,000.00											
	7500L AST Fuel Tank w/ Steps	2014	15-25 years	2034	\$ 15,000.00											
	2 x Dispenser w/ Fuel Pumps	1991	10-15 years	2022	\$ 30,000.00											
	2200L AST Fuel Tank + Fill-Rite Pump	2020	15-25 years	2040	\$ 5,000.00											
	FuelFocus Controller (4-Hose)	2020	10 years	2030	\$ 18,000.00									\$ 25,000.00		
Little River	4600L AST Fuel Tank + Fill-Rite Pump	2010	15-25 years	2031	\$ 7,000.00										\$ 10,150.00	
	4500L AST Fuel Tank + Fill-Rite Pump	2020	15-25 years	2040	\$ 7,000.00											
	2200L AST Fuel Tank + Fill-Rite Pump	2020	15-25 years	2040	\$ 5,000.00											
	FuelFocus Controller (4-Hose)	2020	10 years	2030	\$ 18,000.00									\$ 25,000.00		
Malden Park	2 x 2300L AST Fuel Tank + Fill-Rite Pumps	2012	15-25 years	2032	\$ 10,000.00											\$ 14,800.00
	FuelFocus Controller (2-Hose)	2014	10 years	2024	\$ 15,000.00		\$ 18,600.00									
Solid Waste	4600L AST Fuel Tank + Fill-Rite Pump	2011	15-25 years	2031	\$ 7,000.00											
	8850L AST Fuel Tank + 2 x High Flow Fill-Rite Pumps	2021	15-25 years	2041	\$ 20,000.00											
	FuelFocus Controller (4-Hose)	2021	10 years	2031	\$ 18,000.00										\$ 26,100.00	
Fire Station #1	4500L Dual Comp. AST Fuel Tank + Fill-Rite Pumps	2018	15-25 years	2038	\$ 10,000.00											
	FuelFocus Controller (2-Hose)	2019	10 years	2029	\$ 15,000.00								\$ 22,200.00			
Fire Station #2	4500L AST Fuel Tank + Fill-Rite Pump	2005	15-25 years	2025	\$ 7,000.00			\$ 8,890.00								
Fire Station #3	4500L AST Fuel Tank + Fill-Rite Pump	2005	15-25 years	2025	\$ 7,000.00			\$ 8,890.00								
Fire Apparatus	2 x 2300L AST Fuel Tank + Fill-Rite Pumps	2017	15-25 years	2037	\$ 10,000.00											
	FuelFocus Controller (2-Hose)	2017	10 years	2027	\$ 15,000.00					\$ 19,950.00						
Lakeview Marina	35000L Dual Compartment UST Fuel Tank w/ Pumps	2017	30-40 years	2047	\$ 200,000.00											
	2 x Dispenser	2017	10-15 years	2032	\$ 35,000.00											\$ 51,800.00
	VeederRoot	2017	20-25 years	2037	\$ 45,000.00											
	Underground Piping	2017	20-25 years	2037	\$ 50,000.00											
Electric Charging Stations	Level 2 Charging Station - Crawford Yard (Unit #0485)	2017	10 years	2031	\$ 2,000.00										\$ 2,720.00	
	Level 2 Charging Station - Crawford Yard (Unit #0490)	2019	10 years	2031	\$ 2,000.00										\$ 150.00	
	Level 2 Charging Station - 1266 McDougall (Unit #0486)	2019	10 years	2031	\$ 2,000.00										\$ 2,720.00	
	Level 2 Charging Station - 1266 McDougall (Unit #0487)	2019	10 years	2031	\$ 2,000.00										\$ 2,720.00	
	Level 2 Charging Station - Lou Romano Plant (Unit #0488)	2019	10 years	2031	\$ 2,000.00										\$ 2,720.00	
	Level 2 Charging Station - 400 City Hall (Unit #0489)	2019	10 years	2031	\$ 2,000.00										\$ 2,720.00	
	Level 2 Charging Station - Fire Station #1 (Unit #3039)	2019	10 years	2031	\$ 2,000.00											
	Level 2 Charging Stations - Solid Waste Yard (8 Units)	2022	10 years	2032	\$ 16,000.00											\$ 22,240.00
	Level 2 Charging Stations - Parks McDougall Yard (3 Units)	2022	10 years	2032	\$ 6,000.00											\$ 8,340.00
Level 2 Charging Stations - Crawford Yard (9 Units)	2022	10 years	2032	\$ 18,000.00											\$ 25,020.00	
<b>Totals:</b>						<b>\$ 36,300.00</b>	<b>\$ 62,000.00</b>	<b>\$ 17,780.00</b>	<b>\$ -</b>	<b>\$ 19,950.00</b>	<b>\$ 50,000.00</b>	<b>\$ 50,000.00</b>	<b>\$ 50,000.00</b>	<b>\$ 50,000.00</b>	<b>\$ 50,000.00</b>	<b>\$ 122,200.00</b>

\*Expected life ranges provided by MWH Petroleum, Waddick Fuels, AssetWorks, and Sun Country Highway (electric charging stations).

\*\*Replacement year to be selected within expected life range. Historically, above ground storage tanks have lasted 20 years on average and dispensers over 15 years. Replacements of all other components have been assigned to the first year of the expected life range.

\*\*\*Replacement costs based on estimates provided by suppliers and inflated historical costs and do not include clean up costs of any contaminated soil or ground water. See the Replacement Cost Estimates sheets for details by component. Replacement cost for Lakeview Marina fuel site estimated based on replacement costs for individual components of Crawford Yard fuel site.

\*\*\*\*Replacement costs from 2016 for fuel sites and 2019 for electric charging stations inflated annually by 3% (not compounded).



# Project Version Summary

<b>Project #</b>	OPS-001-20	<b>Service Area</b>	Infrastructure Services
<b>Budget Year</b>	2023	<b>Department</b>	Public Works
<b>Asset Type</b>	Unassigned	<b>Division</b>	Fleet
<b>Title</b>	Corporate Fleet Software System		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Corporate Technology		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

## Project Description

This project is to address fleet software systems related improvements and upgrades to ensure efficient operations in all fleet areas.

FleetFocus is the corporate fleet management software solution utilized to track and manage all functions related to the maintenance of vehicles and equipment including processing of repair and preventative maintenance work orders and capturing operating expenses (i.e. fuel, parts, licensing, insurance, depreciation). It is also utilized to manage fleet replacement planning as well as parts and tool inventories.

FuelFocus is the corporate fuel management system utilized by Public Works Operations at corporate fuel sites to control access, manage the supply, usage and costing of fuel to vehicles and equipment. The City of Windsor owns and operates 9 corporate fuel sites and is working towards automating all sites to eliminate manual records as per the Fuel Site Review completed in 2014.

FOCUS is the corporate GPS/AVL system utilized to track location, travel patterns and usage of those units that have been equipped with the technology.

## Version Description

**FleetFocus:**  
Migration to a web based system will allow users to leverage new features and gain efficiencies, improve system availability and decrease maintenance requirements. It will also provide many role-based portals, and provide enhanced reporting functionality. Moving to a web based software application will allow users to access the software from any network connected personal computer and decrease the maintenance requirements for the Information Technology Department. It will also allow users to leverage new features as new development and enhancements are directed towards the web version of the software. The estimated cost of the migration includes the purchase of software licences, implementation services and training as well as the impact of the US exchange rate.

**FuelFocus:**  
The last fuel site to upgrade to Windows 7 is located at the Environmental Services. The cost to complete the upgrade to Windows 7 is approximately \$12,000 per site. There are 2 sites that have not yet been automated and rely on manual records. These sites are located at 3121 Milloy and 2750 Ouellette. This project will address the implementation of the City’s fuel management system (FuelFocus) at these fuel sites.

**FOCUS:**  
Additional functionality will enhance tracking and reporting capabilities.

**DriveON:**  
A new digital program combining emission and safety inspections for heavy diesel commercial motor vehicles, called DriveON, will begin for existing motor vehicle inspection stations in 2022. The new program will require training for technicians and the purchase of inspection equipment including tablets.

<b>Project Comments/Reference</b>	<b>Version Comments</b>
7209002 This project is a consolidation and replaces: OPS-002-16 Fuel Site Automation Initiatives and OPS-005-16 FleetFocus Web Migration.	There is an annual software maintenance fee for the FleetFocus system that is shared among the fleet areas. The Fire department is no longer utilizing FleetFocus as a work order management system as of 2021. An upgrade of the existing FleetFocus graphic user interface (GUI) version was completed in 2019 and the database was moved to a new server in 2021 to prepare for the migration to a web based environment. Automation of the fuel sites at the Apparatus Division of Fire was completed in 2017 and Fire Headquarters was completed in 2019. The Environmental fuel site was upgraded in 2021 to include both clear and coloured diesel.

<b>Project Detailed Forecast</b>											
<b>GL Account</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>	<b>Total</b>
<b>Expenses</b>											
5126 Computer Software	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	60,000	510,000
Total	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	60,000	510,000
<b>Revenues</b>											
169 Pay As You Go - Capital Reserve	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	60,000	510,000
Total	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	60,000	510,000

<b>Related Projects</b>	<b>Historical Approved Budget</b>				<b>Operating Budget Impact</b>			
	<b>Year</b>	<b>Total Expense</b>	<b>Revenue</b>		<b>Effective Date</b>	<b>Unknown</b>	<b>Exp/(Rev)</b>	<b>FTE Impact</b>
			<b>Net City Cost</b>	<b>Subsidies</b>	<b>Description</b>		0	0
	2020	20,000	20,000	0	No Operating Budget Impact			
	2021	50,000	50,000	0				
	2022	85,000	85,000	0				

<b>Year Identified</b>	<b>Start Date</b>	<b>Project Type for 2023</b>	<b>Project Lead</b>	<b>Est. Completion Date</b>
2020	January 1, 2020	Growth: 100.0 % Maintenance: 0.0 %	Angela Marazita	Ongoing`



# Project Version Summary

<b>Project #</b>	OPS-001-23	<b>Service Area</b>	Infrastructure Services
<b>Budget Year</b>	2023	<b>Department</b>	Public Works
<b>Asset Type</b>	Unassigned	<b>Division</b>	Fleet
<b>Title</b>	Fleet Garage Equipment		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Transportation		
<b>Wards</b>			
<b>Version Name</b>	Main (Active)		

<b>Project Description</b>	The Fleet Division operates from multiple locations. This project is for the purchase of garage equipment required to comply with legislated requirements for the maintenance and repair of vehicles and equipment.
----------------------------	---

<b>Version Description</b>	
----------------------------	--

<b>Project Comments/Reference</b>	<b>Version Comments</b>

<b>Project Detailed Forecast</b>											
<b>GL Account</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>	<b>Total</b>
<b>Expenses</b>											
5110 Machinery & Equipment - TCA	0	0	0	0	0	0	0	0	0	250,000	250,000
Total	0	0	0	0	0	0	0	0	0	250,000	250,000
<b>Revenues</b>											
169 Pay As You Go - Capital Reserve	0	0	0	0	0	0	0	0	0	0	0
221 Service Sustainability Investm	0	0	0	0	0	0	0	0	0	250,000	250,000
Total	0	0	0	0	0	0	0	0	0	250,000	250,000

Related Projects		Historical Approved Budget		Operating Budget Impact
Year Identified	Start Date	Project Type for 2023	Project Lead	Est. Completion Date
2023	January 1, 2023	Growth: 0.0 % Maintenance: 0.0 %	Angela Marazita / Chad Goebel	Ongoing`



## Project Version Summary

<b>Project #</b>	OPS-002-17	<b>Service Area</b>	Infrastructure Services
<b>Budget Year</b>	2023	<b>Department</b>	Public Works
<b>Asset Type</b>	Unassigned	<b>Division</b>	Fleet
<b>Title</b>	Fuel Site Program		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Transportation		
<b>Wards</b>	Ward 3		
<b>Version Name</b>	Main (Active)		

### Project Description

The City of Windsor owns and operates 9 fuel sites at the following locations:  
 Crawford Yard - 1531 Crawford Avenue  
 McDougall Parks Yard – 2461 McDougall  
 Malden Park – 4255 Matchette Road  
 Little River Parks Yard – 9578 Little River Road  
 Environmental Services Yard – 3540 North Service Road  
 Fire Station #1 – 815 Goyeau Street  
 Fire Station #2 – 3121 Milloy  
 Fire Station #3 – 2750 Ouellette Avenue  
 Fire Apparatus – 2885 Kew Drive

The City also owns and operates 1 retail fuel site at Lakeview Park Marina located at 9200 Riverside Drive East.

On behalf of the government of Ontario, the Technical Standards and Safety Authority (TSSA) regulates fuel sites to ensure conformance to the Technical Standards and Safety Act, 2000, and applicable regulations, codes and standards. The Liquid Fuels Handling Code is a provincial code developed by the TSSA and regulates the storage and handling of fuels at bulk plants, marinas, retail outlets and private outlets.

This project is to ensure the safe operation of all corporate fuel sites and to maintain compliance with provincial regulations.

### Version Description

The Liquid Fuels Handling Code 2017 was adopted by the TSSA on June 14, 2017 and is effective October 1, 2017. As a result, rehabilitation is required at various sites to ensure compliance with the new regulation.

### Project Comments/Reference

7221055

### Version Comments

Project Detailed Forecast												
GL Account		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>												
5110	Machinery & Equipment - TCA	6,050	50,000	50,000	50,000	50,000	25,000	25,000	25,000	25,000	25,000	331,050
Total		6,050	50,000	50,000	50,000	50,000	25,000	25,000	25,000	25,000	25,000	331,050
<b>Revenues</b>												
169	Pay As You Go - Capital Reserve	0	0	0	0	0	0	0	0	0	0	0
221	Service Sustainability Investm	6,050	50,000	50,000	50,000	50,000	25,000	25,000	25,000	25,000	25,000	331,050
Total		6,050	50,000	50,000	50,000	50,000	25,000	25,000	25,000	25,000	25,000	331,050
<b>Related Projects</b>		<b>Historical Approved Budget</b>				<b>Operating Budget Impact</b>						
				<u>Revenue</u>		<u>Effective Date</u> Unknown		<u>Exp/(Rev)</u>		<u>FTE Impact</u>		
		<u>Year</u>	<u>Total Expense</u>	<u>Net City Cost</u>	<u>Subsidies</u>	<u>Description</u>		0	0			0
		2022	153,240	153,240	0	Any budget deferrel in approved funding will result in an increase in operating costs to maintain sites and comply with legislated requirements.						0
<b>Year Identified</b>	<b>Start Date</b>	<b>Project Type for 2023</b>		<b>Project Lead</b>			<b>Est. Completion Date</b>					
2017	January 1, 2017	Growth: 0.0 % Maintenance: 100.0 %		Angela Marazita			Ongoing`					



# Project Version Summary

<b>Project #</b>	OPS-005-08	<b>Service Area</b>	Infrastructure Services
<b>Budget Year</b>	2023	<b>Department</b>	Public Works
<b>Asset Type</b>	Unassigned	<b>Division</b>	Fleet
<b>Title</b>	Corporate Fleet Replacement Program		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Transportation		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

**Project Description**  
 This project is for the replacement of dedicated vehicles and equipment in the corporate fleet.

**Version Description**  
 Annual budget requests are based on the Fleet Division's projections of required replacements.  
 The COVID-19 pandemic and supply chain issues have affected the availability of cost of vehicles and equipment and have delayed delivery dates. Furthermore, incentives are being reduced or eliminated resulting in increased purchase costs. When reviewing the 10 year replacement plan during the 2023 budget development, Administration considered these factors as well as the deferral of replacements if condition assessments warranted doing so, It was determined that an increased contribution of \$205,000 annually for each of the three consecutive years 2023 through 2025 is required to ensure its sustainability. Should operating issue 2023-0097 not be approved, significant changes to the 10-year replacement plan will be required to ensure reserve sustainability to 2032.  
 Pricing for the new equipment included in this plan have been updated to reflect current 2022-2023 pricing, pricing may continue to fluctuate over the life of the plan. Any salvages received for equipment sold are returned back to this reserve.

Project Comments/Reference	Version Comments
See Document Attached (Closed: 7085004/7091012/7101015/7111028/7121009/7131112/7141002/7151004/7161033/7171021/7181016) Active: 7191001/7201008/7211033/7221004/7231003	COMMITMENT CR331/2022 C 119/2022: 2023 F136 \$848,678

Project Detailed Forecast	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>GL Account</b>											
<b>Expenses</b>											
5110 Machinery & Equipment - TCA	2,498,000	3,132,000	1,515,000	2,500,000	2,796,000	1,569,000	2,034,000	2,170,000	3,136,000	3,350,000	24,700,000
Total	2,498,000	3,132,000	1,515,000	2,500,000	2,796,000	1,569,000	2,034,000	2,170,000	3,136,000	3,350,000	24,700,000
<b>Revenues</b>											
136 Equipment Replacement	1,649,322	3,132,000	1,515,000	2,500,000	2,796,000	1,569,000	2,034,000	2,170,000	3,136,000	3,350,000	23,851,322
136CF Committed Funding	848,678	0	0	0	0	0	0	0	0	0	848,678
Total	2,498,000	3,132,000	1,515,000	2,500,000	2,796,000	1,569,000	2,034,000	2,170,000	3,136,000	3,350,000	24,700,000



Related Projects		Historical Approved Budget			Operating Budget Impact				
		Year	Total Expense	Revenue		Effective Date	Unknown	Exp/(Rev)	FTE Impact
				Net City Cost	Subsidies				
		2008	2,000,000	2,000,000	0				
		2009	2,500,000	2,500,000	0				
		2010	1,625,171	1,625,171	0				
		2011	872,732	872,732	0				
		2012	1,750,000	1,750,000	0				
		2013	1,240,000	1,240,000	0				
		2014	780,000	780,000	0				
		2015	1,131,000	1,131,000	0				
		2016	1,560,500	1,560,500	0				
		2017	1,021,000	1,021,000	0				
		2018	1,574,000	1,574,000	0				
		2019	2,606,000	2,606,000	0				
		2020	2,288,000	2,288,000	0				
		2021	1,057,000	1,057,000	0				
		2022	1,920,000	1,920,000	0				
Year Identified	Start Date	Project Type for 2023		Project Lead	Est. Completion Date				
2008	January 1, 2015	Growth: 0.0 % Maintenance: 100.0 %		Angela Marazita	Ongoing`				

**FLEET REPLACEMENT SCHEDULE - CORPORATE FLEET**

(source: FleetFocus as of August 10, 2022)

<u>Unit</u>	<u>Description</u>	<u>Department</u>	<u>Total Cost</u>	<u>Adj. Cost</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>2028</u>	<u>2029</u>	<u>2030</u>	<u>2031</u>	<u>2032</u>
<b>Class 110 - VANS (Life Cycle 7 - 9 Years)</b>														
0259	2010 CHEVROLET EXPRESS CARGO VAN	PW LAB	36,783	42,000								49,210		
0260	2011 CHEVROLET EXPRESS CARGO VAN	FAC MGT	27,312	42,000								49,210		
0262	2022 CHEVROLET 2500 EXPRESS CARGO VAN	PW LAB	34,597	0								40,536		
0263	2022 CHEVROLET 2500 EXPRESS CARGO VAN	FAC MGT	34,597	0								40,536		
0264	2022 CHEVROLET 2500 EXPRESS CARGO VAN	PW SURVEY	34,597	0								40,536		
0270	2012 CHEVROLET EXPRESS CARGO VAN	FAC MGT	38,303	42,000								49,210		
0271	2017 CHEVROLET E2500 EXPRESS CARGO VAN	PW LAB	34,552	42,000			44,571							
0272	2017 CHEVROLET E2500 EXPRESS CARGO VAN	FAC MGT	34,552	42,000			44,571							
0273	2017 CHEVROLET E2500 EXPRESS CARGO VAN	FAC MGT	34,552	42,000			44,571							
0274	2017 CHEVROLET E2500 EXPRESS CARGO VAN	FAC MGT	34,552	42,000			44,571							
0276	2017 CHEVROLET E2500 EXPRESS CARGO VAN	PW SEWER	34,552	42,000			44,571							
0277	2018 CHEVROLET E2500 EXPRESS CARGO VAN	PW SURVEY	31,215	42,000			44,571							
0278	2018 CHEVROLET E2500 EXPRESS CARGO VAN	FAC MGT	31,215	42,000			44,571							
0279	2018 CHEVROLET E2500 EXPRESS CARGO VAN	FAC MGT	31,215	42,000			44,571							
0280	2018 CHEVROLET E2500 EXPRESS CARGO VAN	PW SURVEY	31,215	42,000			44,571							
0281	2018 CHEVROLET E2500 EXPRESS CARGO VAN	FAC MGT	31,215	42,000			44,571							
0282	2018 CHEVROLET E2500 EXPRESS CARGO VAN	FAC MGT	31,215	42,000			44,571							
0283	2018 CHEVROLET E2500 EXPRESS CARGO VAN	PW SURVEY	31,215	42,000			44,571							
0284	2020 FORD F250 TRANSIT CARGO VAN	FAC MGT	45,187	42,000					46,371					
0285	2020 FORD F250 TRANSIT CARGO VAN	FAC MGT	40,998	42,000					46,371					
0298	2020 FORD TRANSIT CARGO VAN	PW Q A	38,644	42,000						47,299				
0299	2020 FORD TRANSIT CARGO VAN	PW Q A	38,341	42,000					46,371					
3027	2013 FORD ECONO SUPER CARGO VAN	FIRE	27,619	42,000		43,697								
<b>Class 120 - CUBE VANS (Life Cycle 9 - 11 Years)</b>														
0304	2012 GMC SAVANA UNICELL VAN	PW SEWER	46,655	60,000	61,200									
0305	2017 GMC EXPRESS 3500 CUBE VAN	LIBRARY	38,423	60,000					66,245					
<b>Class 145 - MINI VANS (Life Cycle 7 - 9 Years)</b>														
0339	2020 DODGE GRAND CARAVAN	PARK SERV	28,633	45,000						50,677				
0340	2020 DODGE GRAND CARAVAN	PW SURVEY	27,905	45,000						50,677				
0341	2020 DODGE GRAND CARAVAN	PW SURVEY	26,908	45,000						50,677				
0342	2020 DODGE GRAND CARAVAN	TRAF ADMIN	27,145	45,000						50,677				
0343	2020 DODGE GRAND CARAVAN	PARKS DD	27,051	45,000						50,677				
0344	2020 DODGE GRAND CARAVAN	INFO TECH	26,714	45,000						50,677				
0346	2016 DODGE GRAND CARAVAN SE	PW SURVEY	21,846	45,000		46,818								
0347	2016 DODGE GRAND CARAVAN SE	PW LRPCP	21,846	45,000		46,818								
0348	2016 DODGE GRAND CARAVAN SE	BUILDING	21,846	45,000		46,818								

**FLEET REPLACEMENT SCHEDULE - CORPORATE FLEET**

(source: FleetFocus as of August 10, 2022)

<u>Unit</u>	<u>Description</u>	<u>Department</u>	<u>Total Cost</u>	<u>Adj. Cost</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>2028</u>	<u>2029</u>	<u>2030</u>	<u>2031</u>	<u>2032</u>
0349	2016 DODGE GRAND CARAVAN SE	PARK SERV	21,846	45,000		46,818								
0382	2019 DODGE GRAND CARAVAN SXT	PW CONTRAC	27,187	45,000					49,684					
0383	2014 DODGE GRAND CARAVAN	BUILDING	19,795	45,000									53,779	
0384	2014 DODGE GRAND CARAVAN	BUILDING	19,795	45,000									53,779	
0385	2014 DODGE GRAND CARAVAN	BUILDING	19,795	45,000									53,779	
0386	2014 DODGE GRAND CARAVAN	BUILDING	19,795	45,000									53,779	
0387	2014 DODGE GRAND CARAVAN	BUILDING	19,795	45,000									53,779	
0388	2014 DODGE GRAND CARAVAN	BUILDING	19,795	45,000									53,779	
0389	2014 DODGE GRAND CARAVAN	BUILDING	19,795	45,000									53,779	
0390	2014 DODGE GRAND CARAVAN	BUILDING	19,795	45,000									53,779	
0391	2014 DODGE GRAND CARAVAN	BUILDING	19,795	45,000									53,779	
0392	2014 DODGE GRAND CARAVAN	BUILDING	19,795	45,000									53,779	
0393	2014 DODGE GRAND CARAVAN	BUILDING	19,795	45,000									53,779	
0395	2016 DODGE CARAVAN MINIVAN	PARKS	23,739	45,000		46,818								
0396	2016 DODGE CARAVAN MINIVAN	PW TECHNIC	23,739	45,000		46,818								
0397	2016 DODGE CARAVAN MINIVAN	PW TECHNIC	23,739	45,000		46,818								
0398	2016 DODGE CARAVAN MINIVAN	SIGNALS	23,739	45,000		46,818								
0399	2016 DODGE CARAVAN MINIVAN	PW ENFORCE	23,739	45,000		46,818								
0401	2017 DODGE CARAVAN MINIVAN	PW CONTRAC	24,686	45,000			47,754							
0402	2017 DODGE CARAVAN MINIVAN	PW SURVEY	24,686	45,000			47,754							
0403	2017 DODGE CARAVAN MINIVAN	PW SURVEY	24,686	45,000			47,754							
0404	2017 DODGE CARAVAN MINIVAN	PW CONTRAC	24,686	45,000			47,754							
0405	2017 DODGE CARAVAN MINIVAN	PW PUMP ST	24,686	45,000		46,818								
0406	2019 DODGE CARAVAN MINIVAN	PARK SERV	28,648	45,000				48,709						
0407	2019 DODGE CARAVAN MINIVAN	FAC MGT	28,648	45,000				48,709						
0408	2019 DODGE CARAVAN MINIVAN	FORESTRY	28,648	45,000				48,709						
0409	2019 DODGE GRAND CARAVAN	BUILDING	24,139	45,000					49,684					
0410	2019 DODGE GRAND CARAVAN	BUILDING	23,940	45,000					49,684					
0411	2019 DODGE CARAVAN MINIVAN	PW SURVEY	26,587	45,000				48,709						
0412	2019 DODGE CARAVAN MINIVAN	BUILDING	26,587	45,000				48,709						
0413	2019 DODGE GRAND CARAVAN	BUILDING	23,983	45,000					49,684					
0414	2019 DODGE GRAND CARAVAN	PW SURVEY	26,291	45,000					49,684					
0415	2019 DODGE GRAND CARAVAN	PW Q A	25,522	45,000					49,684					
0416	2019 DODGE CARAVAN MINIVAN	PW Q A	26,587	45,000				48,709						
0417	2019 DODGE GRAND CARAVAN	PW WWPCP	23,743	45,000					49,684					
3019	2013 DODGE GRAND CARAVAN MINIVAN	FIRE	18,863	45,000		46,818								
3020	2013 DODGE GRAND CARAVAN MINIVAN	FIRE	18,863	45,000		46,818								

**FLEET REPLACEMENT SCHEDULE - CORPORATE FLEET**

(source: FleetFocus as of August 10, 2022)

<u>Unit</u>	<u>Description</u>	<u>Department</u>	<u>Total Cost</u>	<u>Adj. Cost</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>2028</u>	<u>2029</u>	<u>2030</u>	<u>2031</u>	<u>2032</u>
3021	2013 DODGE GRAND CARAVAN MINIVAN	FIRE	18,863	45,000		46,818								
3025	2013 DODGE GRAND CARAVAN MINIVAN	COMPOUND	18,594	45,000	45,900									54,855
3028	2014 DODGE GRAND CARAVAN	FIRE	19,757	45,000		46,818								
3029	2014 DODGE GRAND CARAVAN	FIRE	19,757	45,000		46,818								
3031	2016 DODGE CARAVAN MINIVAN	FIRE	21,613	45,000		46,818								
3032	2016 DODGE CARAVAN MINIVAN	FIRE	21,613	45,000		46,818								
3033	2016 DODGE CARAVAN MINIVAN	FIRE	21,613	45,000			47,754							
3037	2017 DODGE CARAVAN MINIVAN	FIRE	22,770	45,000									53,779	
3038	2019 DODGE CARAVAN MINIVAN	FIRE	25,503	45,000				48,709						
3041	2020 DODGE GRAND CARAVAN	FIRE	26,019	45,000						50,677				
3042	2020 DODGE GRAND CARAVAN	FIRE	26,019	45,000						50,677				
3043	2020 DODGE GRAND CARAVAN	FIRE	26,019	45,000						50,677				
3044	2021 FORD TRANSIT CONNECT VAN	FIRE	30,094	45,000					49,684					
3045	2021 FORD TRANSIT CONNECT VAN	FIRE	30,218	45,000					49,684					
<b>Class 155 - CROSSOVERS (Life Cycle 8 - 10 Years)</b>														
0450	2021 CHEVROLET EQUINOX LS	BYLAW	27,182	30,000								34,461		
0451	2021 CHEVROLET EQUINOX LS	BYLAW	26,964	30,000								34,461		
0452	2021 CHEVROLET EQUINOX LS	BYLAW	26,895	30,000								34,461		
0453	2021 CHEVROLET EQUINOX LS	BYLAW	26,643	30,000								34,461		
0454	2021 CHEVROLET EQUINOX LS	BYLAW	27,181	30,000								34,461		
0455	2021 CHEVROLET EQUINOX LS	BYLAW	27,003	30,000								34,461		
0456	2021 CHEVROLET EQUINOX LS	BYLAW	27,291	30,000								34,461		
0457	2021 CHEVROLET EQUINOX LS	BYLAW	27,181	30,000								34,461		
0458	2021 CHEVROLET EQUINOX LS	BYLAW	26,584	30,000								34,461		
0459	2021 CHEVROLET EQUINOX LS	BYLAW	27,547	30,000								34,461		
0472	2021 CHEVROLET EQUINOX LS	BYLAW	26,995	30,000								34,461		
0473	2021 CHEVROLET EQUINOX LS	BYLAW	26,855	30,000								34,461		
<b>Class 163 - ELECTRIC VEHICLES (Life Cycle 6 - 8 Years)</b>														
0026	2022 EV CHARGING STATION - ENVIRONMENTAL	PW ENVTAL	0	0										Year ????
0485	2017 CHEVROLET BOLT	BUILDING	44,553	45,000		46,818								
0486	2019 CHEVROLET BOLT EV	PARKING	50,839	45,000					48,709					
0487	2018 FORD FOCUS EV HATCH	PARK SERV	36,961	45,000			47,754							
0488	2018 FORD FOCUS EV HATCH	PW WWPCP	39,178	45,000			47,754							
0489	2018 FORD FOCUS EV HATCH	TRAF STUD	45,741	45,000			47,754							
0490	2019 CHEVROLET BOLT EV	PW CONTRAC	48,648	45,000					48,709					
3039	2018 FORD FOCUS EV HATCH	FIRE	39,034	45,000			47,754							

**Class 165 - GAS / ELECTRIC HYBRIDS (Life Cycle 6 - 8 Years)**

### FLEET REPLACEMENT SCHEDULE - CORPORATE FLEET

(source: FleetFocus as of August 10, 2022)

<u>Unit</u>	<u>Description</u>	<u>Department</u>	<u>Total Cost</u>	<u>Adj. Cost</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>2028</u>	<u>2029</u>	<u>2030</u>	<u>2031</u>	<u>2032</u>
0499	2021 CHRYSLER PACIFICA PLUG-IN HYBRID	BUILDING	49,514	45,000						50,677				
0500	2021 CHRYSLER PACIFICA PLUG-IN HYBRID	BUILDING	49,533	45,000						50,677				
0501	2021 CHRYSLER PACIFICA PLUG-IN HYBRID	BUILDING	51,760	45,000						50,677				
0502	2021 CHRYSLER PACIFICA PLUG-IN HYBRID	BUILDING	49,541	45,000						50,677				
0503	2021 CHRYSLER PACIFICA PLUG-IN HYBRID	BUILDING	49,781	45,000						50,677				
0504	2021 CHRYSLER PACIFICA PLUG-IN HYBRID	BUILDING	49,022	45,000						50,677				
0506	2016 FORD C-MAX HYBRID SE	MAILROOM	25,498	45,000		46,818								
0507	2017 FORD C-MAX ENERGI PLUG-IN HYBRID	INFO TECH	28,715	45,000		46,818								
<b>Class 200 - SMALL PICKUPS (Life Cycle 7 - 9 Years)</b>														
0603	2009 CHEVROLET COLORADO LT PICKUP	FAC MGT	21,348	32,000								37,493		
0604	2022 CHEVROLET COLORADO EXT CAB PICKUP	PARKS	29,528	0									35,289	
0606	2011 FORD RANGER PICKUP EXTENDED CAB 6'	PW SURVEY	19,094	32,000								37,493		
<b>Class 210 - LARGE PICKUPS (Life Cycle 7 - 9 Years)</b>														
0610	2021 CHEVROLET SILVERADO 2500 CREWCAB	PARKS	42,011	50,000								58,583		
0611	2021 CHEVROLET SILVERADO 2500 CREWCAB	PARKS	42,814	50,000								58,583		
0612	2018 CHEVROLET SILVERADO 1500 PICKUP	FORESTRY	27,877	35,000			37,142							
0613	2013 CHEVROLET SILVERADO1500 EXT CAB	PW ELECTR	24,217	40,000	40,800									48,760
0614	2013 CHEVROLET SILVERADO 1500 EXT CAB	PW ROW MAI	24,217	40,000								46,866		
0615	2013 CHEVROLET SILVERADO 1500 PICKUP	PW SURVEY	23,928	35,000								41,008		
0638	2019 CHEVROLET SILVERADO 1500 PICKUP	PARKS	31,534	35,000							40,204			
0639	2019 CHEVROLET SILVERADO 1500 PICKUP	PW SEWER	31,826	35,000							40,204			
0640	2019 CHEVROLET SILVERADO 1500 PICKUP	PW ROW MAI	32,304	35,000							40,204			
0641	2019 CHEVROLET SILVERADO 1500 PICKUP	PW CONTRAC	31,692	35,000							40,204			
0642	2019 CHEVROLET SILVERADO 1500 PICKUP	PARKS DD	30,552	35,000							40,204			
0643	2019 CHEVROLET SILVERADO 1500 PICKUP	PW SEWER	32,067	35,000							40,204			
0644	2019 CHEVROLET SILVERADO 1500 PICKUP	PW PUMP ST	29,970	35,000							40,204			
0647	2019 CHEVROLET SILVERADO 1500 PICKUP	SIGNALS	31,715	35,000							40,204			
0649	2016 FORD F250 XL REG CAB 4X4 PICKUP	PW ENVTAL	37,082	45,000	45,900									54,855
0650	2016 FORD F250 XL REG CAB 4X4 PICKUP	PW ENVTAL	37,082	45,000	45,900									54,855
0651	2017 CHEVROLET SILVERADO WT 2500 PICKUP	PARKS	34,185	40,000		41,616								
0652	2017 CHEVROLET SILVERADO WT 2500 PICKUP	PARKS	34,185	40,000		41,616								
0653	2017 CHEVROLET SILVERADO WT 2500 PICKUP	PARKS	34,185	40,000		41,616								
0678	2020 CHEVROLET SILVERADO 1500 PICKUP	PW SEWER	29,541	35,000					38,643					
0679	2020 CHEVROLET SILVERADO 1500 PICKUP	PW ROW MAI	29,804	35,000					38,643					
0680	2019 FORD F250 CREWCAB PICKUP 6' 6" BOX	PARKS	37,800	40,000				43,297						
0681	2019 FORD F250 CREWCAB PICKUP 6' BOX	PARKS	37,800	40,000				43,297						
0682	2019 FORD F250 CREWCAB PICKUP 6' BOX	PARKS	37,800	40,000				43,297						

**FLEET REPLACEMENT SCHEDULE - CORPORATE FLEET**

(source: FleetFocus as of August 10, 2022)

<u>Unit</u>	<u>Description</u>	<u>Department</u>	<u>Total Cost</u>	<u>Adj. Cost</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>2028</u>	<u>2029</u>	<u>2030</u>	<u>2031</u>	<u>2032</u>
0683	2020 CHEVROLET SILVERADO 1500 PICKUP	PW ENFORCE	30,784	35,000					38,643					
0684	2020 CHEVROLET SILVERADO 1500 PICKUP	PW ENFORCE	30,360	35,000					38,643					
0685	2020 CHEVROLET SILVERADO 1500 PICKUP	PW SURVEY	29,119	35,000					38,643					
0700	2021 CHEVROLET SLVERADO 1500 EXT CAB	HORTICULT	31,010	35,000								41,008		
0701	2021 CHEVROLET SLVERADO 1500 EXT CAB	PARKS	35,564	35,000								41,008		
0702	2021 CHEVROLET SILVERADO 1500 EXT CAB	PARKS	31,653	35,000								41,008		
0714	2015 CHEVROLET SILVERADO 1500 PICKUP	PW ENFORCE	24,846	40,000	40,800									48,760
0715	2015 CHEVROLET SILVERADO 1500 PICKUP	PW SURVEY	24,846	40,000	40,800									48,760
0716	2015 CHEVROLET SILVERADO 1500 PICKUP	PW SURVEY	24,846	40,000		41,616								
0717	2015 CHEVROLET SILVERADO 1500 PICKUP	PARKS	24,846	40,000									47,804	
0718	2015 CHEVROLET SILVERADO 1500 PICKUP	PARKS	24,846	40,000									47,804	
<b>Class 220 - REULAR PICKUPS (Life Cycle 7 - 9 Years)</b>														
0632	2022 FORD F150 REG CAB 8` BOX	PW SURVEY	44,115	0									52,721	
0654	2017 FORD F150 EXT CAB PICKUP	PW PUMP ST	29,517	40,000		41,616								
0655	2017 FORD F150 EXT CAB PICKUP	PW PUMP ST	29,517	40,000		41,616								
0656	2017 FORD F150 EXT CAB PICKUP	PW ROW MAI	29,517	40,000		41,616								
0657	2017 FORD F150 EXT CAB PICKUP	FORESTRY	29,517	40,000		41,616								
0658	2018 CHEVROLET SILVERADO 1500 EXT CAB PU	PW CONTRAC	31,597	40,000			42,448							
0659	2018 CHEVROLET SILVERADO 1500 REG CAB PU	SIGNALS	32,374	40,000			42,448							
0660	2018 FORD F150 PICKUP	FAC MGT	31,772	40,000			42,448							
0670	2019 FORD F150 PICKUP	PW ENVTAL	38,425	40,000						45,947				
0671	2019 FORD F150 PICKUP	PW ENVTAL	38,987	40,000						45,947				
0672	2019 FORD F150 PICKUP	PW ENVTAL	36,129	40,000						45,947				
0673	2019 FORD F150 PICKUP	HORTICULT	31,733	40,000						45,947				
0674	2019 FORD F150 PICKUP	FAC MGT	31,497	40,000						45,947				
0675	2019 FORD F150 PICKUP	PW SURVEY	31,168	40,000						45,947				
0676	2019 FORD F150 PICKUP	PW SURVEY	31,524	40,000						45,947				
0677	2019 FORD F150 PICKUP	PW ROW MAI	34,458	40,000						45,947				
0686	2019 GMC SIERRA STD CAB 1500 PICKUP	PW ENVTAL	41,626	45,000						51,691				
0719	2016 FORD F150 PICKUP REG CAB 8` BOX	PARKS	32,081	40,000	40,800									48,760
0720	2016 FORD F150 PICKUP REG CAB 8` BOX	PARKS	32,081	40,000	40,800									48,760
0721	2016 FORD F150 PICKUP REG CAB 8` BOX	PW WWPCP	32,081	40,000	40,800									48,760
0722	2016 FORD F150 PICKUP REG CAB 8` BOX	SIGNSMARKS	32,081	40,000	40,800									48,760
0723	2016 FORD F150 PICKUP REG CAB 8` BOX	FAC MGT	32,081	40,000	40,800									48,760
0724	2016 FORD F150 PICKUP REG CAB 8` BOX	PW ENVTAL	32,081	40,000	40,800									48,760
0725	2017 GMC SIERRA 1500 REGULAR CAB PICKUP	SIGNSMARKS	34,806	40,000		41,616								
<b>Class 230 - SERVICE BODY UTILITY (Life Cycle 9 - 11 Years)</b>														

**FLEET REPLACEMENT SCHEDULE - CORPORATE FLEET**

(source: FleetFocus as of August 10, 2022)

<u>Unit</u>	<u>Description</u>	<u>Department</u>	<u>Total Cost</u>	<u>Adj. Cost</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>2028</u>	<u>2029</u>	<u>2030</u>	<u>2031</u>	<u>2032</u>
0745	2021 FORD F350 UTILITY SERVICE BODY	SIGNSMARKS	90,373	90,000									107,558	
0746	2021 FORD F350 UTILITY SERVICE BODY	SIGNSMARKS	91,351	90,000									107,558	
0747	2021 FORD F350 UTILITY SERVICE BODY	SIGNSMARKS	91,960	90,000									107,558	
0748	2021 FORD F350 UTILITY SERVICE BODY	SIGNSMARKS	90,139	90,000									107,558	
0750	2012 GMC SAVANA CUTAWAY STAHL HI-ROOF	PW ELECTR	54,847	75,000	76,500									
0751	2012 GMC SAVANA CUTAWAY STAHL HI-ROOF	PW ELECTR	54,847	75,000	76,500									
0752	2013 FORD F350 SUPER DUTY SERVICE TRUCK	PARKS	51,802	60,000										
0753	2014 FORD F350 SUPER DUTY DUMP TRUCK	PARKS	62,023	100,000	102,000									
0754	2014 FORD F350 SUPER DUTY DUMP TRUCK	FAC MGT	46,713	60,000	61,200									
0764	2007 FORD F350 4X2 XL SUPER DUTY	PW EQUIP	80,409	102,923										125,463
0770	2011 CHEVROLET SILVERADO 2500 4X4 PICKUP	PW WWPCP	30,493	60,000										
0771	2012 CHEVROLET SILVERADO 2500 4X4 PICKUP	PW LRPCP	32,188	60,000	61,200									
0777	2011 CHEVROLET SILVERADO 2500 4X4 PICKUP	PARK SERV	25,228	60,000										
0780	2013 GMC SIERRA 4X4 REG CAB PICKUP	PARKS	36,018	41,000										49,979
0782	2015 FORD F350 4X4 PICKUP SRW	PARKS	37,041	60,000		62,424								
0783	2018 CHEVROLET SILVERADO 3500 PICKUP	PARKS	46,882	60,000					66,245					
0784	2022 CHEVROLET SILVERADO 3500 HD PICKUP	PARKS	45,132	0										Year 2033
0785	2022 CHEVROLET SILVERADO 3500 HD PICKUP	PARKS	45,132	0										Year 2033
3017	2012 CHEVROLET SILVERADO 3500 PICKUP	FIRE	30,124	60,000		62,424								
3018	2012 CHEVROLET SILVERADO 3500 PICKUP	FIRE	29,860	60,000		62,424								
<b>Class 246 - CREW CABS UTILITY (Life Cycle 9 - 11 Years)</b>														
0791	2011 CHEVROLET SILVERADO WT 3500 CREWCAB	HORTICULT	52,981	80,000									95,607	
0792	2011 CHEVROLET SILVERADO 3500 CREW CAB	HORTICULT	15,000	80,000										97,520
0798	2013 GMC SIERRA 3500 HD CREWCAB	PARKS	46,688	80,000										
0799	2016 FORD F350 XL CREWCAB FLATBED	PARKS	57,032	80,000										
0800	2016 FORD F350 XL CREWCAB FLATBED	PARKS	53,057	80,000				84,897						
0801	2019 FORD F350 FLAT BED	HORTICULT	41,746	80,000						90,093				
<b>Class 305 - 10000 GVW TRUCKS (Life Cycle 9 - 11 Years)</b>														
0853	2015 FORD F350 B DUMP TRUCK	PW SEWER	42,280	70,000										
0856	2011 CHEVROLET SILVERADO WT 3500 TRUCK	PW ROW MAI	46,344	65,000									77,681	
0859	2013 GMC SIERRA 3500 HD CREWCAB	PW ROW MAI	49,175	70,000										
0860	2021 CHEVROLET SILVERADO 3500 TRUCK	PW ROW MAI	57,995	58,000									69,315	
0861	2021 CHEVROLET SILVERADO 3500 TRUCK	PW ROW MAI	57,229	58,000									69,315	
0862	2021 CHEVROLET SILVERADO 3500 TRUCK	PW ROW MAI	58,482	58,000									69,315	
0868	2018 FORD F350 B DUMP TRUCK	PW ROW MAI	54,463	65,000					71,765					
0869	2018 FORD F350 B DUMP TRUCK	PW ROW MAI	54,463	65,000					71,765					
0870	2018 FORD F350 B DUMP TRUCK	PW SEWER	40,870	65,000					71,765					

### FLEET REPLACEMENT SCHEDULE - CORPORATE FLEET

(source: FleetFocus as of August 10, 2022)

Unit	Description	Department	Total Cost	Adj. Cost	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
0874	2008 FORD F350XL SUPER DUTY B TRUCK	PW ROW MAI	48,031	65,000									77,681	
0876	2021 CHEVROLET SILVERADO 3500 TRUCK	PARKS	64,514	70,000									83,656	
0877	2021 CHEVROLET SILVERADO 3500 TRUCK	PARKS	56,465	70,000									83,656	
<b>Class 325 - 14000 TO 20000 GVW TRUCKS (Life Cycle 9 - 11 Years)</b>														
0929	2020 FORD F550 4X4 SERVICE CRANE TRUCK	PW PUMP ST	173,556	175,000										213,324
0930	2016 FORD F550 XL 4X4 DUMP TRUCK	PW WINTERC	78,000	100,000		104,040								
0931	2016 FORD F550 XL 4X4 DUMP TRUCK	PW WINTERC	78,000	100,000		104,040								
0941	2013 FORD F550 FLAT BED B TRUCK	PARKS	68,814	100,000										
<b>Class 330 - 22000 TO 28000 GVW TRUCKS (Life Cycle 10 - 12 Years)</b>														
0946	2008 STERLING ACTERRA CHIPPER TRUCK	FORESTRY	80,917	140,000										
0947	2016 FREIGHTLINER M2-106 B TRUCK	PW WINTERC	138,133	140,000				151,541						
0948	2016 FREIGHTLINER FL-80-106 B TRUCK	PW WINTERC	138,133	140,000				151,541						
0949	2021 FREIGHTLINER CDE ROLL-OFF TRUCK	PW ENVTAL	149,112	160,000										Year 2033
<b>Class 360 - 33000 TO 35000 GVW TRUCKS (Life Cycle 10 - 12 Years)</b>														
0971	2010 NAVISTAR 7400 SFA DUMP SALTER PLOW	PW WINTERC	107,041	225,000	229,500									
<b>Class 365 - 50000-60000 GVW TRUCKS (Life Cycle 10 - 12 Years)</b>														
1001	2021 FREIGHTLINER VIKING TANDEM TRUCK	PW WINTERC	212,326	0										264,001
1002	2021 FREIGHTLINER VIKING TANDEM TRUCK	PW WINTERC	213,220	0										265,113
1003	2021 FREIGHTLINER VIKING TANDEM TRUCK	PW WINTERC	210,111	0										261,247
1004	2021 FREIGHTLINER VIKING DUMP TRUCK	PARKS	209,542	0										260,540
<b>Class 405 - 14 CU YD PACKERS (Life Cycle 8 - 10 Years)</b>														
1012	2015 FORD F550 14 CU YD PACKER	PARKS	111,642	270,000	275,400									
1016	2019 FORD F550 14 CU YD PACKER	PW ENVTAL	192,490	200,000							229,737			
<b>Class 435 - REAR LOADING PACKERS (Life Cycle 8 - 10 Years)</b>														
1058	2019 FREIGHTLINER M2106 PACKER	PW ENVTAL	251,413	300,000							344,606			
1059	2007 FREIGHTLINER M2 TANDEM PACKER	PW ENVTAL	142,114	300,000									358,528	
<b>Class 440 - PACKER FRONT END LOADER (Life Cycle 8 - 10 Years)</b>														
1075	2020 MACK TE64 LABRIE WITTKKE 40 CU YD	PW ENVTAL	366,364	375,000									439,372	
1078	2016 MACK MRU613 FEL WITTKKE BODY	PW ENVTAL	291,798	375,000				405,912						
<b>Class 450 - 17 CU YARD SIDE LOADING PACKER (Life Cycle 8 - 10 Years)</b>														
1084	2015 FREIGHTLINER M2106 ONE-MAN PACKER	PARKS	214,538	270,000	275,400									
1099	2007 FREIGHTLINER M2 17 CU YD PACKER	PW ENVTAL	198,468	340,000									398,364	
<b>Class 506 - AERIAL TRUCK 22000 GVW (Life Cycle 10 - 12 Years)</b>														
1227	2005 FORD F550XL SUPER DUTY TRUCK	SIGNSMARKS	113,676	175,000				189,426						
1228	2007 STERLING ACTERRA AERIAL TRUCK	SIGNALS	170,921	260,000		270,504								
1229	2020 FREIGHTLINER M2 AERIAL TRUCK	SIGNALS	251,612	260,000										310,724



### **FLEET REPLACEMENT SCHEDULE - CORPORATE FLEET**

(source: FleetFocus as of August 10, 2022)

<u>Unit</u>	<u>Description</u>	<u>Department</u>	<u>Total Cost</u>	<u>Adj. Cost</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>2028</u>	<u>2029</u>	<u>2030</u>	<u>2031</u>	<u>2032</u>
1230	2020 FREIGHTLINER M2 AERIAL TRUCK	SIGNALS	251,815	260,000									310,724	
<b>Class 511 - AERIAL TRUCKS 33000 GVW (Life Cycle 10 - 12 Years)</b>														
1247	2010 FREIGHTLINER CONVENTIONAL AERIAL	FORESTRY	154,569	262,000										319,377
1248	2011 FREIGHTLINER CONVENTIONAL	FORESTRY	154,569	262,000										319,377
<b>Class 520 - 6 CU YD VACUUM STREET SWEEPER (Life Cycle 10 - 12 Years)</b>														
1267	2016 RAVO 5 SERIES STREET SWEEPER	PW ENVTAL	270,377	400,000					441,632					
1268	2016 RAVO 5 SERIES STREET SWEEPER	PW ENVTAL	270,377	400,000					441,632					
1269	2017 RAVO 5 SERIES STREET SWEEPER	PW ENVTAL	283,333	400,000						450,465				
<b>Class 525 - 8 CU YD VACUUM STREET SWEEPER (Life Cycle 10 - 12 Years)</b>														
1300	2021 FREIGHTLINER ELGIN SWEEPER	PW ENVTAL	381,223	375,000										Year 2033
<b>Class 529 - TRUCK WATER TANK (Life Cycle 20 Years)</b>														
1311	2008 STERLING ACTERRA WATER TRUCK	HORTICULT	84,858	175,000								205,040		
<b>Class 531 - SEWER VACTOR (Life Cycle 10 - 12 Years)</b>														
1319	2011 INTERNATIONAL WORK STAR VACTOR	PW SEWER	367,689	477,996		497,307								
1321	2015 FREIGHTLINER 2100 VACTOR TRUCK	PW SEWER	378,080	482,052					532,224					
<b>Class 535 - DUMP/CRANE TRUCKS (Life Cycle 10 - 12 Years)</b>														
1327	2015 FREIGHTLINER M-2 CRANE/DUMP	FORESTRY	143,073	175,265		182,346								
<b>Class 537 - LINE PAINTING TRUCK (Life Cycle 20 Years)</b>														
1331	2002 GMC T8500 LINETECH TM52275AA	SIGNSMARKS	436,482	800,000				800,000						
<b>Class 603 - SEWER RODDERS - TRUCK MOUNTED (Life Cycle 12 - 15 Years)</b>														
1360	1999 FORD F450 XL TRUCK	PW SEWER	139,006	250,000										
<b>Class 608 - SEWER BUCKET MACHINES (Life Cycle 20 Years)</b>														
1369	1985 SRECO PULLBACK SEWER BUCKET	PW SEWER	21,583	90,000	91,800									
1370	1985 SRECO LOADER	PW SEWER	21,484	112,000	114,240									
<b>Class 640 - BRUSH CHIPPER (Life Cycle 10 - 15 Years)</b>														
1433	2013 VERMEER BC 1800XL WOOD CHIPPER	FORESTRY	73,590	120,000		124,848								
1437	2011 VERMEER BC1000XL WOOD CHIPPER	FORESTRY	31,037	120,000										
1438	2021 VERMEER BC 1800XL BRUSH CHIPPER	FORESTRY	92,038	120,000										Year 2036
1439	2013 VERMEER BC1500 WOOD CHIPPER	FORESTRY	49,594	120,000	122,400									
<b>Class 645 - GAS GOLF CARTS (Life Cycle 8 - 10 Years)</b>														
1460	2017 CUSHMAN HAULER 1200 GOLF CART	PW WWPCP	19,334	21,000					23,186					
1461	2017 CUSHMAN HAULER 1200 GOLF CART	PW WWPCP	19,334	21,000					23,186					
<b>Class 650 - MISCELLANEOUS TRAILERS (Life Cycle 12 - 15 Years)</b>														
1473	2021 WEBERLANE ESTATE DELUXE TRAILER	SIGNSMARKS	10,293	12,000										Year 2035
1474	2021 WEBERLANE ESTATE DELUXE TRAILER	SIGNSMARKS	10,562	12,000										Year 2035
1475	2021 WEBERLANE ESTATE DELUXE TRAILER	SIGNSMARKS	11,180	12,000										Year 2035

### FLEET REPLACEMENT SCHEDULE - CORPORATE FLEET

(source: FleetFocus as of August 10, 2022)

Unit	Description	Department	Total Cost	Adj. Cost	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
1476	2021 WEBERLANE ESTATE DELUXE TRAILER	SIGNSMARKS	12,605	12,000										Year 2035
1480	2019 PJ TRAILERS TJ202 CAR HAULER TILT	PARKS	14,381	15,000							17,230			
1487	2001 ROBCOL EXPC/5T TRAILER	SIGNALS	16,157	19,874		20,677								
1488	2001 ROBCOL EXPC/5T TRAILER	SIGNALS	16,157	19,874		20,677								
1490	2020 PJ TRAILERS GOOSENECK TRAILER	PARKS	32,684	35,000							40,204			
<b>Class 660 - 2 - 6 CU YD SALT SPREADERS (Life Cycle 9 - 11 Years)</b>														
0649S	2015 WESTERN 7800 7` 1.5 CU YD SALTER	PW ENVTAL	5,798	10,000		10,404								
0770S	2011 WESTERN 7800 7` 2.5 CU YD SALTER	PW WWPCP	4,075	10,000										
0777S	2011 SNO-WAY 1.5 CU YD SALTER	PARK SERV	5,145	10,000										
0782S	2015 SALTDogg 2.0 CU YD SALTER	PARKS	8,535	10,000		10,404								
0783S	2018 WESTERN ELECTRIC 2.0 CU YD SALTER	PARKS	6,299	10,000					11,262					
0784S	2021 WESTERN ELECTRIC SALTER	PARKS	8,103	10,000							11,487			
0785S	2021 WESTERN ELECTRIC SALTER	PARKS	8,073	10,000							11,487			
0877S	2021 WESTERN ELECTRIC SALTER	PARKS	11,437	12,000										14,628
0930S	2014 FISHER PRO-CASTER SALTER	PW WINTERC	17,272	18,827		19,588								
0931S	2021 WESTERN 3.0 CU YD SALTER	PW WINTERC	8,750	12,000							13,784			
0947S	2020 FISHER 4.5 CU YD HYDRAULIC SALTER	PW WINTERC	15,645	16,000									19,121	
0948S	2020 FISHER 4.5 CU YD HYDRAULIC SALTER	PW WINTERC	14,535	16,000									19,121	
<b>Class 664 - 7 - 10 CU YD SALT SPREADERS (Life Cycle 9 - 11 Years)</b>														
0971S	2006 SCHMIDT STRATOS 4 CU YD SALTER	PW WINTERC	46,980	85,000										
1001S	2021 SCHMIDT STRATOS 3 SPREADER	PW WINTERC	85,344	0										106,114
1002S	2021 SCHMIDT STRATOS 3 SPREADER	PW WINTERC	86,135	0										107,098
1003S	2013 SCHMIDT STRATOS B70-42 SALTER COMBI	PW WINTERC	69,600	85,000										
<b>Class 665 - LARGE SNOW PLOWS (Life Cycle 9 - 11 Years)</b>														
0971P	2011 VIKING CHIVES MONASHEE LARGE PLOW	PW WINTERC	58,222	60,000										
1001P	2021 VIKING-CIVES HEAVY DITY FRONT PLOW	PW WINTERC	26,315	0										32,719
1002P	2021 VIKING-CIVES HEAVY DUTY FRONT PLOW	PW WINTERC	10,864	0										13,508
1003P	2021 VIKING-CIVES FRONT PLOW RUBBERBLADE	PW WINTERC	15,617	0										19,418
1004P	2021 VIKING-CIVES REVERSIBLE FRONT PLOW	PARKS	10,386	0										12,913
<b>Class 667 - SMALL SNOW PLOWS (Life Cycle 9 - 11 Years)</b>														
0649P	2015 WESTERN 7'6" SNOW PLOW	PW ENVTAL	6,998	10,000	10,200									
0770P	2011 PRO PLOW 7.5 STEEL SNOW PLOW	PW WWPCP	6,029	10,000										
0771P	2012 FISHER V SNOW PLOW	PW LRPCP	4,592	10,000	10,200									
0777P	2011 WESTERN SMALL PLOW 7.5 PRO STEEL	PARK SERV	5,879	10,000										
0782P	2017 WESTERN 8` PRO PLOW	PARKS	7,976	10,000		10,404								
0783P	2018 WESTERN 8` PRO PLOW	PARKS	8,141	10,000					11,041					
0784P	2021 WESTERN SNOW PLOW	PARKS	10,832	12,000							13,784			

### FLEET REPLACEMENT SCHEDULE - CORPORATE FLEET

(source: FleetFocus as of August 10, 2022)

Unit	Description	Department	Total Cost	Adj. Cost	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
0785P	2021 WESTERN SNOW PLOW	PARKS	10,634	12,000							13,784			
0877P	2021 WESTERN 8` PROFLOW	PARKS	13,035	12,000										14,628
0930P	2007 WESTERN SMALL PLOW 9` ULTRA MOUNT	PW WINTERC	7,709	12,000										14,628
0931P	2015 WESTERN PRO PLUS 9` PLOW	PW WINTERC	10,383	12,000		12,485								
0947P	2016 VIKING-CIVES 9` TRIP EDGE SNOW PLOW	PW WINTERC	19,971	20,000			21,224							
0948P	2016 VIKING-CIVES 9` TRIP EDGE SNOW PLOW	PW WINTERC	19,971	20,000			21,224							
<b>Class 669 - WING PLOWS (Life Cycle 9 - 11 Years)</b>														
1001W	2021 VIKING-CIVES HEAVY DUTY WING PLOW	PW WINTERC	13,191	8,000										9,752
1002W	2008 VIKING-CIVES HEAVY DUTY WING PLOW	PW WINTERC	0	8,000										9,752
1003W	2008 VIKING-CIVES HEAVY DUTY WING PLOW	PW WINTERC	0	8,000										9,752
<b>Class 680 - CRASH ATTENUATORS (Life Cycle 15 - 20 Years)</b>														
1581	2019 VORTEQ CRASH ATTENUATOR	POOL	24,804	25,500									30,475	
<b>Class 700 - FORK LIFTS (Life Cycle 20 Years)</b>														
1603	2013 HYUNDAI 25L-7A FORKLIFT	SIGNSMARKS	25,131	30,665										Year 2033
<b>Class 710 - SNOWBLOWER DIESEL (Life Cycle 20 Years)</b>														
1620	1978 VOHL SNOW BLOWER	PW WINTERC	76,072	230,000	234,600									
<b>Class 735 - LAWN TRACTORS/RIDING MOWERS (Life Cycle 15 Years)</b>														
1672	2013 FRONT MOWER F3080 MOWER/BLOWER	PW LRPCP	26,889	31,217						35,155				
1673	2011 JOHN DEERE 1445 LAWN MOWER	PW WWPCP	33,917	39,377				42,623						
<b>Class 740 - FEL LOADER / BACKHOE (Life Cycle 15 Years)</b>														
1682	2022 CATERPILLAR 926M 4 WHEEL LOADER	PARKS	209,190	0										Year 2037
1684	2016 CATERPILLAR 926M 4 WHEEL LOADER	PW WINTERC	177,606	230,000								269,482		
<b>Total Number of Active Units:</b>		<b>310</b>	<b>Subtotal:</b>		<b>2,307,240</b>	<b>2,929,596</b>	<b>1,341,367</b>	<b>2,309,319</b>	<b>2,600,168</b>	<b>1,394,433</b>	<b>1,850,533</b>	<b>1,984,546</b>	<b>2,934,123</b>	<b>3,144,250</b>
<b>Total Number of Units to be Replaced:</b>		<b>310</b>	<b>Unrecoverable HST:</b>		<b>40,612</b>	<b>51,567</b>	<b>23,611</b>	<b>40,649</b>	<b>45,768</b>	<b>24,545</b>	<b>32,573</b>	<b>34,932</b>	<b>51,646</b>	<b>55,345</b>
			<b>Total Estimated Cost:</b>		<b>2,347,852</b>	<b>2,981,163</b>	<b>1,364,978</b>	<b>2,349,967</b>	<b>2,645,936</b>	<b>1,418,978</b>	<b>1,883,106</b>	<b>2,019,478</b>	<b>2,985,770</b>	<b>3,199,595</b>
<b>Emergency Replacement Contingency:</b>			<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>
<b>Budget Submission:</b>			<b>2,498,000</b>	<b>3,132,000</b>	<b>1,515,000</b>	<b>2,500,000</b>	<b>2,796,000</b>	<b>1,569,000</b>	<b>2,034,000</b>	<b>2,170,000</b>	<b>3,136,000</b>	<b>3,136,000</b>	<b>3,350,000</b>	

**Notes:**

- Total and adjusted costs include purchase price plus capitalization.
- Estimated replacement costs represent the adjusted cost plus an annual inflation factor from the current date. If no adjusted cost is identified, the total cost plus an annual inflation factor from the date of purchase is used. Replacement costs have been adjusted for current market pricing. The inflation factor is currently set to 2.00%.
- Fire and Rescue Services has a separate fleet replacement schedule. The replacement of Fire's small fleet is based on Public Works methodology.
- Units are placed on the schedule based on an operational assessment. Units are evaluated annually based on a variety of factors to determine if replacements are required in the current year or can be extended.
- Highlighted costs in Year 1 indicate replacements scheduled in previous years. They are not included in the total cost for that year.



# Project Version Summary

<b>Project #</b>	OPS-022-07	<b>Service Area</b>	Infrastructure Services
<b>Budget Year</b>	2023	<b>Department</b>	Public Works
<b>Asset Type</b>	Unassigned	<b>Division</b>	Fleet
<b>Title</b>	Purchase of Fleet Additions and Upgrades		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Transportation		
<b>Wards</b>	City Wide		
<b>Version Name</b>	2017 (Active)		

**Project Description**

Funds are required to cover the cost of fleet additions and upgrades required to maintain service delivery levels. While the capital budget is based on a 10-year plan, fleet requests are provided on an annual basis, therefore, submissions will be made each year based on user requirements.

**Version Description**

Please refer to the attached document outlining the detailed fleet addition and upgrade requests. Should all of the Operating Budget requests for fleet additions and upgrades be approved by Council, an additional \$897,820 in funding will be required to purchase the additions and upgrades.

<b>Project Comments/Reference</b>	<b>Version Comments</b>
See Document Attached Active: 7191023/ 7201009/ 7211034/7221005 (Closed: 7065024/ 7096002/ 7111020/ 7121008/ 7131113/ 7141003/ 7161035/ 7151010/ 7171022/ 7181017)	

<b>Project Detailed Forecast</b>												
<b>GL Account</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>	<b>Total</b>	
<b>Expenses</b>												
5110 Machinery & Equipment - TCA	650,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	2,000,000	
Total	650,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	2,000,000	
<b>Revenues</b>												
128 Dev Chg - PW/Build/Equip/Fleet	50,000	30,000	0	0	0	0	0	0	0	0	80,000	
169 Pay As You Go - Capital Reserve	600,000	120,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	1,920,000	
Total	650,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	2,000,000	

Related Projects		Historical Approved Budget			Operating Budget Impact				
		Year	Total Expense	Revenue		Effective Date	Unknown	Exp/(Rev)	FTE Impact
				Net City Cost	Subsidies				
		2009	255,000	255,000	0				
		2011	154,000	154,000	0				
		2012	60,000	60,000	0				
		2013	25,000	25,000	0				
		2014	125,000	125,000	0				
		2015	155,500	155,500	0				
		2016	40,000	40,000	0				
		2017	145,000	145,000	0				
		2018	310,000	310,000	0				
		2019	543,000	543,000	0				
		2020	877,000	877,000	0				
		2021	135,000	45,000	90,000				
		2022	1,006,000	1,006,000	0				
<b>Year Identified</b>	<b>Start Date</b>	<b>Project Type for 2023</b>		<b>Project Lead</b>		<b>Est. Completion Date</b>			
2007	January 1, 2016	Growth: 100.0 % Maintenance: 0.0 %		Angela Marazita		Ongoing`			

Referred to the Capital Budget Review Committee via E-mail  
November 23, 2022

**Fleet Additions & Upgrades Budget Summary - DRAFT**

Item	Department/ Division	Fleet Area	Equipment Request	Background Information	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
1	Parks	Corporate	Addition of 1 packer (class 405)	As per operating budget issue 2023-0204, Parks requires a 16 cubic yard side loading garbage packer to load garbage from various parks in the city and transport to the Environmental Services yard for disposal on a daily basis.	\$ 275,400									
2	Parks and Horticulture	Corporate	Addition of 1 utility truck (class 230)	As per budget issue 2023-0204, Parks and Horticulture are requesting to share a 4x4 flatbed truck for Parks' winter control operations and for Horticulture's beautification program in the summer. The truck will require the installation of a salter, plow and water tank.	\$ 80,000									
3	Parks and Facilities	Corporate	Addition of 1 cargo van (class 110)	As per budget issue 2023-0204, a cargo van is required to transport special activity materials such as podiums and speakers).	\$ 45,000									
4	Field Services	Corporate	Addition of 2 electric vehicles (car or compact SUV)	As per budget issue 2023-0278. Following the Public Works reorganization in 2019, 2 positions (Engineer I and Technologist I) were transferred to Contracts, Field & Maintenance. Due to the uncertainty surrounding usage and sharing of vehicles, 2 cars are currently being rented for use. Pricing is based on purchasing electric vehicles. Electric charging stations were installed in 2022 and are available for use at Crawford Yard. If this purchase is approved, the 2 rental units will be returned.	\$ 100,000									
5	Pollution Control - Pumping Stations	Corporate	Conversion of 2 Regular Pickups (Class 220)	As per budget issue 2023-0053 for the conversion of two seasonal pickups, the purchase of 2 all wheel drive pickups is required to provide a more efficient service for the Pumping Stations Department. The department has been utilizing 2 seasonal vehicles to support their operation. If this purchase is approved, the 2 seasonal units will be returned.	\$ 90,000									

Referred to the Capital Budget Review Committee via E-mail  
November 23, 2022

**Fleet Additions & Upgrades Budget Summary - DRAFT**

Item	Department/ Division	Fleet Area	Equipment Request	Background Information	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
6	Pollution Control - Electrical	Corporate	Conversion of 1 and Addition of 1 Utility Truck (Class 230)	As per budget issue 2023-0053 for the conversion of one utility vehicle and addition of a second utility vehicle, this purchase is required to provide a more efficient service by the Electrical department. The department has requested the following upgrades: back up camera, 120V 20A inverter for field power, bluetooth phone connection and power windows.	\$ 130,000									
7	Pollution Control – Lou Romano Pollution Control Plant	Corporate	Addition of 1 Mobile crane	As per budget issue 2023-0277, Pollution Control requires a mobile crane to be used for the Biological Aerated Filter (BAF) cell upgrade and overhauls at the Lou Romano Pollution Control Plant. The cost for the department to rent a similar unit is \$5,000 bi-weekly, however, based on the duration of this project, it is cost effective to purchase this equipment. The department will be submitting a budget issue during the 2020 budget process to request operating funds for a dedicated fleet unit.	\$ 210,000									
8	Pollution Control - Little River Pollution Control Plant	Corporate	Addition of 1 Golf Cart	As per budget issue 2023-0053, a golf cart is required to replace the existing golf cart which is beyond its life cycle.	\$ 15,000									
9	Pollution Control - Little River Pollution Control Plant	Corporate	Addition of 1 Industrial/Heavy Duty Golf Cart	As per budget issue 2023-0053, a heavy duty golf cart is required to transport tools and equipment where a vehicle cannot access in between a tank and plant buildings. An electric model will be considered for this purchase.	\$ 35,000									
10	Fire Rescue	Fire	Addition of 1 SUV	As per budget issue 2023-0009, Fire & Rescue Services requires a vehicle for the addition of a Deputy Fire Chief. As a first response vehicle, the cost to upfit the vehicle with lights and sirens is included in the budget request. This vehicle will be placed on the Fire First Response replacement plan.	\$ 87,420									

Referred to the Capital Budget Review Committee via E-mail  
November 23, 2022

**Fleet Additions & Upgrades Budget Summary - DRAFT**

Item	Department/ Division	Fleet Area	Equipment Request	Background Information	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
11	Building	Corporate	Addition of 2 minivans or compact SUVs	As per budget issue 2023-0069, CR 361/2022, Building requires 2 vehicles for the addition of 2 inspectors.	\$ 100,000									
12	Environmental	Corporate	Addition of 1 Street Sweeper (Class 520)	As per budget issue 2023-0254 for the enhancement of street sweeping services, the purchase of an additional street sweeper is required to provide this service.	Not Recommended in Operating									
13	Parks	Corporate	Conversion of 1 minivan (class 145) to an electric vehicle (class 163)	Electric vehicle charging stations were installed at the Parks Operations Yard in 2022 in anticipation of the transition to electric vehicles. An electric vehicle is operationally feasible to replace unit 0395 which is scheduled to be replaced in 2023. The cost of conventional minivans has increased significantly thereby reducing the incremental cost for an electric vehicle to approximately \$10,000.	\$ 10,000									
14	Parks	Parks	Conversion of 2 ice resurfacers to electric units	Two ice resurfacers were approved for replacement during the 2022 capital budget process and one is scheduled for replacement in each of the next four years. The incremental cost to purchase an electric ice resurfacer is approximately \$50,000. Installation of two charging stations is being coordinated to introduce electric units at the WFCU Arena. A review is being completed to identify a plan to transition all ice resurfacers to electric units if deemed feasible at each location. This request is to convert 2 units (one from 2022 and one from 2023).	\$ 100,000	\$ 50,000	\$ 50,000	\$ 50,000						
15	Environmental	Corporate	Conversion of 1 pickup (class 220) to an electric pickup (class 163)	Electric vehicle charging stations were installed in 2022 at the Environmental Yard in anticipation of the transition to electric vehicles. An electric vehicle is operationally feasible to replace unit 0724. The incremental cost for an electric pickup is estimated at \$30,000.	\$ 30,000									



Referred to the Capital Budget Review Committee via E-mail  
November 23, 2022

**Fleet Additions & Upgrades Budget Summary - DRAFT**

Item	Department/ Division	Fleet Area	Equipment Request	Background Information	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
16	Various	All	Unforeseen and/or emergency additions.	While capital budget is based on a 8 year plan, equipment requests are provided on an annual basis, therefore, submissions will be made each year based on user requirements unless the user is able to forecast farther in advance.	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000
<b>Total Fleet Additions/Upgrades</b>					<b>\$1,457,820</b>	<b>\$200,000</b>	<b>\$200,000</b>	<b>\$200,000</b>	<b>\$150,000</b>	<b>\$150,000</b>	<b>\$150,000</b>	<b>\$150,000</b>	<b>\$150,000</b>	<b>\$150,000</b>
<b>Rounded</b>					<b>\$1,458,000</b>	<b>\$200,000</b>	<b>\$200,000</b>	<b>\$200,000</b>	<b>\$150,000</b>	<b>\$150,000</b>	<b>\$150,000</b>	<b>\$150,000</b>	<b>\$150,000</b>	<b>\$150,000</b>

Notes:

1. All requests must be reviewed by the Fleet Review Committee prior to being submitted as a capital budget request.
2. Estimated Purchase Price represents purchase price and capitalization costs.



# Project Version Summary

<b>Project #</b>	OPS-027-18	<b>Service Area</b>	Infrastructure Services
<b>Budget Year</b>	2023	<b>Department</b>	Public Works
<b>Asset Type</b>	Unassigned	<b>Division</b>	Fleet
<b>Title</b>	Greening the Fleet		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Transportation		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

## Project Description

The City of Windsor has a number of plans that identify greening the fleet as an objective for the Fleet Division. The Environmental Master Plan identifies greening the fleet as an objective to reduce air emissions caused by City vehicles in order to create healthier communities. To demonstrate the City's commitment toward reducing its environmental impact, City Council adopted a resolution (M502-2012) to receive the Green Fleet Plan for information and approve it as a guiding document for the operation and management of the City's fleet. Furthermore, Council approved the City's Corporate Climate Change Action Plan (CCAP). Targets were established to reduce greenhouse gas emissions to address climate change mitigation.

This project is to assist with implementing new technologies, vehicles and equipment to green the city fleet to reduce emissions and reduce the total cost of fuel.

In 2022, Council approved Windsor's Science Based Targets which includes a 55% reduction in corporate-wide emissions below the 2005 baseline by 2030.

## Version Description

The Fleet Review Committee approved the implementation of a pilot electric vehicle program in 2017. The Ontario government's modernization of the electric vehicle incentive program has made electric vehicles more affordable by offering incentives in 2017 for the purchase of electric vehicles as well as charging stations. Additionally there is a greater selection of electric vehicles from all manufacturers available for consideration. With the elimination of these incentive programs and grant funding opportunities, expansion of electric vehicles in the corporate fleet will require capital funds for the incremental vehicle costs as well as the purchase and installation of electric charging stations.

The Fleet Division purchased 3 vehicles during its pilot electric vehicle program in 2017 consisting of 1 hybrid, 1 plug-in hybrid and 1 fully electric vehicle. Provincial incentives were eliminated in 2018. In 2019, a federal incentive was introduced for the purchase of electric vehicles. Since 2019, 6 fully electric and 6 plug-in hybrid electric vehicles have been added to the corporate fleet.

## Project Comments/Reference

7229000

## Version Comments

## Project Detailed Forecast

GL Account	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>											
5110 Machinery & Equipment - TCA	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	250,000	150,000	800,000
Total	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	250,000	150,000	800,000
<b>Revenues</b>											
169 Pay As You Go - Capital Reserve	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	250,000	150,000	800,000
Total	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	250,000	150,000	800,000

Related Projects		Historical Approved Budget			Operating Budget Impact				
		Year	Total Expense	Revenue		Effective Date	Unknown	Exp/(Rev)	FTE Impact
				Net City Cost	Subsidies				
		2022	50,000	50,000	0				
					Implementation of greener vehicles results in reductions in maintenance and fuel costs				
Year Identified	Start Date	Project Type for 2023		Project Lead	Est. Completion Date				
2018	January 1, 2022	Growth: 100.0 % Maintenance: 0.0 %		Angela Marazita	Ongoing`				



# Project Version Summary

<b>Project #</b>	OPS-001-13	<b>Service Area</b>	Infrastructure Services
<b>Budget Year</b>	2023	<b>Department</b>	Public Works
<b>Asset Type</b>	Unassigned	<b>Division</b>	On-Off Street Parking
<b>Title</b>	Parking Equipment Replacement Program		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Transportation		
<b>Wards</b>	Ward 2, Ward 3, Ward 4		
<b>Version Name</b>	Main (Active)		

<b>Project Description</b>
There are several pieces of equipment used in the day to day operations for the On/Off Street Parking Division that require upgrading/replacement over the next several years due to age and new payment technologies.

<b>Version Description</b>
An annual allotment of funds is identified for replacement of equipment each year. Equipment being replaced includes parking meters, exit gates, entrance gates, cameras, server for new web based parking ID equipment, pay stations, pay & display machines. Replacements could be a result of upgrading of technology and / or replacement due to age or repair requirements.

<b>Project Comments/Reference</b>	<b>Version Comments</b>
7135001	

<b>Project Detailed Forecast</b>											
<b>GL Account</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>	<b>Total</b>
<b>Expenses</b>											
5110 Machinery & Equipment - TCA	108,000	110,000	112,000	114,000	116,000	118,000	120,000	122,000	124,000	126,480	1,170,480
Total	108,000	110,000	112,000	114,000	116,000	118,000	120,000	122,000	124,000	126,480	1,170,480
<b>Revenues</b>											
138 Off Street Parking	108,000	110,000	112,000	114,000	116,000	118,000	120,000	122,000	124,000	126,480	1,170,480
Total	108,000	110,000	112,000	114,000	116,000	118,000	120,000	122,000	124,000	126,480	1,170,480

Related Projects		Historical Approved Budget			Operating Budget Impact				
		Year	Total Expense	Revenue		Effective Date	Unknown	Exp/(Rev)	FTE Impact
				Net City Cost	Subsidies				
		2013	106,000	106,000	0				
		2014	92,000	92,000	0				
		2015	72,000	72,000	0				
		2016	62,000	62,000	0				
		2017	62,000	62,000	0				
		2018	120,000	120,000	0				
		2019	100,000	100,000	0				
		2020	102,000	102,000	0				
		2021	104,000	104,000	0				
		2022	106,000	106,000	0				
Year Identified	Start Date	Project Type for 2023	Project Lead		Est. Completion Date				
2013	January 1, 2015	Growth: 0.0 % Maintenance: 100.0 %	Ian Day		Ongoing`				



# Project Version Summary

<b>Project #</b>	OPS-018-07	<b>Service Area</b>	Infrastructure Services
<b>Budget Year</b>	2023	<b>Department</b>	Public Works
<b>Asset Type</b>	Unassigned	<b>Division</b>	On-Off Street Parking
<b>Title</b>	Parking Garage Capital Rehabilitation Program		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Transportation		
<b>Wards</b>	Ward 3		
<b>Version Name</b>	Main (Active)		

**Project Description**  
 Ongoing municipal parking garages rehabilitation as required. Installation of protective membrane acts as a barrier to protect the concrete from water and salt penetration. Without this membrane, structural repairs will arise due to corrosion. These membranes have a life expectancy of 5 years, therefore ongoing project funding is required. Inspections are done bi-annually at both the Goyeau and Pelissier garages which are used to determine additional work that is required. The membrane work as well as the inspection reports are used to develop yearly maintenance packages.

**Version Description**  
 The bi-yearly inspection report shall be completed again in 2024, which will be completed in the spring and will illustrate priorities for 2024/25.  
 An end of life assessment is planned for the Goyeau Garage with assessment expected to begin in late 2022 with final report expected back to Administration in 2023.

<b>Project Comments/Reference</b>	<b>Version Comments</b>
(Closed: 7035075/7121002/7131114)	

<b>Project Detailed Forecast</b>											
<b>GL Account</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>	<b>Total</b>
<b>Expenses</b>											
5410 Construction Contracts - TCA	717,000	717,000	750,000	750,000	750,000	750,000	600,000	600,000	600,000	600,000	6,834,000
Total	717,000	717,000	750,000	750,000	750,000	750,000	600,000	600,000	600,000	600,000	6,834,000
<b>Revenues</b>											
138 Off Street Parking	717,000	717,000	750,000	750,000	750,000	750,000	600,000	600,000	600,000	600,000	6,834,000
Total	717,000	717,000	750,000	750,000	750,000	750,000	600,000	600,000	600,000	600,000	6,834,000

Related Projects		Historical Approved Budget			Operating Budget Impact				
		Year	Total Expense	Revenue		Effective Date	Unknown	Exp/(Rev)	FTE Impact
				Net City Cost	Subsidies				
		2012	200,000	200,000	0				
		2013	200,000	200,000	0				
		2014	200,000	200,000	0				
		2015	200,000	200,000	0				
		2016	300,000	300,000	0				
		2017	300,000	300,000	0				
		2018	300,000	300,000	0				
		2019	500,000	500,000	0				
		2020	510,000	510,000	0				
		2021	1,040,000	1,040,000	0				
		2022	1,220,400	1,220,400	0				
Year Identified	Start Date	Project Type for 2023	Project Lead		Est. Completion Date				
2007	January 1, 2015	Growth: 0.0 % Maintenance: 100.0 %	Ian Day / Prem Patel		Ongoing`				



# Project Version Summary

<b>Project #</b>	OPS-019-07	<b>Service Area</b>	Infrastructure Services
<b>Budget Year</b>	2023	<b>Department</b>	Public Works
<b>Asset Type</b>	Unassigned	<b>Division</b>	On-Off Street Parking
<b>Title</b>	New Parking Lot Development		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Transportation		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

<b>Project Description</b>
<p>This allocation provides for property acquisition and development for the expansion of the municipal parking program throughout the city where required.</p> <ul style="list-style-type: none"> <li>- Per CR499/91, purchase of properties for construction of off-street parking facilities within the Erie St. BIA.</li> <li>- Per CR1203/99, purchase of properties for construction of off-street parking facilities along Wyandotte St. from McDougall to Devonshire.</li> </ul> <p>This project is funded from the On-Off Street Parking Reserve Fund. The balance in the On-Off Street Parking Reserve Fund as of December 31, 2020 is \$2,275,605. The current 10-year reserve forecast, including the capital funding for this project, projects this reserve will remain sustainable.</p>

<b>Version Description</b>
Annual funding will accumulate until funds are available to purchase property to construct a lot.

<b>Project Comments/Reference</b>	<b>Version Comments</b>
(7059127 closed) 7219009	

<b>Project Detailed Forecast</b>												
<b>GL Account</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>	<b>Total</b>	
<b>Expenses</b>												
5210 Land Acquisition	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	1,000,000	
Total	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	1,000,000	
<b>Revenues</b>												
138 Off Street Parking	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	1,000,000	
Total	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	1,000,000	



Related Projects		Historical Approved Budget			Operating Budget Impact				
		Year	Total Expense	Revenue		Effective Date	Unknown	Exp/(Rev)	FTE Impact
				Net City Cost	Subsidies				
		2021	100,000	100,000	0				
		2022	100,000	100,000	0				
		New parking lot developments will require operating budget increases for ongoing repairs and maintenance.							
Year Identified	Start Date	Project Type for 2023	Project Lead		Est. Completion Date				
2007	January 1, 2019	Growth: 100.0 % Maintenance: 0.0 %	Ian Day / Prem Patel		Ongoing`				



# Project Version Summary

<b>Project #</b>	OPS-020-07	<b>Service Area</b>	Infrastructure Services
<b>Budget Year</b>	2023	<b>Department</b>	Public Works
<b>Asset Type</b>	Unassigned	<b>Division</b>	On-Off Street Parking
<b>Title</b>	Parking Lot Rehabilitation Program		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Transportation		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

**Project Description**

This allocation provides for the rehabilitation of municipal parking lots in the City.

An annual expenditure of \$250,000 for rehabilitation work is recommended. Annual funding accumulates annually in preparation for required rehabilitation.

**Version Description**

A full condition assessment of lots was completed again in 2022. The final report indicates that a number of lots are failing and require rehabilitation.

Lot 10 rehabilitation was completed in 2021.  
 Lot 16 is the next rehabilitation to be completed once adequate funding becomes available.

Project Comments/Reference	Version Comments
7191022 CLOSED: 7059014/ 7111032	

Project Detailed Forecast		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>GL Account</b>												
<b>Expenses</b>												
5410	Construction Contracts - TCA	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	2,000,000
	Total	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	2,000,000
<b>Revenues</b>												
138	Off Street Parking	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	2,000,000
	Total	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	2,000,000

Related Projects	Historical Approved Budget				Operating Budget Impact		
	Year	Total Expense	Revenue		Effective Date	Unknown	Exp/(Rev) FTE Impact
			Net City Cost	Subsidies			
	2011	40,000	40,000	0			0 0
	2019	50,000	50,000	0			
	2020	102,000	102,000	0			
	2021	104,000	104,000	0			
	2022	400,000	400,000	0			
	Description: Any budget deferral in approved funding will result in an increase in the operating costs for temporary repairs and maintenance.						

Year Identified	Start Date	Project Type for 2023	Project Lead	Est. Completion Date
2007	January 1, 2019	Growth: 0.0 % Maintenance: 100.0 %	Ian Day / Prem Patel	Ongoing`



## Project Version Summary

<b>Project #</b>	OPS-004-19	<b>Service Area</b>	Infrastructure Services
<b>Budget Year</b>	2023	<b>Department</b>	Public Works
<b>Asset Type</b>	Unassigned	<b>Division</b>	Technical Support
<b>Title</b>	Infor Hansen Infrastructure Management System		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Corporate Technology		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

### Project Description

Upgrade of the Infor Hansen infrastructure management software system and the implementation of a mobile solution for Hansen.

The Infor Hansen system is used by Public Works and corporately for infrastructure asset management and work order management to track & record infrastructure assets, work order repair histories, inspections, condition ratings, and repairs performed. The system is used to manage the road network assets, sewer & drainage networks, bridges, sidewalks, railway grade crossings, private drain connections, etc. The system is also used by Parks Forestry to manage the tree inventory and related forestry activities.

The proposed upgrade will move the software from Hansen Version 8.2.3 to the latest version. The first priority for the implementation of a mobile solution for Hansen is the sidewalk inspection program. Mobility could then be expanded to other field inspection programs and field work in the future. An upgrade to the base system software is required for the implementation of a mobile solution for Hansen.

This project will also fund future upgrades and system costs once the current upgrade is complete and mobile solution implemented. The next upgrade would be planned for 2026 to 2027, and every 5 years thereafter.

**Version Description**

The last software upgrade was completed in 2012 (Hansen 7 to Hansen 8.2.3 web-based). Upgrades are recommended as a component of regular software system maintenance to leverage new features, enhancements, and development in the software and to maintain system compatibility with other systems that it must communicate with in order to function. An upgrade to the latest version of Hansen is recommended at this time and needed to implement mobile technologies and other features.

The project includes the implementation of a mobile solution to improve data availability and operational efficiency in-the-field by:

- reducing the number of hard copy forms,
- eliminating data entry backlogs,
- expediting the release of inspection results and issuance of work orders,
- enabling real-time data capture during data collection, inspections, and repairs
- querying capabilities of asset information, work orders, & inspections in the field

The first priority for the mobility implementation is the sidewalk inspection program.

The preliminary project estimate includes software licensing, software support costs, hardware & devices, professional services (upgrade & mobility), internal resources, and fees. The preliminary cost breakdown is \$115k for the Upgrade (Phase 1- 2019 to 2020) and \$160,000 for Mobility (Phase 2 – 2020 to 2021).

The preliminary cost estimate is \$275,000. A placeholder of \$50,000 in funding is currently available in the Asset Planning Service Design and Implementation Project (Project 7131117) pending approval by the Asset Planning Steering Committee. The approval of the Asset Planning Steering Committee is contingent on the approval of the balance of project funding in principle by Council. This capital budget submission requests the remaining \$225,000 needed to fully fund this project.

Once the current upgrade and mobility is complete, this project will also fund future upgrades and system costs. A placeholder amount of \$130,000 is included for this purpose in future years. The next scheduled upgrade would be planned for the 2026 to 2027 timeframe.

**Project Comments/Reference**

7209001

**Version Comments**

**Project Detailed Forecast**

GL Account	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>											
5126 Computer Software	0	0	0	65,000	65,000	0	0	0	45,000	30,000	205,000
Total	0	0	0	65,000	65,000	0	0	0	45,000	30,000	205,000
<b>Revenues</b>											
028 Sewer Surcharge	0	0	0	0	0	0	0	0	0	0	0
153 Sewer Surcharge	0	0	0	22,750	22,750	0	0	0	15,750	0	61,250
169 Pay As You Go - Capital Reserve	0	0	0	42,250	42,250	0	0	0	29,250	30,000	143,750
176 Canada Community-Building Fund	0	0	0	0	0	0	0	0	0	0	0
Total	0	0	0	65,000	65,000	0	0	0	45,000	30,000	205,000

Related Projects		Historical Approved Budget			Operating Budget Impact				
		Year	Total Expense	Revenue		Effective Date	Unknown	Exp/(Rev)	FTE Impact
				Net City Cost	Subsidies				
		2020	135,000	135,000	0				
		2021	90,000	90,000	0				
					Implementation of new technology results in ongoing software maintenance and support costs				
Year Identified	Start Date	Project Type for 2023		Project Lead		Est. Completion Date			
2019	January 1, 2019	Growth: 0.0 % Maintenance: 0.0 %		Eric Bailey		Ongoing`			



# Project Version Summary

<b>Project #</b>	ECP-001-07	<b>Service Area</b>	Infrastructure Services
<b>Budget Year</b>	2023	<b>Department</b>	Public Works
<b>Asset Type</b>	Unassigned	<b>Division</b>	Traffic Operations & Parking
<b>Title</b>	Citywide Streetlight Rehabilitation & Relocations Including E.C. Row Expressway		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Transportation		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

<b>Project Description</b>	
<p>Several programs have been developed to replace, upgrade and maintain various street lights city wide. This includes:</p> <ul style="list-style-type: none"> <li>- Street light relocation due to Enwin capital hydro project upgrades</li> <li>- Upgrades to street light poles and wiring</li> </ul> <p>This program relates to collector and arterial roads which do not currently meet City policies related to the provision of street lights.</p> <p>To assist with installation of lighting in alleyways as per S129/2018, "Alley Lighting and Related Measures Policy".</p> <p>This program is required to replace wiring, inspect and repair pole bases, rehabilitate control boxes and replace poles as required due to the age of the existing street lighting infrastructure including infrastructure on E.C. Row Expressway.</p>	
<b>Version Description</b>	
<p>2023 - 2032: Street light relocations, upgrades to street light poles and wiring citywide including E.C. Row Expressway</p> <ul style="list-style-type: none"> <li>- Citywide street light relocation due to Enwin capital hydro project repairs and maintenance to street light poles and wiring.</li> <li>- Immediate pole replacement for one or two poles in an area that are degrading</li> <li>- Wiring upgrades to areas without conduit and experiencing voltage/current issues.</li> <li>- Replace older/degrading underground conduit.</li> <li>- Labour costs for premature failure of decorative poles (warranty includes material only).</li> <li>- Replace degrading power supplies</li> <li>- Repair receptacles and pedestrian lighting in BIA areas.</li> </ul>	
<b>Project Comments/Reference</b>	<b>Version Comments</b>
(7093003, 7209010 closed) 7035011	

Project Detailed Forecast												
GL Account		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>												
5410	Construction Contracts - TCA	593,375	943,615	1,266,280	1,360,000	1,360,000	1,357,460	1,010,800	1,298,940	870,000	1,120,000	11,180,470
Total		593,375	943,615	1,266,280	1,360,000	1,360,000	1,357,460	1,010,800	1,298,940	870,000	1,120,000	11,180,470
<b>Revenues</b>												
169	Pay As You Go - Capital Reserve	50,000	50,000	50,000	0	0	0	0	0	0	250,000	400,000
221	Service Sustainability Investm	543,375	893,615	1,216,280	1,360,000	1,360,000	1,357,460	1,010,800	1,298,940	870,000	870,000	10,780,470
Total		593,375	943,615	1,266,280	1,360,000	1,360,000	1,357,460	1,010,800	1,298,940	870,000	1,120,000	11,180,470

Related Projects		Historical Approved Budget				Operating Budget Impact				
Year Identified	Start Date	Project Type for 2023	Project Lead	Est. Completion Date	Revenue		Effective Date	Unknown	Exp/(Rev)	FTE Impact
					Total Expense	Net City Cost				
2007	January 1, 2007	Growth: 0.0 % Maintenance: 100.0 %	Ian Day / Prem Patel	Ongoing`	2007	200,000	200,000	0		0
					2008	375,000	375,000	0		0
					2009	800,000	800,000	0		0
					2010	800,000	800,000	0		0
					2011	850,000	100,000	750,000		0
					2015	120,000	120,000	0		0
					2016	340,000	340,000	0		0
					2017	400,000	400,000	0		0
					2018	700,000	700,000	0		0
					2019	520,000	520,000	0		0
					2020	240,000	240,000	0		0
					2021	660,990	660,990	0		0
					2022	369,353	369,353	0		0





# Project Version Summary

<b>Project #</b>	ENG-003-17	<b>Service Area</b>	Infrastructure Services
<b>Budget Year</b>	2023	<b>Department</b>	Public Works
<b>Asset Type</b>	Unassigned	<b>Division</b>	Traffic Operations & Parking
<b>Title</b>	New Streetlights on Collectors and Arterials		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Roads Infrastructure		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

<b>Project Description</b>	This program relates to collector and arterial roads which do not currently meet City policies related to the provision of street lights.
----------------------------	---

<b>Version Description</b>	
----------------------------	--

<b>Project Comments/Reference</b>	7223000	<b>Version Comments</b>	
-----------------------------------	---------	-------------------------	--

<b>Project Detailed Forecast</b>											
GL Account	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>											
5410 Construction Contracts - TCA	100,000	100,000	0	100,000	100,000	100,000	100,000	100,000	100,000	100,000	900,000
Total	100,000	100,000	0	100,000	100,000	100,000	100,000	100,000	100,000	100,000	900,000
<b>Revenues</b>											
169 Pay As You Go - Capital Reserve	100,000	100,000	0	100,000	100,000	100,000	100,000	100,000	100,000	100,000	900,000
Total	100,000	100,000	0	100,000	100,000	100,000	100,000	100,000	100,000	100,000	900,000

<b>Related Projects</b>	<b>Historical Approved Budget</b>				<b>Operating Budget Impact</b>		
			<b>Revenue</b>		<b>Effective Date</b> Unknown		<b>Exp/(Rev) FTE Impact</b>
	<u>Year</u>	<u>Total Expense</u>	<u>Net City Cost</u>	<u>Subsidies</u>	<b>Description</b>		0
	2022	100,000	100,000	0	Any budget deferral in approved funding will result in an increase in the operating costs for temporary repairs and maintenance.		0

<b>Year Identified</b>	<b>Start Date</b>	<b>Project Type for 2023</b>	<b>Project Lead</b>	<b>Est. Completion Date</b>
------------------------	-------------------	------------------------------	---------------------	-----------------------------

2017	January 1, 2022	Growth: 100.0 % Maintenance: 0.0 %	Ian Day / Prem Patel	Ongoing`
------	-----------------	---------------------------------------	----------------------	----------



# Project Version Summary

<b>Project #</b>	ENG-007-20	<b>Service Area</b>	Infrastructure Services
<b>Budget Year</b>	2023	<b>Department</b>	Public Works
<b>Asset Type</b>	Unassigned	<b>Division</b>	Traffic Operations & Parking
<b>Title</b>	Streetlights on Ottawa Street - Pierre to Howard		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Transportation		
<b>Wards</b>	Ward 4		
<b>Version Name</b>	Main (Active)		

<b>Project Description</b>	To replace the existing decorative street light poles on Ottawa Street from Pierre Avenue to Howard Avenue due to age.
----------------------------	--

<b>Version Description</b>	Pedestrian lighting shall be included in the replacement program.
----------------------------	---

<b>Project Comments/Reference</b>	7203003	<b>Version Comments</b>	
-----------------------------------	---------	-------------------------	--

<b>Project Detailed Forecast</b>											
GL Account	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>											
5410 Construction Contracts - TCA	462,753	136,589	0	0	0	0	0	0	0	0	599,342
Total	462,753	136,589	0	0	0	0	0	0	0	0	599,342
<b>Revenues</b>											
221 Service Sustainability Investm	462,753	136,589	0	0	0	0	0	0	0	0	599,342
Total	462,753	136,589	0	0	0	0	0	0	0	0	599,342

<b>Related Projects</b>	<b>Historical Approved Budget</b>				<b>Operating Budget Impact</b>			
			<b>Revenue</b>					
	<u>Year</u>	<u>Total Expense</u>	<u>Net City Cost</u>	<u>Subsidies</u>				
	2020	50,965	50,965	0				
	2021	160,990	160,990	0				
	2022	338,703	338,703	0				

<b>Year Identified</b>	<b>Start Date</b>	<b>Project Type for 2023</b>	<b>Project Lead</b>	<b>Est. Completion Date</b>
------------------------	-------------------	------------------------------	---------------------	-----------------------------

2020	January 1, 2020	Growth: 0.0 % Maintenance: 100.0 %	Ian Day / Prem Patel	TBD`
------	-----------------	---------------------------------------	----------------------	------



## Project Version Summary

<b>Project #</b>	OPS-001-21	<b>Service Area</b>	Infrastructure Services
<b>Budget Year</b>	2023	<b>Department</b>	Public Works
<b>Asset Type</b>	Unassigned	<b>Division</b>	Traffic Operations & Parking
<b>Title</b>	Streetlight Pole Replacement Program		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Transportation		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

### Project Description

On-going major street light replacement program including pole and wiring replacement, and decorative pole/luminaire replacement. Many areas around the City require large-scale replacements due to age of infrastructure. This project would be used to address these areas on a yearly basis as funding is available. The City owns 16,325 poles and has 24,000 luminaires. Of these, 2,716 are decorative poles and more than 80% of the decorative poles are older non-LED technology. Poles have a life cycle of 20 years which means the City should be replacing 816 poles on a yearly basis in order to replace all poles at or before end of life. City staff are initiating a pole inspection program at a cost of \$150,792 to be split over a 3 year rotational term, therefore, 5,442 poles will be reviewed each year. The cost to run the inspection program will be accommodated in this project. The inspection program will identify upcoming projects for this project.

### Version Description

The pole inspection program began in 2021 with 66% of poles inspected in the first year of the program. By the end of 2022, the initial full inspection will be completed. Pole inspection will begin on a cyclical 4-year inspection program funded from this project annually going forward.

The cost to replace 680 standard poles each year is ~\$3,300 per pole, and the cost to replace 135 decorative poles each year is ~\$5,500 per pole. This would cost the City ~\$2,986,500 each year. Initially a number of older decorative poles would require an upgraded luminaire which would cost an additional \$4,000 per pole. In order to begin to address the deficiencies, the following projects have already been identified as requiring immediate attention. The inspection will identify new projects each year.

Priority pole replacement projects (includes pole replacements only, no upgrades to wiring or luminaires):

- \* Giles Blvd (Janette to Gladstone) - \$242,666
- \* Sandwich Area - \$522,666
- \* Walkerville Area - \$1,260,000
- \* University (Crawford to Sunset) - \$588,000
- \* South Central Area (Wyandotte Street W to Tecumseh Street W) - \$504,000

Future projects to be identified through the ongoing inspection program initiated in 2022.

### Project Comments/Reference

7214002, 7219019

### Version Comments

COMMITMENT:  
CR166/2021 S 136/2020: 2023-2025 F221 \$292,304

Project Detailed Forecast																																		
GL Account		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total																						
<b>Expenses</b>																																		
5410	Construction Contracts - TCA	342,304	442,304	442,304	100,000	100,000	638,790	940,450	722,310	501,940	500,000	4,730,402																						
	Total	342,304	442,304	442,304	100,000	100,000	638,790	940,450	722,310	501,940	500,000	4,730,402																						
<b>Revenues</b>																																		
169	Pay As You Go - Capital Reserve	0	0	0	0	0	0	0	0	0	0	0																						
221	Service Sustainability Investm	50,000	150,000	150,000	100,000	100,000	638,790	940,450	722,310	501,940	500,000	3,853,490																						
221CF	Committed Funding	292,304	292,304	292,304	0	0	0	0	0	0	0	876,912																						
	Total	342,304	442,304	442,304	100,000	100,000	638,790	940,450	722,310	501,940	500,000	4,730,402																						
<b>Related Projects</b>		<b>Historical Approved Budget</b>					<b>Operating Budget Impact</b>																											
				<table border="1"> <thead> <tr> <th colspan="2"></th> <th colspan="2">Revenue</th> </tr> <tr> <th>Year</th> <th>Total Expense</th> <th>Net City Cost</th> <th>Subsidies</th> </tr> </thead> <tbody> <tr> <td>2022</td> <td>237,304</td> <td>237,304</td> <td>0</td> </tr> </tbody> </table>					Revenue		Year	Total Expense	Net City Cost	Subsidies	2022	237,304	237,304	0	<table border="1"> <thead> <tr> <th>Effective Date</th> <th>Unknown</th> <th>Exp/(Rev)</th> <th>FTE</th> <th>Impact</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td>0</td> <td>0</td> <td>0</td> </tr> </tbody> </table>		Effective Date	Unknown	Exp/(Rev)	FTE	Impact			0	0	0	<b>Description</b> Any budget deferral in approved funding will result in an increase in the operating costs for temporary repairs and maintenance.			
		Revenue																																
Year	Total Expense	Net City Cost	Subsidies																															
2022	237,304	237,304	0																															
Effective Date	Unknown	Exp/(Rev)	FTE	Impact																														
		0	0	0																														
<b>Year Identified</b>	<b>Start Date</b>	<b>Project Type for 2023</b>		<b>Project Lead</b>		<b>Est. Completion Date</b>																												
2021	January 1, 2021	Growth: 0.0 % Maintenance: 100.0 %		Ian Day / Prem Patel		Ongoing`																												



# Project Version Summary

<b>Project #</b>	OPS-003-22	<b>Service Area</b>	Infrastructure Services
<b>Budget Year</b>	2023	<b>Department</b>	Public Works
<b>Asset Type</b>	Unassigned	<b>Division</b>	Traffic Operations & Parking
<b>Title</b>	Traffic Asset Management Program		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Corporate Technology		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

**Project Description**  
 Traffic Operations intends to utilize CityWide software as an inventory management system for both Signals, and Signs and Markings. The funding for this project includes software licencing fees, data collection costs (labour), and ultimately more detailed asset management.

**Version Description**  
 In 2022, this project shall cover costs for data collection for both signs and markings including GPS data locating of all existing equipment, and the initial costs to develop and implement CityWide software for inventory management of traffic signal equipment.

Project Comments/Reference	Version Comments
7221010, 7209000	

Project Detailed Forecast		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>GL Account</b>												
<b>Expenses</b>												
5410	Construction Contracts - TCA	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	500,000
	Total	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	500,000
<b>Revenues</b>												
169	Pay As You Go - Capital Reserve	0	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	450,000
7052	TRANSFER From Capital Projects	50,000	0	0	0	0	0	0	0	0	0	50,000
	Total	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	500,000

Related Projects		Historical Approved Budget			Operating Budget Impact	
			Revenue			
		<u>Year</u>	<u>Total Expense</u>	<u>Net City Cost</u>	<u>Subsidies</u>	
		2022	50,000	0	50,000	
Year Identified	Start Date	Project Type for 2023	Project Lead	Est. Completion Date		
2022	January 1, 2022	Growth: 0.0 % Maintenance: 100.0 %	Ian Day / Prem Patel	Ongoing`		





## Project Version Summary

<b>Project #</b>	OPS-008-20	<b>Service Area</b>	Infrastructure Services
<b>Budget Year</b>	2023	<b>Department</b>	Public Works
<b>Asset Type</b>	Unassigned	<b>Division</b>	Traffic Operations & Parking
<b>Title</b>	Traffic Signal Upgrades and Replacements		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Transportation		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

### Project Description

This project covers new and existing signals and signal system upgrades including LED replacements, video detection system upgrades/replacements, and upgrades to audible pedestrian signals required to provide for a safe and effective operating system for the user.

There are 290 signalized intersections operated by the City of Windsor. According to industry standards, the average life cycle of a signalized intersection is 20 years. In 2022, there will be 76 signalized intersections 30 years of age or older, and an additional 106 intersections 20 years of age or older. 20-30 year old signalized intersections represent 63% of the traffic signal infrastructure in the City of Windsor. Currently these intersections are listed in the City's asset management program at an operational level of poor. The average cost to rebuild a signalized intersection ranges from \$90,000 to \$140,000. It is not possible to upgrade all of these intersections in one year, therefore, funding is required on an ongoing basis with intersections upgraded based on priority.

Vehicle detection allows for optimal signal operations and coordination, reduces stops and delays, provides green times based on vehicle demand, and adapts to ever-changing traffic conditions. The City of Windsor utilizes video detection systems. The life of a detection camera is 10 years. Detection cameras will be replaced on a 10 year rotational basis.

The useful life of the LEDs ranges from 7 – 10 years. At the time of purchase, LEDs have a 5-year warranty on lumen output, and will be replaced free of charge if they fall below acceptable lumen levels or have any type of failure within the warranty period.

As of January 1, 2016 AODA legislation requires the installation of accessible pedestrian signals be installed at newly installed signalized intersections, and at intersections where at least 50% of the pedestrian facilities are being upgraded. The cost to implement audible pedestrian signals for an intersection can range from \$10,000 to \$50,000 depending on the existing layout of poles and configuration of the signals. Currently, less than 10% of the signalized intersections in the City meet AODA requirements.

**Version Description**

Installation of all remaining 2070 controllers was completed in first quarter 2022. Upgrades required may include replacement of old or damage poles, mast arms, pole bases, cabinets, cabinet / system components, wiring, conduit or other components of the system. In 2023, funds will be used for material and construction costs to upgrade above ground equipment and underground infrastructure. Intersection upgrade priorities will be determined on a year to year basis based on age and condition of equipment and other capital project requirements with Engineering and Public Works Operations.

This project will also provide funding for non-intrusive detection implementation and the associated infrastructure improvements required for its implementation. In 2020, a tender was issued to determine a new technology that focused on multi-modal transportation detection. In 2021, a six month trial commenced and was completed in the late summer. Iteris detection system was selected and replacement of old systems as well as installation of new intersections has begun.

Full conversion of LED signal heads was completed in late 2013/early 2014. Replacement of LEDs that have reached the end of their useful life cycle has commenced and continues on with the priority list which is based on life cycle of LEDs currently installed.

Funds will also be used to upgrade the pedestrian facilities at intersections to meet the new 2016 accessibility requirements where they have been identified through consultation with the local branch of the Canadian National Institute for the Blind (CNIB). Most intersections have push buttons installed for activation of the side street pedestrian phase, in most cases these push buttons are older models where the pad of the push button has worn off and the instruction label is no longer visible. The replacement of these buttons are required as part of on-going maintenance and due to the replacement, they must be replaced with audible style buttons. Often older intersections require physical changes such as pole movement, additional concrete, and new underground conduit and wiring. Pilot projects began in 2020 in which Bluetooth technology is used to provide AODA functionality while not meeting the full extent of the AODA physical requirements. Administration is working with the CNIB to determine the success rate of this new technology to decide if it is a short term fix for at need intersections prior to a full re-build being budgeted.

**Project Comments/Reference**

2019 Projects (closed and merged into 7209000):  
 7045076 – New Signals / Signal System Improvements  
 7109004 – LED Signal Replacements  
 7192009 – Video Detection  
 7194000 – Audible Pedestrian Signals

7209000 – 2020 Traffic Signals – Upgrades and Replacements  
 7211046 - 2021 Traffic Signals – Upgrades and Replacements  
 See Document Attached.

**Version Comments**

Project Detailed Forecast												
GL Account		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>												
5410	Construction Contracts - TCA	804,673	1,721,405	1,778,137	2,430,000	2,330,000	2,100,000	2,100,000	2,100,000	2,100,000	2,100,000	19,564,215
Total		804,673	1,721,405	1,778,137	2,430,000	2,330,000	2,100,000	2,100,000	2,100,000	2,100,000	2,100,000	19,564,215
<b>Revenues</b>												
169	Pay As You Go - Capital Reserve	48,000	369,000	569,000	609,000	309,000	500,000	500,000	500,000	500,000	500,000	4,404,000
176	Canada Community-Building Fund	0	0	0	0	0	0	0	0	0	0	0
221	Service Sustainability Investm	756,673	1,352,405	1,209,137	1,821,000	2,021,000	1,600,000	1,600,000	1,600,000	1,600,000	1,600,000	15,160,215
Total		804,673	1,721,405	1,778,137	2,430,000	2,330,000	2,100,000	2,100,000	2,100,000	2,100,000	2,100,000	19,564,215

Related Projects		Historical Approved Budget				Operating Budget Impact			
Precedes		Year	Total Expense	Revenue		Effective Date	Unknown	Exp/(Rev)	FTE Impact
				Net City Cost	Subsidies				
OPS-012-07		2020	1,294,475	1,294,475	0			0	0
OPS-002-09		2021	1,271,208	1,271,208	0				
OPS-001-10		2022	2,088,259	2,088,259	0				
OPS-003-16									
<b>Project Title</b>									
Traffic Signals - Capital Upgrades and Replacements						Any budget deferral in approved funding will result in an increase in the operating costs for temporary repairs and maintenance. Addition of video detection equipment will increase maintenance operating costs. Increased costs will be offset with decreased costs related to the number of service calls and investigation related to complaints due to the automation and upgrades. Net affect on operating is unknown at this time.			
Year Identified	Start Date	Project Type for 2023		Project Lead		Est. Completion Date			
2020	January 1, 2020	Growth: 6.0 % Maintenance: 94.0 %		Ian Day		Ongoing			



# Project Version Summary

<b>Project #</b>	OPS-010-07	<b>Service Area</b>	Infrastructure Services
<b>Budget Year</b>	2023	<b>Department</b>	Public Works
<b>Asset Type</b>	Unassigned	<b>Division</b>	Traffic Operations & Parking
<b>Title</b>	Advanced Traffic Management System (ATMS) - System Maintenance		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Transportation		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

**Project Description**

Council approved upgrading of the ATMS system via CR636/2002 implementing a staged approach to traffic signal system upgrades. Stage 2 was approved by CR359/2005 to commence the workstation interface. CR71/2010 approved the pilot project for implementation of the 2070 controller and D4 firmware, communications system upgrade to ethernet from serial communications, system components to facilitate/integrate the 2070 and ethernet communication systems. Successful implementation of the pilot project made the 2070 the standard controller. This project will be ongoing.

**Version Description**

The requested funds will be used for continued maintenance and addition of enhancements to the KITS/ATMS and continued maintenance of traffic controller equipment to the 2070 controller. This also includes rehabilitating the communication system to Ethernet from serial via fibre, broadband and cellular, replacement and upgrade of the central system hardware, implantation of central system modules, continued maintenance of the KITS/ATMS enhanced operational functionalities, travel time monitoring, adaptive traffic, continued CCTV camera expansion, and installation of ITS components associated with the system. KITS/ATMS system upgrades will include update to Traction Gold to compliment the installation of a pre empton priority system with Windsor Fire services and Windsor Transit. An integration of new technologies and data acquisition is being reviewed for future installation.

Project Comments/Reference	Version Comments
7003326	

Project Detailed Forecast		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>GL Account</b>												
<b>Expenses</b>												
5410	Construction Contracts - TCA	234,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	3,834,000
	Total	234,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	3,834,000
<b>Revenues</b>												
221	Service Sustainability Investm	234,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	3,834,000
	Total	234,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	3,834,000

Related Projects		Historical Approved Budget			Operating Budget Impact				
		Year	Total Expense	Revenue		Effective Date	Unknown	Exp/(Rev)	FTE Impact
				Net City Cost	Subsidies				
		2007	200,000	200,000	0				
		2008	200,000	200,000	0				
		2009	200,000	200,000	0				
		2010	200,000	200,000	0				
		2011	200,000	200,000	0				
		2012	200,000	200,000	0				
		2013	100,000	100,000	0				
		2015	250,000	250,000	0				
		2016	200,000	200,000	0				
		2017	200,000	200,000	0				
		2018	600,000	600,000	0				
		2019	520,000	520,000	0				
		2020	952,000	952,000	0				
		2021	488,000	488,000	0				
		2022	420,000	420,000	0				
Year Identified	Start Date	Project Type for 2023	Project Lead		Est. Completion Date				
2007	January 1, 2015	Growth: 0.0 % Maintenance: 100.0 %	Ian Day		Ongoing`				



# Project Version Summary

<b>Project #</b>	TRN-001-22	<b>Service Area</b>	Infrastructure Services
<b>Budget Year</b>	2023	<b>Department</b>	Transit Windsor
<b>Asset Type</b>	Unassigned	<b>Division</b>	Administration - Transit Windsor
<b>Title</b>	Transit Windsor Garage		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Transportation		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

**Project Description**

This project is intended to facilitate the implementation of More Than Transit, Transit Windsor’s master plan. The current Transit Windsor garage, constructed in the 1970s, is at 120% of its design capacity, and will not accommodate further system growth or fleet expansion/electrification. The TMP projects fleet growth of over 40% over the full implementation of the Plan, which the current facility will not accommodate.

**Version Description**

In light of current operations and in consideration of the recommendations stemming from the recently approved Transit Windsor Master Plan and the changes it proposes, a review of Transit Windsor’s space needs was performed. This included a comprehensive review of the potential for expansion and rehabilitation of the current Transit Windsor garage versus the feasibility of building a new facility.

Gross costs for this project are estimated by Dillon Consulting to be \$191.05M. This project will be heavily reliant on grant funding eligible for Transit Windsor through the Investing in Canada Infrastructure Program (ICIP) which provides 73.33% funding for all eligible expenses. If approved, ICIP would fund approximately \$70.62M of the project costs, leaving approximately \$120.43M to be funded by the municipality. Without the ICIP grant funding, these projects would be required to be funded 100% through municipal funding.

Project Comments/Reference	Version Comments
	PLACEHOLDER FUNDING (ICIP GRANT): CR501/2022 C 191/2022: F221 2023 \$4,073,574 F221 2024 \$5,701,947 2025 F221 \$1,024,479 CR501/2022 C 191/2022: F169 2028 \$1,000,000 F169 2029 \$418,037

Project Detailed Forecast		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>												
5410	Construction Contracts - TCA	4,073,574	5,701,947	1,024,479	0	0	1,000,000	418,037	1,581,963	0	0	13,800,000
	Total	4,073,574	5,701,947	1,024,479	0	0	1,000,000	418,037	1,581,963	0	0	13,800,000
<b>Revenues</b>												
169	Pay As You Go - Capital Reserve	0	0	0	0	0	0	0	1,581,963	0	0	1,581,963
169CF	Committed Funding	0	0	0	0	0	1,000,000	418,037	0	0	0	1,418,037
221	Service Sustainability Investm	0	0	0	0	0	0	0	0	0	0	0
221CF	Committed Funding	4,073,574	5,701,947	1,024,479	0	0	0	0	0	0	0	10,800,000
	Total	4,073,574	5,701,947	1,024,479	0	0	1,000,000	418,037	1,581,963	0	0	13,800,000

Related Projects		Historical Approved Budget		Operating Budget Impact
Year Identified	Start Date	Project Type for 2023	Project Lead	Est. Completion Date
2022		Growth: 0.0 % Maintenance: 100.0 %	Tyson Cragg	Dec 2027`



# Project Version Summary

<b>Project #</b>	TRN-003-07	<b>Service Area</b>	Infrastructure Services
<b>Budget Year</b>	2023	<b>Department</b>	Transit Windsor
<b>Asset Type</b>	Unassigned	<b>Division</b>	Administration - Transit Windsor
<b>Title</b>	Transit Windsor - Shelters/Signage/Amenities Maintenance and Replacement		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Transportation		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

**Project Description**

In order to properly maintain and replace bus shelters, signage and other customer amenities which require maintenance due to wear and tear as well as damage, capital funding is required annually. Transit shelters also require new batteries after approximately 6 years. This project will assist in providing necessary funding to purchase and install these replacement batteries as necessary.

**Version Description**

This project provides ongoing funding for maintenance and replacement needs for shelters, signage and other customer amenities.

Project Comments/Reference	Version Comments
7045018	

Project Detailed Forecast											
GL Account	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>											
5110 Machinery & Equipment - TCA	52,000	53,000	54,100	55,200	56,300	77,400	58,500	59,700	60,894	62,112	589,206
Total	52,000	53,000	54,100	55,200	56,300	77,400	58,500	59,700	60,894	62,112	589,206
<b>Revenues</b>											
127 Dev Chg - Transit	52,000	53,000	54,100	55,200	56,300	77,400	58,500	59,700	60,894	62,112	589,206
Total	52,000	53,000	54,100	55,200	56,300	77,400	58,500	59,700	60,894	62,112	589,206



Related Projects		Historical Approved Budget			Operating Budget Impact				
		Year	Total Expense	Revenue		Effective Date	Unknown	Exp/(Rev)	FTE Impact
				Net City Cost	Subsidies				
		2007	50,000	50,000	0				
		2008	50,000	50,000	0				
		2009	50,000	50,000	0				
		2010	30,000	30,000	0				
		2011	30,000	30,000	0				
		2012	30,000	30,000	0				
		2013	30,000	30,000	0				
		2014	20,000	20,000	0				
		2015	20,000	20,000	0				
		2016	20,000	20,000	0				
		2021	50,000	50,000	0				
		2022	51,000	51,000	0				
Year Identified	Start Date	Project Type for 2023		Project Lead	Est. Completion Date				
2007	January 1, 2015	Growth: 100.0 % Maintenance: 0.0 %		Steve Habrun	Ongoing`				



# Project Version Summary

<b>Project #</b>	TRN-003-22	<b>Service Area</b>	Infrastructure Services
<b>Budget Year</b>	2023	<b>Department</b>	Transit Windsor
<b>Asset Type</b>	Unassigned	<b>Division</b>	Administration - Transit Windsor
<b>Title</b>	Automated Passenger Counter		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Transportation		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

**Project Description**

Automated Passenger Counter (APCs) are electronic machines located near the doors of a transit bus that count the number of passengers that enter and exit at every transit stop. This project is intended to provide Transit Windsor with an automated method for collecting information about the number of passengers at a variety of system levels, including route, route assignment, or specific transit stops by time of day and by day of week. More detailed ridership data are used by transit planners and schedulers to analyze performance and to make changes at the route, trip or stop levels so that service levels matches the demand.

**Version Description**

In recent years, Transit Windsor received approval to purchase 65 APCs in a fleet of 117 representing approximately 56% APC coverage.

In 2021, as a result of the COVID-19 pandemic, Transit Windsor was able to access funding through the Safe Restart funding program to purchase and install vehicle occupancy & crowding data software. This provided riders with real time bus occupancy information delivered through Transit Windsor's prediction portal and the Transit App. APCs provide the foundation for providing real-time information on vehicle crowding to transit riders. As crowding information is available in real time, riders can elect to wait for the next vehicle if it is coming soon and less crowded. Transit Windsor received approval in its 2022 capital budget to install APCs on the remaining fleet in order to allow better data collections and analysis. This would also fully support the vehicle occupancy & crowding data software in providing complete information. Transit Windsor is currently preparing a submission to the Investing in Canada Infrastructure Program (ICIP) to fund a portion of the project (73.33%).

This project is heavily reliant on grant funding eligible for Transit Windsor through the Investing in Canada Infrastructure Program (ICIP) which provides 73.33% funding for all eligible expenses. Without this grant funding, these projects would be required to be funded 100% through Municipal funding.

<b>Project Comments/Reference</b>	<b>Version Comments</b>
7221029	COMMITMENTS: CR352/2022 C 140/2022: 2024 F221 \$110K

<b>Project Detailed Forecast</b>											
GL Account	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>											
5410 Construction Contracts - TCA	0	110,000	0	0	0	0	0	0	0	0	110,000
Total	0	110,000	0	0	0	0	0	0	0	0	110,000
<b>Revenues</b>											
221 Service Sustainability Investm	0	0	0	0	0	0	0	0	0	0	0
221CF Committed Funding	0	110,000	0	0	0	0	0	0	0	0	110,000
Total	0	110,000	0	0	0	0	0	0	0	0	110,000

Related Projects		Historical Approved Budget			Operating Budget Impact	
			Revenue			
		<u>Year</u>	<u>Total Expense</u>	<u>Net City Cost</u>	<u>Subsidies</u>	
		2022	90,000	90,000	0	
Year Identified	Start Date	Project Type for 2023		Project Lead	Est. Completion Date	
2022		Growth: 0.0 % Maintenance: 0.0 %		Tyson Cragg	2023	



## Project Version Summary

<b>Project #</b>	TRN-001-07	<b>Service Area</b>	Infrastructure Services
<b>Budget Year</b>	2023	<b>Department</b>	Transit Windsor
<b>Asset Type</b>	Unassigned	<b>Division</b>	Transit Maintenance
<b>Title</b>	Transit Windsor Fleet Replacement Program		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Transportation		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

### Project Description

Transit Windsor's 2015-2035 Fleet Acquisition Plan directed that for the purchasing and disposal of buses, the previously used 18-year life cycle for a bus be reduced to 12 years, thereby reducing maintenance requirements and the need for additional spare vehicles. This project submission will ensure that Transit Windsor is fully implementing a 12-year lifecycle of its fleet as recommended in the Life Cycle Costing recommendations and will be an opportunity to improve the current Transit Windsor fleet.

This project contains funding requests for the Transit Windsor fleet replacement program. Prior to 2016, this project included funding for the fleet replacement program and refurbishment or repair costs that extend the useful life of the buses (as reflected in the Historical Approved Budget section). Commencing in 2016, the refurbishment and repair budget funding has been separated into a separate project (project # TRN-001-16).

This project includes funding for the annual acquisition of replacement buses for Transit Windsor. With such a large and varying fleet of buses and with continual fiscal pressures, the City of Windsor commissioned a full lifecycle costing study in 2015 which was conducted by Parsons Brinckerhoff. This study developed a Transit Fleet Asset Management Plan that identified strategies for fiscal expenditures that results in a reduction to Transit Windsor's operating budget. The study recommended that 8 buses be purchased each year. The study was completed and reported to City Council in 2016.

**Version Description**

Through the fleet replacement program, the introduction of new and modern vehicles will be another step in the process to encourage behavioural change in the community by improving the competitiveness and attractiveness of public transportation. Ultimately the goal is to double the transit modal split by encouraging non-riders to take public transit for selected trips rather than drive their cars and to expand the system to improve service in the region of Windsor and Essex County.

In the industry, buses have a projected life expectancy of 12 years with some properties keeping their buses as long as 18 years. Transit Windsor has older buses in its fleet which are costly to maintain and are not environmentally friendly. Transit Windsor has difficulty procuring repair parts and has to salvage parts from other buses to keep the buses on the road. The immediate replacement of newer clean diesel buses will reduce the GHG emissions and allow Transit Windsor to dispose of any bus older than 12 years. The average age of the Transit Windsor fleet is approximately 7.34 years. Transit Windsor's operations will become more efficient with repairs less costly and these funds can be redirected into providing and expanding service.

In addition to the benefit to Transit Windsor's ridership, the regional community will also benefit from the continuation of an environmentally friendly fleet as this will result in a cleaner community. The conversion of high-floor to low-floor, accessible buses has increased ridership opportunities for those with disabilities or mobility impairments. Students will also be an important target group as this demographic makes up a significant portion of the Windsor population.

The City of Windsor budgets for its capital programs using a ten-year plan. This project identifies funding levels required to continue with the implementation of the recommendations outlined in the lifecycle costing study which recommends that 8 buses be purchased each year. Based on estimated costs for 8 replacement buses annually, this project does not provide sufficient funding in order to meet the recommended 8 replacement buses annually. In recent years, replacement of Transit Windsor's fleet has been heavily reliant on the Investing in Canada Infrastructure Program (ICIP) grant funding.

The new Transit Windsor Garage Project is being brought forward to City Council for review at their November 28, 2022 meeting. If the Garage Project is not approved by Council at that time, items from the TW Fleet Replacement Project (TRN-001-07) will be brought forward as part of an Alternative Project to maximize the full amount of available ICIP funding.

Note: The Transit Windsor Garage Project and the Alternative ICIP Project are subject to review by City Council at their meeting on November 28, 2022.

Project Comments/Reference	Version Comments
7201014 / 7222012 (CLOSED: 7003812, 7109002, 7111029, 7131003, 7151007, 7121003, 7141015, 7171044, 7151006, 7191031)	<p>COMMITMENT: ICIP - Public Transit Intake 3 Grant (Grant was successful) CR338/2021 C 101/2021: 2023 F221 \$726,426.12</p> <p>PLACEHOLDER FUNDING (ICIP GRANT): CR501/2022 C 191/2022: F221 2025 \$1,167,896 F221 2026 \$3,952,638 CR501/2022 C 191/2022: F221 2027 \$6,458,059 F221 2028 \$5,200,000</p>

Project Detailed Forecast		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>												
5110	Machinery & Equipment - TCA	726,426	0	1,167,896	3,952,638	6,458,059	5,200,000	5,200,000	5,200,000	5,200,000	0	33,105,019
	Total	726,426	0	1,167,896	3,952,638	6,458,059	5,200,000	5,200,000	5,200,000	5,200,000	0	33,105,019
<b>Revenues</b>												
169	Pay As You Go - Capital Reserve	0	0	0	0	0	0	0	0	0	0	0
221	Service Sustainability Investm	0	0	0	0	0	0	5,200,000	5,200,000	5,200,000	0	15,600,000
221CF	Committed Funding	726,426	0	1,167,896	3,952,638	6,458,059	5,200,000	0	0	0	0	17,505,019
	Total	726,426	0	1,167,896	3,952,638	6,458,059	5,200,000	5,200,000	5,200,000	5,200,000	0	33,105,019

Related Projects		Historical Approved Budget			Operating Budget Impact				
Follows		Year	Total Expense	Revenue		Effective Date	Unknown	Exp/(Rev)	FTE Impact
				Net City Cost	Subsidies				
TRN-001-20		2008	5,898,500	4,818,500	1,080,000			0	0
TRN-002-20		2009	6,509,133	3,904,557	2,604,576				
TRN-003-20		2010	4,530,500	4,530,500	0				
		2011	3,859,554	3,859,554	0				
		2012	3,860,500	3,860,500	0				
<b>Project Title</b>		2013	350,000	350,000	0				
ICIP-Customer Stop Amenities		2014	3,510,500	3,510,500	0				
		2015	3,510,500	3,510,500	0				
		2019	215,108	215,108	0				
		2020	72,114	72,114	0				
		2022	3,997,180	3,997,180	0				
<b>Year Identified</b>	<b>Start Date</b>	<b>Project Type for 2023</b>		<b>Project Lead</b>		<b>Est. Completion Date</b>			
2007	January 2, 2016	Growth: 0.0 % Maintenance: 100.0 %		Tyson Cragg		Ongoing`			



# Project Version Summary

<b>Project #</b>	TRN-001-16	<b>Service Area</b>	Infrastructure Services
<b>Budget Year</b>	2023	<b>Department</b>	Transit Windsor
<b>Asset Type</b>	Unassigned	<b>Division</b>	Transit Maintenance
<b>Title</b>	Transit Windsor Fleet Refurbishment/Repair Costs		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Transportation		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Fleet Refurbishment/Repair Costs (Active)		

**Project Description**

This project has funding for the Transit Windsor fleet refurbishment and repair costs that extend the useful life of the buses or additional vehicle enhancements (e.g. ITS System enhancements).

This Capital Budget submission includes a provision for refurbishment and repair or enhancement costs.

**Version Description**

As noted in project TRN-001-07, prior to 2016, the fleet replacement project had funding for fleet replacement and refurbishment or repair costs that extend the useful life of the buses. Commencing in 2016, the refurbishment and repair budget funding was reallocated to this separate project

A reduction to \$300,000 from \$500,000 in year 2023 and onward will have an impact on operating as this capital amount is transferred into operating to cover refurbishments and repairs. Due to the age of many buses within the fleet, significant refurbishment work will continue to be required in order to maintain the existing fleet over the next few years even after the new bus purchases in 2018, 2020, and 2022. In 2008 and 2010, a total of 29 new buses were purchased and now require refurbishment work at the same time. Eighteen of the buses from the 2008 order are hybrids, and the refurbishment costs are much higher than standard diesel buses. This is a drawback to purchasing a large volume of buses all in the same year. In order to ensure Transit Windsor is able to have the appropriate number of buses in service in order to meet the service demands, as well as ensure all buses are meeting MTO safety requirements, appropriate funding is required.

Funding in prior years was \$500,000 per year. The risk of reducing the refurbishment funding in future years will impact the operating budget as the work must be completed to meet service needs and therefore these costs would be required to be incurred through operating. Operating maintenance costs are continuing to increase as parts become more expensive, therefore using the operating budget to complete necessary refurbishment work would lead to a significant deficit in the Fleet Vehicle Parts and Maintenance operating budget.

<b>Project Comments/Reference</b>	<b>Version Comments</b>
Open: 7221028 (Closed: 7151007/7171034/7161041/7181018/7191017/7201015/7211035)	

Project Detailed Forecast												
GL Account		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>												
2250	Vehicle Maint Parts/Materials	300,000	300,000	300,000	300,000	300,000	400,000	400,000	400,000	400,000	500,000	3,600,000
Total		300,000	300,000	300,000	300,000	300,000	400,000	400,000	400,000	400,000	500,000	3,600,000
<b>Revenues</b>												
221	Service Sustainability Investm	300,000	300,000	300,000	300,000	300,000	400,000	400,000	400,000	400,000	500,000	3,600,000
Total		300,000	300,000	300,000	300,000	300,000	400,000	400,000	400,000	400,000	500,000	3,600,000
Related Projects		Historical Approved Budget				Operating Budget Impact						
				Revenue				Effective Date	Unknown	Exp/(Rev)		FTE Impact
		Year	Total Expense	Net City Cost	Subsidies			Description		0	0	
		2016	471,000	471,000	0			No Operating budget Impact.				
		2017	500,000	500,000	0							
		2018	500,000	500,000	0							
		2019	500,000	500,000	0							
		2020	500,000	500,000	0							
		2021	500,000	500,000	0							
		2022	500,000	500,000	0							
Year Identified	Start Date	Project Type for 2023		Project Lead		Est. Completion Date						
2016	January 1, 2017	Growth: 0.0 % Maintenance: 100.0 %		Tyson Cragg		Ongoing`						





# Project Version Summary

<b>Project #</b>	TRN-001-21	<b>Service Area</b>	Infrastructure Services
<b>Budget Year</b>	2023	<b>Department</b>	Transit Windsor
<b>Asset Type</b>	Unassigned	<b>Division</b>	Transit Maintenance
<b>Title</b>	Transit Windsor Master Plan Implementation		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Transportation		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

## Project Description

During 2018 and 2019, Transit Windsor conducted a Service Delivery Review which was completed at the end of 2019 with the results presented to City Council as the Transit Windsor Master Plan in early 2020. This Master Plan was approved by City Council through B7/2020 CR40/2020. This capital project requests funding for a number of projects, such as Fare Collection Technology, Customer Amenities and Terminals, On Demand, and New Growth Fleet. All are projects outlined and recommended for implementation in the Master Plan over the upcoming eight (8) years.

This project will be brought forward to council as an alternate project to make use of all available ICIP grant funding, if the Transit Windsor Garage Project (TRN-001-22) is not approved.

The Investing in Canada Infrastructure Program (ICIP) provides 73.33% funding for all eligible expenses. Without this grant funding, projects would require 100% Municipal funding.

## Version Description

Transit Windsor completed a service delivery review in 2018 which was brought to City Council as the Transit Windsor Master Plan on January 27, 2020. This plan was approved with B7/2020 CR40/2020 and recommended that Transit Windsor service enhancements be implemented over the next eight (8) years. These enhancements provide more frequent service to a greater area throughout the Windsor region through a more effective and efficient route plan, maximizing rider service needs.

The full scope of the Master Plan includes:

- Improved Customer Amenities and Terminals
- Improved Fare Collection Technology
- Additional Fleet
- On-Demand Transit
- Improved Routing

The new Transit Windsor Garage Project is being brought forward to City Council for review at their November 28, 2022 meeting. If the Garage Project is not approved by Council at that time, items from the Transit Windsor Master Plan Implementation Project (TRN-001-21) will be brought forward as part of an Alternative Project to maximize the full amount of available ICIP funding. It should also be noted that the TW Master Plan cannot be fully implemented due to the limitations of the existing Garage.

Note: The Master Plan Project will have additional operating impacts which will be brought forward through the operating budget process annually as operating funding is a significant component of the implementation plan.

## Project Comments/Reference

7201016

## Version Comments

Project Detailed Forecast											
GL Account	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>Expenses</b>											
5110 Machinery & Equipment - TCA	583,204	0	0	400,000	0	0	0	0	0	0	983,204
Total	583,204	0	0	400,000	0	0	0	0	0	0	983,204
<b>Revenues</b>											
169 Pay As You Go - Capital Reserve	583,204	0	0	0	0	0	0	0	0	0	583,204
221 Service Sustainability Investm	0	0	0	400,000	0	0	0	0	0	0	400,000
Total	583,204	0	0	400,000	0	0	0	0	0	0	983,204

Related Projects		Historical Approved Budget				Operating Budget Impact			
Year	Total Expense	Revenue		Net City Cost	Subsidies	Effective Date	Unknown	Exp/(Rev)	FTE Impact
		Year	Total Expense						
2022	759,744	2022	759,744	759,744	0			0	0
						<p><b>Description</b></p> <p>The operating budget issue #2021-0070 is linked to this project and is related to the implementation of the Master Plan. Without approval of this issue, some projects would not be able to move forward. It is important to note that by approving this Master Plan project, additional operating impacts will therefore be brought forward through the operating budget process annually as operating funding is a significant component of the implementation plan. Overall, the Transit operating budget net impact over the next eight (8) years is anticipated to require an increase of approximately \$13,800,000. This is a high level estimate and Transit will review the plan annually and bring forward appropriate funding needs.</p>			
Year Identified	Start Date	Project Type for 2023		Project Lead		Est. Completion Date			
2021	January 1, 2022	Growth: 100.0 % Maintenance: 0.0 %		Tyson Cragg		2027`			



# Project Version Summary

<b>Project #</b>	TRN-002-08	<b>Service Area</b>	Infrastructure Services
<b>Budget Year</b>	2023	<b>Department</b>	Transit Windsor
<b>Asset Type</b>	Unassigned	<b>Division</b>	Transit Maintenance
<b>Title</b>	TW Hybrid Life Extension		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Transportation		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

**Project Description**

This request is to fund the major repair costs to the fleet, specifically the hybrid buses, due to the delay in replacing buses. Transit Windsor expects to continue to accrue costs to keep the existing fleet operational until such time as the older buses can be removed from service.

**Version Description**

This provision will assist in replacing major components on hybrid buses including such as high voltage batteries, DPIM's and the DPF emission system when replacement is required. Industry experience indicates that these two major components start to fail between 6 to 8 years of age. Transit Windsor currently has 29 hybrid vehicles in the fleet and all of these vehicles are currently out of warranty.

Project Comments/Reference	Version Comments
7211041 (Closed: 7135000/7141016/7161042)	

Project Detailed Forecast		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>GL Account</b>												
<b>Expenses</b>												
5110	Machinery & Equipment - TCA	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	2,000,000
	Total	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	2,000,000
<b>Revenues</b>												
221	Service Sustainability Investm	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	2,000,000
	Total	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	2,000,000

Related Projects		Historical Approved Budget			Operating Budget Impact				
		Year	Total Expense	Revenue		Effective Date	Unknown	Exp/(Rev)	FTE Impact
				Net City Cost	Subsidies				
		2013	150,000	150,000	0				
		2014	300,000	300,000	0				
		2016	300,000	300,000	0				
		2021	302,500	302,500	0				
		2022	200,000	200,000	0				
		<p>The life cycle of some of the major components (such as the hybrid batteries and the DPIMs) is challenging to predict. There is no definite date or age as to when these components will require replacement. The replacement costs for the Hybrid ESS battery and DPIM controller are estimated at \$44,000 and \$70,250 respectively. Since 18 hybrid buses were purchased in 2009, there is likelihood that these parts will all require replacement at the same time.</p>							
Year Identified	Start Date	Project Type for 2023		Project Lead	Est. Completion Date				
2008	January 1, 2016	Growth: 0.0 % Maintenance: 100.0 %		Tyson Cragg	Ongoing`				



# Project Version Summary

<b>Project #</b>	TRN-007-21	<b>Service Area</b>	Infrastructure Services
<b>Budget Year</b>	2023	<b>Department</b>	Transit Windsor
<b>Asset Type</b>	Unassigned	<b>Division</b>	Transit Maintenance
<b>Title</b>	Support Vehicles		
<b>Budget Status</b>	Capital Bdgt. Exec. Comm. (CBC) Recommended		
<b>Major Category</b>	Transportation		
<b>Wards</b>	City Wide		
<b>Version Name</b>	Main (Active)		

**Project Description**

Transit Windsor's fleet includes a number of support and service vehicles which require replacement as their useful life comes to an end. This project provides funding to replace these vehicles and purchase additional vehicles as necessary. As service increases per the council approved Master Plan, addition support and service vehicles will be required in order to maintain necessary support for the increased service enhancements.

**Version Description**

Transit Windsor completed a service delivery review in 2018 which was brought to City Council as the Transit Windsor Master Plan in January 27, 2020. This plan was approved with B7/2020 CR40/2020 and recommended that Transit Windsor service enhancements be implemented over the next eight (8) years. These enhancements provide more frequent service to a greater area throughout the Windsor region through a more effective and efficient route plan, maximizing rider service needs.

Transit Windsor currently has a fleet of 13 non-revenue on-road support vehicles (primarily Dodge Grand Caravans used for supervisory duties, planning and administrative, and operator transport. There are also 5 maintenance support vehicles that are used for winter control and facility maintenance. The oldest vehicle in the fleet is currently 10 years old. Given the severe duty cycles on these vehicles, Transit Windsor has traditionally budgeted to replace one to two vehicles per year, as budget allows.

Project Comments/Reference	Version Comments
7201014	

Project Detailed Forecast		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
<b>GL Account</b>												
<b>Expenses</b>												
5110	Machinery & Equipment - TCA	0	0	0	0	0	103,382	105,449	107,558	109,709	111,903	538,001
	Total	0	0	0	0	0	103,382	105,449	107,558	109,709	111,903	538,001
<b>Revenues</b>												
169	Pay As You Go - Capital Reserve	0	0	0	0	0	103,382	105,449	107,558	109,709	111,903	538,001
	Total	0	0	0	0	0	103,382	105,449	107,558	109,709	111,903	538,001

Related Projects		Historical Approved Budget			Operating Budget Impact				
		Year	Total Expense	Revenue		Effective Date	Unknown	Exp/(Rev)	FTE Impact
				Net City Cost	Subsidies				
		2021	154,577	154,577	0			0	0
					Description: Additional maintenance will come with additional service vehicles. Minor fuel increase may also occur as these will be additional vehicles on the road.				
Year Identified	Start Date	Project Type for 2023		Project Lead	Est. Completion Date				
2021	January 1, 2021	Growth: 0.0 % Maintenance: 0.0 %		Tyson Cragg	Ongoing`				



**Subject: Change to the Transit Windsor Charter Policy- City Wide**

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

Decision Number: ETPS 934

That the Environment, Transportation and Public Safety Standing Committee, sitting as the Transit Windsor Board of Directors, and City Council:

- i. **APPROVE** the recommended Transit Windsor Charter Policy (Appendix A);
- ii. **RESCIND** all previous policies related to Transit Windsor charters;
- iii. **APPROVE** the recommended Transit Windsor Charter Rates (Appendix C), detailed within this report, and their inclusion into the User Fee Schedule, with annual increases tied to general fare increases as prescribed in the 2019 *Fare Structure Review*, and,
- iv. **APPROVE** the changes to take effect for all charters booked after April 1, 2023.  
Carried.

Report Number: S 2/2023  
Clerk's File: MT/13708

**Clerk's Note:**

1. The recommendation of the Environment, Transportation & Public Safety Standing Committee and Administration are the same.
2. Please refer to Item 9.1 from the Environment, Transportation & Public Safety Standing Committee Meeting held on February 22, 2023.
3. To view the stream of this Standing Committee meeting, please refer to:  
<http://csg001-harmony.sliq.net/00310/Harmony/en/PowerBrowser/PowerBrowserV2/20230222/-1/9386>

**Subject: Change to the Transit Windsor Charter Policy - City Wide**

**Reference:**

Date to Council: February 22, 2023

Author: Tyson Cragg

Executive Director

519-944-4141 ext 2232

tcragg@citywindsor.ca

Transit Windsor

Report Date: January 8, 2023

Clerk's File #: MT/13708

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

**Recommendation:**

That the Environment, Transportation and Public Safety Standing Committee, sitting as the Transit Windsor Board of Directors, and City Council

- i. **APPROVE** the recommended Transit Windsor Charter Policy (Appendix A);
- ii. **RESCIND** all previous policies related to Transit Windsor charters;
- iii. **APPROVE** the recommended Transit Windsor Charter Rates (Appendix C), detailed within this report, and their inclusion into the User Fee Schedule, with annual increases tied to general fare increases as prescribed in the 2019 *Fare Structure Review*, and,
- iv. **APPROVE** the changes to take effect for all charters booked after April 1, 2023.

**Executive Summary:**

N/A.

**Background:**

During the COVID-19 pandemic, transit services experienced various service reductions and service suspensions, including the suspension of charter services. During that time, Administration had the opportunity to review the current policies and has determined that with increasing operational costs, risk management concerns, and the needless complexity of the multiple existing policies, it would be in the best interest of Transit Windsor and the City of Windsor to collapse all current charter policies with varying rates into one policy that would provide one rate to anyone wishing to charter a bus.



## Discussion:

Currently there are three different charter policies in place that govern requests for charters. Each of these policies have different charter rates. The three policies are for 1) the General Public; 2) Complimentary or Lower Cost charters; and 3) Employee charters.

### General Public Charter:

General Public Charters are charters that are booked by the general public for such events as weddings and sporting events and are charged \$230.00 for a two-hour minimum and \$115.00 per hour thereafter. All charters charge \$20.00 for Tunnel tolls and a \$25.00 charge for programming the destination signs. With the exception of the employee charters, there is a \$10.00 meal allowance (as prescribed in the ATU 616 Collective Agreement) for the driver depending on the length of the charter.

### Complimentary/Lower Cost Charter:

Under the current charter policies, complimentary and lower cost charters are not permitted except for charters provided for Earth Day. Requests for Earth Day charters are submitted yearly to the Board of Directors and City Council for approval.

In September, 2011, the Transit Windsor Board of Directors under resolution T.W. 72/2011, approved the following recommendation:

*That the Transit Windsor Board of Directors AUTHORIZE Administration to provide a quotation for charters requested by the City of Windsor, for City of Windsor business, at the lower cost or the charter rates when the cost of the charter is paid for by the City Department and not funded by a third party or for an event for profit.*

As a result, City of Windsor departments are currently provided a discounted rate of \$135.90 for a two-hour minimum and \$67.95 per hour thereafter.

### Transit Windsor Employee Charter:

In the past (pre-pandemic), employees of Transit Windsor were afforded one charter per year, and were charged \$1.41/km. Along with all other charters, these were suspended in 2020.

Transit Administration contacted various transit agencies to gauge how Transit Windsor's charter policy compares to others. Below is a summary of the findings:

Transit Agency	Cost	Time Minimum	Rules
Burlington Transit	<ul style="list-style-type: none"><li>• \$403.80 for three hours</li><li>• Each additional hour: \$134.60</li></ul>	3 hour minimum charge	<ul style="list-style-type: none"><li>• Not permitted during peak hours.</li><li>• Employees charged regular charter rates</li></ul>

OC Transpo (Ottawa)	<ul style="list-style-type: none"> <li>• Three hours or less: \$600 + HST</li> <li>• Each additional hour (consecutive): \$200 + HST</li> </ul>	3 hour minimum charge	<ul style="list-style-type: none"> <li>• Unavailable Monday to Friday from 6:00am - 10:00am and 2:30pm - 7:00p. Employees charged regular charter rates.</li> </ul>
Sarnia Transit	<ul style="list-style-type: none"> <li>• \$114/hour + HST with a minimum charge of \$160.00 + HST</li> <li>• Sunday and Holidays has an additional \$6.00/hour</li> </ul>		<ul style="list-style-type: none"> <li>• Charters must be paid in full prior to charter date. Employees charged regular charter rates.</li> </ul>
Sault Ste Marie Transit	<ul style="list-style-type: none"> <li>• \$164.20 on weekdays and Sundays</li> <li>• \$181.55 on holidays</li> </ul>	2 hour minimum (weekdays and Sundays) 1 hour minimum on statutory holidays	<ul style="list-style-type: none"> <li>• 24 hours notice needed for cancellations. Employees charged regular charter rates.</li> </ul>
Thunder Bay Transit	<ul style="list-style-type: none"> <li>• \$115/hour</li> </ul>	3 hour minimum charge	<ul style="list-style-type: none"> <li>• Does not provide a charter for pub crawls</li> <li>• No charter may start after 11:00pm</li> <li>• Buses must be out of service by 12:30am</li> <li>• Full charges if cancellation is within 72 hours of charter departure</li> <li>• Charter must be paid in full 48 hours before charter date. Employees charged regular charter rates.</li> </ul>
TTC (Toronto)	Regular Bus, E-Bus and System Map <ul style="list-style-type: none"> <li>• One-way: \$450.00 + HST</li> <li>• Round Trip: \$922.00 + HST</li> <li>• Additional hourly rate may apply</li> </ul> TTC Supervisor mandatory for all film shoots, bar crawls or what TTC deems necessary <ul style="list-style-type: none"> <li>• Minimum of 4 hours: \$112.00 + HST</li> </ul> Additional costs for filming, stop adjustment		<ul style="list-style-type: none"> <li>• Not permitted Monday to Friday 6:00am-10:00am and 3:00pm - 7:00pm</li> <li>• TTC can cancel any charter without notice</li> <li>• Payment must be received no less than 5 working days before charter date</li> <li>• Damage fee of \$630.54 as a Special Clean fee for damage or excessive uncleanliness</li> <li>• Cancellation charge of \$508.50 for those cancelled on the last business day later than 11:00am before charter date</li> </ul> Employees charged regular charter rates.
York Region Transit	<ul style="list-style-type: none"> <li>• \$153 per bus per hour</li> <li>• Has discounted rate of \$118 for Regional Departments, municipalities in York region, non-profit community groups and publicly funded school boards</li> </ul>	3 hour minimum charge	<ul style="list-style-type: none"> <li>• Rates are adjusted annually on May 1</li> <li>• Minimum three hour charge applied for cancellations made less than 48 hours before charter date</li> <li>• Application to be completed no less than 10 business days before charter date</li> <li>• Peak hour charters (6:30am -</li> </ul>

			10:00am, 2:00pm-7:30pm) are available as per YRT's discretion  Employees charged regular charter rates.
London Transit Commission			• Does not provide charters; stopped charters in 2015
Grand River Transit  (Region of Waterloo)	\$125.00/hour		• Charters only provided in limited circumstances, as approved by management. Employees charged regular charter rates.
Guelph Transit	\$150.00 per hour, and \$1.50/km	2 hour minimum charge	• Hours restricted to off-peak times. Employees charged regular charter rates.

Other than Transit Windsor, no other transit agencies provide special employee charters. Only Transit Windsor and York Region Transit currently provide discounted rates to other municipal departments.

The Ontario Public Transit Association (OPTA) conducted a survey in 2022 to determine which transit agencies continue to offer charters and if they do not offer charters, the reasons for same. The table above provides information on agencies that provide charters and those that do not. Reasons for cancelling the service or never offering the service in the first place included, but are not limited to: labour shortages; equipment shortages; licensing and insurance issues; not the core focus of a transit agency; and issues related to COVID-19. Based on the information above, the average charter rate across transit systems in Ontario is \$187.00 per hour, well above the current rate charged by Transit Windsor.

Transit Administration is recommending that for the sake of simplicity and operational efficiencies, one charter rate be provided to all parties who are interested in chartering a Transit Windsor bus for events. This would provide a fair and consistent process for all interested parties and all charter rates would appropriately cover all operational costs.

### **Risk Analysis:**

Charters of public transit buses are common in the transit industry, and with few exceptions, most transit agencies in Ontario offer charters as a convenience to the public, and as an additional revenue stream for the transit agency. Although Transit Windsor has historical policies in place with respect to charters, as time has passed, the policies have become inadequate and require revision to keep abreast of the changing risk-management environment. Changes to existing policies include, but are not limited to: creating a strengthened legal agreement (contract) for the rental of a bus (the

absence of a signed contract creates concern as the rules/liabilities pertaining to the charter are not clearly addressed); placing conditions on what the bus can be used for; and placing limitations on the geographic area eligible for charters.

Transit Windsor prides itself on its safety record, and uses of Transit Windsor buses for non-core activities, such as charters, if not closely managed create an environment for reputational harm, as well as unnecessary cost for Transit Windsor. The new policy and charter agreement sets out clear requirements for the bus to be driven by an on-duty Transit Windsor driver, and requires the charter agreement to be fully executed prior to the event. A failure to have appropriate safeguards in place for charters could result in:

- Insurance coverage issues (the insurer could consider some activities a material change in risk)
- The insurance carrier declining to renew insurance coverage in the event of a collision
- Impact to Commercial Vehicle Operator Rating (CVOR) due to collisions

As mentioned above, to mitigate these risks, a new Charter Bus Booking Form (Appendix B) was developed.

### **Financial Matters:**

The current charter rates have not changed since 2019 for outside charters and since 2011 for Police and Fire and employee charters. Currently, charters are billed at \$115.00 for outside charters, and \$67.95 per hour for Police and Fire, both with two-hour minimums. Transit Windsor operates heavy-duty transit buses with a current purchase price of over \$700,000 each. Given that current operating costs per hour (including fuel, maintenance, hourly wages and fringe benefits, and other administrative overhead) total approximately \$150 per hour (2021 CUTA Rate), and there is no fare box recovery (fares are not collected on charters) the existing rates do not cover the actual cost of operating the bus meaning Transit Windsor is performing every charter at a loss.

Further, the current employee charter rate of \$1.41/km is insufficient to cover the cost of the bus and fuel. Based on 2019 data, there were 53 employee charters that travelled an average of 104 km each, resulting in an average charge of \$146.00 per charter or total revenue of approximately \$7,738. Assuming even the minimum charge period of two hours (\$73.00 per hour), these charters were also operated at a substantial loss.

As mentioned above, the average charter cost for Ontario transit agencies is \$187 per hour. Administration recommends adopting the provincial average rate as the baseline hourly rate for charters, with a two-hour minimum charge for all charters. The list of charges is outlined in Appendix B (Transit Windsor Charter Booking Form). Administration also recommends that the charter rates be included in the User Fee Schedule, and that they are subject to the same annual increases as other fare categories. Charters represent an important revenue stream that Transit Windsor has not fully taken advantage of over the years. In 2019, Transit Windsor provided 64

charters to community groups and individuals, and would like to expand those offerings, provided the operating and financial conditions are favourable.

#### 5 Year Trend / Projections for Charter buses

Year	Budget	Actuals	Variance
2023 (projected) Note 1	\$ 185,000	\$ 180,830	\$ (4,170)
2019	\$ 185,000	\$ 61,873	\$ (123,127)
2018	\$ 185,000	\$ 65,877	\$ (119,123)
2017	\$ 185,000	\$ 74,333	\$ (110,667)
2016	\$ 185,000	\$ 147,971	\$ (37,029)

Note1: 2023 (Projected) 64 charters (967 hours X \$187/hour) = \$180,830

2020 and 2021 have not been provided as the City did not run charter buses during COVID-19.

Based on the chart above, the projected revenue for 2023 using the new proposed rate of \$187 is \$180,830. This is calculated on the basis of 2019 data that the City will be running 64 charter buses in 2023 at the new rate.

Charters are intended to run at a full cost recovery model. Based on the actuals from 2016 to 2019, Transit has been running a deficit on the charters. If the proposed rate increase is approved, it is expected that the annual variance will be largely mitigated. The actuals will be monitored and any budget changes will be addressed through the annual Operating Budget process.

#### Proposed Fee Schedule:

- Hourly rate (applicable to all charters): \$187.00, two-hour minimum, and \$187.00 per hour thereafter. Additional fees for driver lunches will apply to charters of longer than 8-hour duration.
- Destination sign custom programming: \$50.00 per bus
- Bridge/Tunnel tolls: \$20.00
- Late cancellation fee: \$125.00
- Late return fee: \$500.00 for each portion of an hour past the end of the service day

Charter rates will be subject to annual increases tied to general fare increases as prescribed in the 2019 *Fare Structure Review*.

#### Consultations:

Tony Ardovini – Deputy Treasurer, City of Windsor

Stephan Habrun – Director, Operations and Planning, Transit Windsor

Mark Nazarewich – Senior Legal Counsel, City of Windsor

Dana Paladino, Deputy City Solicitor – Purchasing, Risk Management, and Provincial Offences, City of Windsor

Poorvangi Raval – Financial Planning Administrator, City of Windsor

Rob Slater – Executive Initiatives Coordinator, City of Windsor

Gwen Tassone – Senior Vice President, Marsh Insurance Brokers

**Conclusion:**

Transit Administration recommends the approval of the change as detailed within this report. The new policy would allow Transit Administration to govern all requests for charter services to ensure that one rate is applied to all requests so that it would adequately cover all operational costs associated with the service. Transit Windsor, and the City of Windsor, would also mitigate some of the risks associated with charters, should the recommendations be approved. Should the recommendations be approved, the recommended Transit Windsor Charter policy is provided in Appendix A.

**Planning Act Matters:**

N/A.

**Approvals:**

<b>Name</b>	<b>Title</b>
Tyson Cragg	Executive Director, Transit Windsor
Chris Nepszy	Commissioner, Infrastructure Services
Joseph Mancina	Commissioner, Corporate Services/Chief Financial Officer
Onorio Colucci	Chief Administrative Officer (A)

**Notifications:**

<b>Name</b>	<b>Address</b>	<b>Email</b>
Katherine Donaldson, Corporate Policy Coordinator		kdonaldson@citywindsor.ca

**Appendices:**

- A Recommended Transit Windsor Charter Policy
- B Recommended Transit Windsor Charter Booking Form
- C Recommended Transit Windsor Charter Rates

# THE CORPORATION OF THE CITY OF WINDSOR POLICY

Service Area:	<b>Transportation</b>	Policy No.:	
Department:	<b>Transit Windsor</b>	Approval Date:	
Division:	Office of the Commissioner of Infrastructure Services	Approved By:	
		Effective Date:	
Subject:	<b>Charter Policy</b>	Procedure Ref.:	
<b>Review Date:</b>		<i>Pages:</i>	Replaces:
Prepared By:			Date:

## 1. POLICY

1.1. A policy to govern all Transit Windsor Charter Bus bookings.

## 2. PURPOSE

2.1. To establish a standardized policy that applies fairly to all requests received to charter a Transit Windsor bus.

## 3. SCOPE

3.1. This policy applies to all individuals, corporations, organizations, charities, Transit Windsor employees, and City of Windsor employees requesting to charter a Transit Windsor bus.

## 4. RESPONSIBILITY

4.1. The Environment, Transportation & Public Safety Standing Committee, sitting as the Transit Windsor Board of Directors, is responsible for:

4.1.1. Establishing the charter rates to ensure full cost recovery.

4.2. The Executive Director, Transit Windsor is responsible for:

4.2.1. Revising this policy as directed by the Transit Windsor Board of Directors;

4.2.2. Reviewing the effectiveness of this policy at least once during each City Council term and reporting to the Board any recommended changes;

4.2.3. Implementing any approved changes.

4.2.4. Reviewing requests for complimentary charters on a case-by-case basis and approving or denying such requests.

4.3. The Manager of Operations is responsible for:

4.3.1. Implementing the Charter Policy including training of staff, implementation, compliance, reporting and making recommendations as to revisions to the policy.

4.3.2. Ensuring that the Charter Bus Booking form, as updated from time to time, is completed by the Applicant and approved by Transit Windsor prior to providing Charter Bus service.

4.4. The Transportation Scheduler is responsible for:

4.4.1. Ensuring that Charter Bus service is provided to the applicant in compliance with the terms of the approved Charter Bus Booking Form.

4.4.2. Ensuring that the service provided by the Transit Windsor Operator providing Charter Bus Service is in compliance with the Charter Bus Booking Form.

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

5.1. The Charter Bus Booking Form shall be completed by the applicant and approved by Transit Windsor prior to providing Charter Bus Service.

5.2. Fees for the Charter Bus service shall be included in the annual User Fee Schedule presented to Council and that the Hourly Rate and Minimum Charge per charter be subject to the same annual increases as other fare categories.

5.3. From time to time, requests for complimentary charters are received. These will be reviewed on a case-by-case basis and are subject to approval by the Executive Director.

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

6.1. Charter Bus Booking Form.



## 1. CONTACT INFORMATION:

**Applicant Name\*:** Click here to enter text.

\*If applicant is other than an individual, provide full legal name of organization

**Applicant's Address:**

**Contact Person:** Click here to enter text.

**Contact Person position within Organization:**

**Contact Phone:** Click here to enter text.      **Mobile:** Click here to enter text.

**Address of Contact Person:** Click here to enter text.

**Email:** Click here to enter text.

## 2. CHARTER INFORMATION

**Date required:** Click here to enter a date.      **Number of Buses:** Choose an item.

**Capacity of bus: 37 seated**

**Destination sign: "Charter", unless requested otherwise (see below)** Click here to enter text.

**Departure time from Transit Windsor Garage:** Click here to enter text.

**Pick-up location:** Click here to enter text.

**Pick-up time:** Click here to enter text.

**Number of passengers at pick-up:**

**Destination(s):**

**Arrival time at destination:** Click here to enter text.

**Estimated return to Transit Windsor Garage:** Click here to enter text.

**Current Charter Rate: \$187.00 per hour, two-hour minimum.**

**Custom destination sign programming: (subject to approval by TW) \$50.00** Click here to enter text.

**Detailed route information** (i.e., instructions, stop locations, addresses, timing). Please provide a route map to Transit Windsor prior to your Charter).

## Charter Bus Booking Form (Recommended Rates)

Please note that charters are only permitted within The City of Windsor/Essex County, and Wayne County, Michigan, USA. The final route must be approved by Transit Windsor.

### 3. BILLING

The current charter rate is \$187.00 per hour, with a **two-hour minimum charge**.

Charter rate x \_\_\_\_\_ hours = \_\_\_\_\_  
Destination Sign Charge of \$50.00 x \_\_\_\_\_ = \_\_\_\_\_  
Toll Charge of \$20.00 x \_\_\_\_\_ = \_\_\_\_\_  
HST: \$ \_\_\_\_\_  
Total: \$ \_\_\_\_\_

**Please note that additional fees for tolls, meal allowances, etc., will be charged as applicable and are the responsibility of the applicant.**

### 4. PAYMENT

- 4.1 All charters must be paid in full at the time of booking.
- 4.2 Any additional fees (late fees, cleaning fees, etc.) will be billed to the Applicant and payment is due within 30 days of issuance.
- 4.3 The Applicant shall pay the final invoice to the attention of:  
The Corporation of the City of Windsor  
Office of the Chief Financial Officer and City Treasurer  
Accounts Receivable  
350 City Hall Square W. Suite 410  
Windsor, ON N9A 6S1.

### 5. CHARGES

- 5.1 The Applicant shall pay:
  - (a) The cost of the charter plus any additional fees;
  - (b) Any applicable HST or other taxes;
  - (c) A cleaning fee of \$100 if the bus, upon its return, requires cleaning beyond the regularly-scheduled cleaning;
  - (d) A late charge of **\$500.00 per hour, or any portion thereof**, if the bus returns late to the Transit Windsor garage (see hours of operation below). This fee will not apply if the late return was caused by factors beyond the control of the applicant, e.g., mechanical breakdown, inclement weather, etc.
  - (e) The full cost of repairs, if the bus, upon its return, requires repairs as a result of damage caused by the applicant(s);

- (f) A late cancellation fee of \$100 if the charter is cancelled after 9:00 AM local time the day before the charter's scheduled departure from the Transit Windsor facility;
  - (g) Any admission, parking, toll or other fee or charge required in respect of the bus while on the charter; and
  - (h) Interest, at the rate of 10% per annum charged by Transit Windsor on overdue amounts, if any payment is not made when due.
- 5.2 The cost of the charter will be based on the time beginning when the bus leaves the Transit Windsor facility and ending when it returns to the facility after the charter;

## **6. HOURS OF OPERATION**

- 6.1 Charters will not be provided outside of the normal hours of operation of Transit Windsor, as amended from time to time.
- 6.2 Transit Windsor reserves the right to restrict charters to specified hours of the day at its sole discretion.
- 6.3 All chartered buses must return to the Transit Windsor Garage no later than 2:00 a.m. (9:00 p.m. on Sundays/statutory holidays).

## **7. OBLIGATIONS OF THE APPLICANT**

- 7.1 The Applicant shall ensure that:
  - (a) All passengers are aware of their responsibilities under this charter and under all general rules and guidelines for Transit Windsor bus users implemented by Transit Windsor or The Corporation of the City of Windsor from time to time;
  - (b) No member of the Applicant's group shall open or close the exterior baggage compartments on the bus;
  - (c) No signage or material of any kind is displayed on the exterior or interior of the bus;
  - (d) No passenger interferes with the bus driver's operation of the bus;
  - (e) No passenger shall bring weapons, fireworks, explosives, illegal drugs, or any hazardous materials on the chartered bus.
  - (f) No smoking or consumption of alcohol occurs on the bus; and
  - (g) No animals other than service animals are brought onto the bus.

- 7.2 The Applicant shall request any changes to the charter schedule, timing or route by 9:00 AM, local time the day before the charter's scheduled departure from the Transit Windsor Facility; and
- 7.3 The Applicant agrees that it will at all times release Transit Windsor, The Corporation of the City of Windsor ("City"), its officers, servants and agents (hereinafter the "Releasees") from and against all loss or damage, including death, injury, and property damage, whether suffered by the Applicant or by a third party, and will indemnify and hold harmless the Releasees from and against all actions, suits, claims and demands whatsoever, as well as any costs and expenses, including reasonable legal fees and consequential damages, which may be made or brought against the Releasees occasioned wholly or in part by any negligence or wrongdoing of the Applicant and/or members of his/her group or arising out of the Applicant's obligations herein.
- 7.4 Parking, entrance fees and other miscellaneous expenses are not included in the charter rates and shall be the responsibility of the Applicant.
- 7.5 The charter bus shall only be operated by an operator approved and chosen by Transit Windsor and the Applicant shall not allow any person not approved and chosen by Transit Windsor to operate the charter bus.
- 7.6 The Applicant assumes full liability for any damage to the bus due to the activity of the passengers for anything other than normal wear and tear. Any additional charges incurred by Transit Windsor to repair or clean the bus due to activities of the passengers for other than normal wear and tear will be the full responsibility of the Applicant. The cost to repair any damage caused by the passenger to the bus will be billed to the Applicant.

## 8. RIGHTS AND OBLIGATIONS OF TRANSIT WINDSOR

- 8.1 Transit Windsor reserves the right to:
- (a) Cancel the charter at any time without notice and without responsibility for any losses whatsoever that may be incurred as a result by the Applicant or any other person;
  - (b) Park the bus in a proper parking area, whenever it is waiting for departure from a pick-up location;
  - (c) Refuse transportation and to remove from the bus any person who contravenes any responsibility under this charter or under any general rule or guideline for transit users, or who, in the opinion of Transit Windsor, poses, by his or her presence on the bus, a danger to any person or property;
  - (d) Alter or deviate from the scheduled route and schedule in any way that the bus driver, in his or her discretion, deems necessary or prudent.

- 8.2 The bus shall be clean and safe. It will not have on board toilet facilities.
- 8.3 Transit Windsor shall provide a driver to drive the charter bus. All destinations shall be within the municipal boundary of the City of Windsor, Ontario, the County of Essex, Ontario, or Wayne County, Michigan, USA.
- 8.4 Drivers assigned to provide services to the Applicant shall perform their duties amicably and professionally in this environment. Drivers are not required to assist the Applicant in providing services for which the bus is chartered.
- 8.5 Only on-duty Transit Windsor employees shall be allowed to move the bus and the Applicant shall not move the bus using its own operators or agents.
- 8.6 Transit Windsor and its employees, while engaged in the performance of any work or services required under the charter, shall be considered employees of Transit Windsor only and not of the Applicant.
- 8.7 Transit Windsor is not responsible for parking, entrance fees and other miscellaneous expenses.
- 8.8 Transit Windsor reserves the right to cancel any trip prior to departure and make a full refund if, in its sole discretion, the safe passage could be compromised due to acts of nature, inclement weather, authority of law, terrorism, war, accidents, road conditions, mechanical failures, work stoppages or weather.
- 8.9 The Customer is contracting for the use of the bus only. In the event of a mechanical failure of the vehicle, substitute equipment or transportation will be secured as soon as possible.
- 8.10 Amenities such as washroom, Wi-Fi, television, radio, cassette tape player, CD player, video and/or DVD player, refrigerator, microwave, etc. are not included in this agreement.
- 8.11 Transit Windsor will exercise reasonable care, but is not responsible for any loss or damage to, or theft of, parcels, baggage, or any other personal property or the equipment and supplies of the Applicant of the passengers carried on or in its vehicles, or left behind by any passenger. Each passenger shall be responsible for their own personal property and baggage.
- 8.12 Transit Windsor is not responsible for, and the vehicle operator has no authority to accept, the risk of loss for any items left on the vehicle at any stop, while the bus is in transit or at the conclusion of the trip. Each passenger is responsible for the safekeeping of any item they bring onto the bus.
- 8.13 Transit Windsor is not be liable for any injuries to a passenger or passengers caused by or resulting from the falling or shifting of baggage or any equipment or supplies brought onto the bus by the Applicant or a passenger.

- 8.14 Smoking or the consumption of alcoholic beverages is strictly prohibited aboard Transit Windsor vehicles. It is recommended that all beverages be stored in re-closable plastic containers to prevent spillage. Food and beverage consumption on board our vehicles is a privilege granted by Transit Windsor and will be revoked if warranted. Transit Windsor has the absolute discretion and right to agree to or decline any request.
  
- 8.15 Transit Windsor does not provide media of any type for use on board our vehicles. No license to play copyrighted music or video productions is provided by Transit Windsor. Any licenses, fees, or other grants and permissions necessary for playing copyrighted material is the sole responsibility of the Applicant. To the extent that Transit Windsor is required to make arrangements and/or payments for any such licenses or fees as a result of the Applicant's failure to meet copyright obligations, it shall be the Applicant's responsibility to promptly reimburse Transit Windsor or pay for all costs of such payments.
  
- 8.16 Transit Windsor shall not be held or deemed in any way to be an agent of the Applicant. It is the intention of the parties that the relationship between the Applicant and Transit Windsor shall be solely that of independent contractors, and nothing contained herein shall be construed as creating any other relationship.

## 9. SIGNATURE OF APPLICANT

I have read and agree to the terms and conditions listed above.

**Signature:** \_\_\_\_\_

Signature of individual or person signing on behalf of an Applicant organization\*

\*If signing on behalf of an organization:

I confirm that I have authority to sign on behalf of the Applicant organization.

**Print Name:** \_\_\_\_\_

**Date:** \_\_\_\_\_

## 10. APPROVAL OF TRANSIT WINDSOR

**Signature:** \_\_\_\_\_

Signature of Transit Windsor

# Charter Bus Booking Form (Recommended Rates)



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

Date: \_\_\_\_\_



## **Recommended Transit Windsor Charter Rates**

- Hourly rate (applicable to all charters): \$187.00, two hour minimum, and \$187.00 per hour thereafter, inclusive of driver lunch for charters over 8 hours)
- Destination sign custom programming: \$50.00 per bus
- Bridge/Tunnel tolls: \$20.00
- Late cancellation fee: \$125.00
- Late return fee: \$500.00 for each portion of an hour past the end of the service day

Charter rates will be subject to annual increases tied to general fare increases as prescribed in the 2019 *Fare Structure Review*.

## Item No. 11.2



### Committee Matters: SCM 75/2023

#### **Subject: Transit Windsor 2023 Operating Budget - City Wide**

Moved by: Councillor Kieran McKenzie

Seconded by: Councillor Renaldo Agostino

Decision Number: ETPS 935

That the Environment, Transportation and Public Safety Standing Committee, sitting as the Transit Windsor Board of Directors **RECOMMEND** Transit Windsor's 2023 Operating Budget reflective of a Property Tax Levy Contribution of \$17,831,080 which is \$1,409,537 (or 8.58%) greater than the 2022 Property Tax Levy contribution; and,

That Transit Windsor's 2023 Operating Budget **BE REFERRED** to City Council for consideration as part of the City's 2023 Operating Budget deliberations.

Carried.

Report Number: S 19/2023

Clerk's File: MT/13708

#### **Clerk's Note:**

1. The recommendation of the Environment, Transportation & Public Safety Standing Committee and Administration are the same.
2. Please refer to Item 9.2 from the Environment, Transportation & Public Safety Standing Committee Meeting held on February 22, 2023.
3. To view the stream of this Standing Committee meeting, please refer to:  
<http://csg001-harmony.sliq.net/00310/Harmony/en/PowerBrowser/PowerBrowserV2/20230222/-1/9386>

**Subject: Transit Windsor 2023 Operating Budget - City Wide**

**Reference:**

Date to Council: February 22, 2023  
Author: Tyson Cragg, Executive Director  
Transit Windsor  
519-944-4141 ext 2232  
tcragg@citywindsor.ca  
Transit Windsor  
Report Date: February 3, 2023  
Clerk's File #: MT/13708

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

**Recommendation:**

That the Environment, Transportation and Public Safety Standing Committee, sitting as the Transit Windsor Board of Directors **RECOMMEND** Transit Windsor's 2023 Operating Budget reflective of a Property Tax Levy Contribution of \$17,831,080 which is \$1,409,537 (or 8.58%) greater than the 2022 Property Tax Levy contribution; and,

That Transit Windsor's 2023 Operating Budget **BE REFERRED** to City Council for consideration as part of the City's 2023 Operating Budget deliberations.

**Executive Summary:**

N/A.

**Background:**

On May 9, 2022, City Administration received the guidelines for the 2023 Budget Development. All City Departments, including Transit Windsor, were requested to submit the following for consideration by the Corporate Leadership Team & City Council:

- Develop a status quo budget to maintain existing service levels for the 2023 budget year.
- Develop budget options that could allow a 5% reduction of the 2022 net property tax levy supported operating budget.
- Identify recommended service enhancements and related budget increases.

- Identify increased expenditures or reduced revenues resulting from the COVID-19 pandemic that will impact the 2023 operating budget and that may require temporary one-time funding.

The 2023 Operating Budget for Transit Windsor has been developed in accordance with these guidelines.

As part of the Transit Windsor and City of Windsor operating agreement, the Environment, Transportation and Public Safety Standing Committee, who act as the Transit Windsor Board of Directors, have the responsibility to “review and recommend Transit Windsor’s operating budget prior to submission to the City”.

### Discussion:

In 2023, Transit Windsor will be facing \$2,234,298 in budget levy pressures related to the following:

- **\$445,472** 2023 Salary Budget Increase
- **\$250,000** Transit Windsor Fuel Market Rate Increase  
(One-time funding from Budget Stabilization Reserve (BSR): \$1,350,000)
- **\$392,070** Annualization of 2021 Service Changes
- **\$48,000** Greyhound Closure – Revenue Reduction
- **\$9,124** Gas Tax Revenue Decrease
- **\$480,000** Creation of a New Fleet Reserve for Transit Fleet
- **\$77,922** Addition of One Planning Analyst
- **\$65,941** Addition of One Service Line Person
- **\$465,769** 2023 Transit Windsor Service Plan (See Appendix A and B)  
(One-time funding from Provincial Gas Tax Fund: \$465,769)

Transit Windsor estimates that \$824,761 in additional revenues and/or savings will be generated from the following sources, which would partially offset the property tax levy pressures noted above:

- **\$416,221** SaintsPass Revenue
- **\$259,680** Annual Fare Increase
- **\$20,000** Increase to Advertising Revenue
- **\$106,944** Introduction of Route 605, service to Amherstburg
- **\$21,916** Increase to expense recoveries for LaSalle Transit.

In addition to the Operating Budget issues noted above, an issue has been submitted for one-time funding due to the continuing COVID-19 pandemic recovery and is based on Administration’s best estimates of the anticipated shortfalls and increased expenditures that may impact the 2023 Operating Budget. It should be noted that in 2022 the Ministry of Transportation has identified dedicated funding related to Transit for COVID-19. To date, no new funding for 2023 has been announced to absorb these costs.

- **\$1,600,000** Estimated COVID 19 - Transit Windsor Revenue Impacts.

As a result of the net changes noted above, and excluding the one time COVID-related impacts and the budget issues which were not approved during Administrative and Operating Budget Committee reviews, Transit Windsor's proposed budget will require additional property tax levy funding of \$1,409,537, which reflects an 8.58% increase compared to the \$16,421,543 approved as part of the 2022 Budget. As requested by City Council, Transit Windsor examined options that would achieve a 5% reduction of the 2022 net operating budget, to assist in holding the line on the tax levy. The option to reduce transit service is presented below however, **is not recommended** by Transit Administration:

***\$2,820,274: Reduce Transit Service***

*Transit has put forward a service reduction of approximately 29,000 service hours to reduce operating expenses by reducing current service as outlined in the Transit Windsor route schedule. Although not recommended by administration, if accepted by council, Transit would review the current routes and determine which routes would have minimal impact on service if reduced or eliminated. This reduction can be scaled based on the required amount needed for a budget reduction.*

Full details on each of these budget issues have been prepared and will be presented to Council as part of the 2023 Operating Budget documents. It should be noted that all budget issues noted above are accurate as of the time of writing this report. Any changes made after this report is approved will be brought forward to City Council with the 2023 budget deliberations.

**Risk Analysis:**

The 2023 budget was developed using estimates that may differ significantly from actual results. Administration has used its best judgment preparing these estimates, based on a number of assumptions. As with any preliminary estimates, significant fluctuations may occur.

The most notable risk areas are as follows:

- Fuel costs for diesel consumption are volatile and may not be consistent with the budget estimates of \$1.099 per litre.
- Ridership estimates may not be fully realized and are best estimates based on experience.
- COVID-19 impacts are best estimates based on information known at the time of budget development. The pandemic may have other significant financial impacts, which are currently unknown.

**Climate Change Risks**

N/A

**Climate Change Mitigation:**

N/A.

**Climate Change Adaptation:**

N/A.

**Financial Matters:**

As noted above, Transit Administration is bringing forward budget requests for \$1,409,537, increasing the existing 2022 operating budget of \$16,421,543 to \$17,831,080 for 2023, which represents an 8.58% increase over the 2022 net operating budget.

It should be noted that one-time funding of \$1,350,000 from Budget Stabilization Reserve (BSR) is being requested by Transit, for possible increases to fuel prices in 2023. One-time funding of \$465,769 from the Provincial Gas Tax Fund is also being requested to cover the net operating costs of the 2023 Transit Windsor Service Plan.

**Consultations:**

Tony Ardovini – Deputy Treasurer, City of Windsor

Mark Spizziri – Manager of Performance Management and Business Case Development

Kathy Buis – Acting Financial Planning Administrator for Transit Windsor, City of Windsor

**Conclusion:**

Transit Windsor's 2023 recommended budget reflects an 8.58% increase in the tax levy funding required. Options are provided to eliminate this increase, but are not recommended by Transit Windsor Administration. The Corporate Leadership Team the Operating Budget Review Committee have reviewed all departmental budgets and have made comprehensive recommendations to City Council for budgets of all departments, including Transit.

While Transit Administration recognizes the challenges of funding Transit Windsor's operating budget, it is important that an appropriate level of service be maintained for Windsor's residents.

**Planning Act Matters:**

N/A.

**Approvals:**

<b>Name</b>	<b>Title</b>
Tyson Cragg	Executive Director, Transit Windsor
Mark Spizzirri	Manager of Performance Management and Business Case Development
Chris Nepszy	Commissioner, Infrastructure Services
Joseph Mancina	Commissioner, Corporate Services /Chief Financial Officer
Onorio Colucci	Chief Administrative Officer (A)

**Notifications:**

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

**Appendices:**

- 1 Appendix A - 2023 Transit Windsor Service Plan
- 2 Appendix B - 2023 Transit Windsor Service Plan Route Maps

## Appendix A

### Transit Windsor 2023 Service Plan

The Transit Windsor Master Plan serves as a foundation which identified significant changes in the transit network in order to streamline routes, reduce travel time and increase efficiency. The Transit Windsor Master Plan was brought to council on January 27, 2020. This plan was approved with B7/2020/CR40/2020 and acts as the guiding document for the improvement of transit services and growth management in Windsor and Essex County. The City currently has a variety of master plans (sewers, parks, etc.) to address the many portfolios of the municipality. Strategically balancing the growth and needs of all facets of the municipality, including Transit is considered when reviewing the current and proposed Service Plan.

As a result, Transit Windsor's proposed 2023 Service Plan continues to address the service improvements as outlined in the TMP, while also recognizing the need for fiscal responsibility. The changes outlined below are a measured approach to achieve many of the Year 2 and Year 3 goals under the Transit Master Plan, while utilizing fleet and human resources as effectively and efficiently as possible. Of the nearly 53,000 hours of planned changes, approximately 70% are reallocations of existing service hours to ensure that service is deployed most effectively, and that the service is focused on areas of highest demand, and highest ridership potential. The additional hours focus primarily on route and frequency improvements during base service periods, which allows for the Service Plan to be implemented with virtually no impact on the current fleet size, thus minimizing capital expenditures. The additional service hours represent an approximate increase of 5.8% over 2022. The 2023 service plan identifies the following as priorities:

- A redistribution of service hours in the east end of Windsor
- The redesign of Transit Windsor's two busiest routes into truly main lines by removing excess service in residential neighbourhoods and keeping them on main corridors
- Implementation of local routes that will provide improved service in residential neighbourhoods
- Introduction a weekday peak-period semi-express service that will provide a direct connection between the east and west ends of the city

The changes outlined below are in line with industry principles and best practices with respect to transit service delivery:

- Primary routes should provide rapid, high-frequency service that connect main terminals
- Neighbourhood feeder routes connect lower-density areas to main nodes (transfer points)



- Route frequencies should be no less than 30 minutes to ensure service quality, reliability, and ease of transfers
- One-way service should be avoided whenever possible, with the preference for two-way service on all routes

### **Background:**

With the declaration of a Global Pandemic in March 2020, the transit industry has seen unprecedented changes. Ridership decreases, service reductions, staffing shortages, global supply chain pressures, inflation and fuel increases have all had a negative affect on transit services. However, as the pandemic has eased, Transit Windsor has seen a strong ridership rebound in the last quarter of 2022 and early 2023. As of January, 2023, ridership was at 100% of the three-year average of 2017-2019, with ridership on weekends exceeding the levels seen in 2019 (noting that Tunnel Bus Special Events service has not yet resumed). The resumption of the University of Windsor's U-Pass program and the new St. Clair College Saints Pass has had a significant contribution to the rebound in ridership. With that in mind, continuous improvement of the service that Transit Windsor provides to residents is the goal of the department. The recommended changes as set out below represent a total of 17,981 additional service hours and a re-distribution of 34,957 service hours.

*Note: new route numbers to make navigation of the system easier for passengers have been developed according to the following naming conventions:*

- *Primary routes: 100s*
- *Secondary routes: 200s*
- *Local routes: 300s*
- *Main corridor semi-express routes: 400s*
- *Limited-stop, express routes: 500s*
- *Regional service routes: 600s*

*Generally, routes with a primarily east-west alignment will have even numbers, and those that run primarily north-south have odd numbers. Numbers are assigned in increments of 5.*

1. Transway 1C: This route will be renamed **Route 110 (West End Stn. – East End Terminal)**. It will terminate at the East End Terminal. Routing between the Hotel Dieu-Grace Healthcare terminal and East End Terminal remain the same. The route segment in the Forest Glade neighbourhood will be serviced in part by the new routes 310 and 325. The majority of the service hours that will be re-distributed are from this change. As a main route (primary route) with a frequency of 10 minutes, a residential neighbourhood such as Forest Glade is over serviced, given that other neighbourhood feeder routes run on 30-60 minute frequencies. Weekday boardings per service hour (BSH), at an average of 1.8, fall far below industry productivity standards. The area east of Tecumseh Mall accounts for less than 1.5% of total route ridership. Forest Glade as a whole will be serviced with two new local routes that offer 20-minute peak frequency and 30-minute off-peak frequency. Primary routes should also remain on major corridors rather than travel down residential streets.

Aside from truncating the route at the East End Terminal, the following are the proposed service improvements for Route 110 (former 1C):

- a. Weekday – increase frequency from 40 minutes to 30 minutes between 5:30 am and 7 am
  - b. Sunday – increase frequency from 60 minutes to 30 minutes between 6 am and 10 am
  - c. Sunday – increase frequency from 40 minutes to 20 minutes between 10 am and 6 pm
  - d. Sunday – extend the service day from 8 pm to 10 pm with a frequency of 30 minutes between 6 pm and 10 pm
2. Crosstown 2: This route will be renamed **Route 100 (West End Stn. – East End Terminal)**. It will no longer service Lauzon Road to Riverside Drive in both directions. That route segment will be serviced by the new route 335. As a main route (primary route), with a frequency of 10 minutes, this route loses efficiency and ridership as it deviates from its primary alignment to service Riverside Drive. Ridership drops off substantially east of Lauzon Rd (average weekday boardings per hour of 1.25, well below industry minimums; only 3% of ridership on the route travels east of Lauzon Road). That stretch of Riverside Drive will be serviced by Route 335, operating on a 30-minute frequency all day, 7 days a week. Aside from truncating the route at the East End Terminal, the following are the proposed service improvements for Route 100 (former Crosstown 2):
- a. Sunday – increase frequency from 60 minutes to 30 minutes between 7 am and 10 am
  - b. Sunday – increase frequency from 40 minutes to 20 minutes between 10 am and 6 pm
  - c. Sunday – extend the service day from 8 pm to 10 pm with a frequency of 30 minutes between 6 pm and 10 pm
3. Ottawa 4: This route will be renamed **Route 200 (Downtown – East End Terminal)**. It will terminate at the East End Terminal, and will no longer serve the Forest Glade neighbourhood. Routing between the Downtown Terminal and East End Terminal remain the same. The route segment in the Forest Glade neighbourhood will be serviced in part by the new routes 310 and 325. These will be two local routes which will provide 20 to 30 minute frequencies throughout the week.
- a. Weekday – increase frequency from 45 minutes to 30 minutes between 6 pm and 1:30 am
  - b. Saturday – increase frequency from 45 minutes to 30 minutes between 6 am and 9 am

- c. Saturday – increase frequency from 45 minutes to 30 minutes between 6 pm and 12:30 am
  - d. Sunday – increase frequency from 60 minutes to 30 minutes between 9 am and 12 pm
  - e. Sunday – increase frequency from 50 minutes to 30 minutes between 12 pm and 9 pm
4. Dominion 5: This route will be renamed **Route 115 (Downtown Stn – St. Clair College)**. It will no longer service the route segments between Glenwood, Norfolk, Northway and Labelle. That route segment will be serviced by the new Route 330 (West End Stn. – St. Clair College). This change will allow for two-way service along the entire alignment of routes 115 and 330 versus the large portions of service area which is currently an inconvenient one-way service. Service frequencies are being adjusted to better align with other secondary routes in the system:
- a. Weekday – reduce frequency from 20 minutes to 30 minutes between 6 am and 7 am
  - b. Weekday – reduce frequency from 20 minutes to 30 minutes between 6 pm and 12:30 am
5. Lauzon 10: This route will be eliminated. The existing Lauzon 10 is inefficient and meandering, with very low ridership (8.3 boardings per service hour, on average), and will be replaced by new routes 310 and 335, which will maintain many of the route segments of the Lauzon 10 north of E.C. Row Expressway. Service to Anchor Drive/E.C. Row Ave. has been suspended due to the permanent road closure on E.C. Row Ave. The two new routes will offer two-way service throughout the service area. Currently the Lauzon 10 operates as two separate inefficient one-way loops.
6. Route 310: This route will service a portion of the Forest Glade neighbourhood and the WFCU Centre. It will service some of the route segments which were removed from the former Transway 1C, Ottawa 4 and Lauzon 10. It will also provide service to Wildwood Drive between Rosebriar and Banwell, which was previously unserved. This will all be two-way service which is an improvement, since much of the existing route segments only receive one-way service.
- a. Weekday – service frequency of 30 minutes between 6 am and 11:30 pm
  - b. Saturday – service frequency of 30 minutes between 8 am and 11 pm
  - c. Sunday – service frequency of 30 minutes between 9 am and 8 pm
7. Route 325: This route will service the Forest Glade neighbourhood. It will service some of the route segments which were removed from the former Transway 1C and Ottawa 4. This will all be two-way service which is an improvement as much of the existing route segments only receive one-way service.

- a. Weekday – service frequency of 30 minutes between 6 am to 7 am
  - b. Weekday – service frequency of 20 minutes between 7 am to 9 am
  - c. Weekday – service frequency of 30 minutes between 9 am to 2 pm
  - d. Weekday – service frequency of 20 minutes between 2 pm to 6 pm
  - e. Weekday – service frequency of 30 minutes between 6 pm to 12:30 am
  - f. Saturday – service frequency of 30 minutes between 7 am to 12 am
  - g. Sunday – service frequency of 30 minutes between 8 am to 8 pm
8. Route 330 (West End Stn. – St. Clair College): This route will service the route segments between Glenwood, Norfolk, Northway and Labelle that were removed from the former Dominion 5. It will also connect the West End Terminal directly with St. Clair College. This will all be two-way service from the current one-way service along with adding service to new areas that currently lack a transit presence.
- a. Weekday – service frequency of 30 minutes between 6 am to 11:30 pm
  - b. Saturday – service frequency of 30 minutes between 8 am to 11 pm
  - c. Sunday – service frequency of 30 minutes between 9 am to 8 pm
9. Route 335: This route will service the East Riverside neighbourhood. It will service some of the route segments which were removed from the former Crosstown 2 and Lauzon 10. This will all be two-way service which is an improvement as much of the existing route segments only receive one-way service.
- a. Weekday – service frequency of 30 minutes between 6 am to 12 am
  - b. Saturday – service frequency of 30 minutes between 8 am to 11:30 pm
  - c. Sunday – service frequency of 30 minutes between 9 am to 8:30 pm
- 10.418X (West End Stn. – East End Terminal): Introduce a weekday peak period semi-express service that will provide a direct connection between the East and West end terminals along the Tecumseh Road corridor from Lauzon Parkway to Crawford, and provide new transit service along College Avenue enroute to servicing the University of Windsor via Wyandotte Street to Mill Street, Sandwich Street and Prince Road. Note: This service is proposed to run a limited schedule (peak hours weekdays) at this time due to the Transit Windsor garage being over capacity. Full implementation of Route 418X would require four (4) additional buses at a capital cost of \$3.0 million, and there is no room to accommodate the additional fleet. As efficiencies derived via the scheduling software are assessed, Transit Windsor will have a clearer picture as to whether future service

increases on the route can be accommodated within the existing fleet complement.

- a. Weekday – frequency of 20 minutes between 7 am to 9:40 am
  - b. Weekday – frequency of 20 minutes between 2 pm to 6:30 pm
11. Tunnel Bus: The Tunnel Bus experienced significant schedule adherence issues due to border processing delays when run at a 30-minute frequency. The Tunnel Bus is also a low-ridership route, with an average boardings per service hour (BSH) of 11.1 in 2019. Since the resumption of the Tunnel Bus in November, 2022, weekly ridership has averaged around 1,000. The changes outlined below better match service to demand, and will also allow the Tunnel Bus to remain on schedule, and account for border delays and processing issues.
- a. Weekday – 60 minutes between 6 am to 10 pm
  - b. Saturday – 60 minutes between 6 am to 10 pm
  - c. Sunday – 60 minutes between 8 am to 8 pm

Since the approval of the Master Plan in 2020, work has been completed to achieve items listed as groundwork to prepare Transit Windsor to implement larger portions of the plan. Items identified as “early wins” have already been implemented such as:

1. Straightening the Transway 1C route in preparation for routes 110 and 418X
2. Implementation of route 518X in 2021
3. Implementation of electronic Smart Pass system for fare payments.
4. Issue of RFPs for a garage/facility study, scheduling software, and re-branding study
5. Finalize a social media presence
6. Work towards an RFP for On-Demand transit technology.

As mentioned above, the proposed 2023 Service Plan is a re-deployment of approximately 35,000 hours, and an introduction of approximately 18,000 hours. Better utilization of existing resources is a critical component of the service plan. With this in mind, Transit Windsor is currently in the process of acquiring new route scheduling software that will significantly improve the department’s ability to effectively utilize service hours. The new modernized software will optimize each run-cut (the process of creating driver shifts) to minimize non-productive time, thus freeing up service hours that can be redeployed in a more efficient manner. This software is expected to be fully operational in mid-2023, and efficiency gains of 10-15% are anticipated. As Transit Windsor staff become well-versed in the new systems, efficiencies derived through the updated software will be applied to future service planning initiatives.

The proposed 2023 service changes will utilize the East End Terminal more effectively as a transfer point. Passengers will use the new local routes to get to the terminal and then transfer to the primary routes, resulting in greater efficiency and on-time performance as the primary routes will not be tasked with diverting off main corridors into residential areas. The East End Terminal will play a pivotal role in getting people to destinations such as the University of Windsor, St. Clair College, Downtown and the Devonshire Mall areas more efficiently.

Providing consistent two-way service to much of East Riverside and Forest Glade will also be an improvement. Currently, much of this area is serviced with one-way loops on various routes. This is similar to the change for the Dominion 5 (route 115) and the new local Route 330. A large portion of the current Dominion 5 route is a one-way loop. One-way loops are typically not attractive service models for passengers, since it forces riders to travel the entire length of the loop to reach their stop, thus increasing trip times. Allowing the new route 115 to provide two-way service along the Campbell/Dominion/Mount Royal corridor between downtown and St. Clair College, will make that service more attractive and effective with the new St. Clair College Saints Pass coming online in September, 2022. The new local Route 330 will serve the area of South Windsor bordered by Cabana Road, E.C. Row Expressway, Huron Church Road and Dominion Boulevard. Passengers in this area will be able to now utilize the West End Terminal along with St. Clair College with multiple transfer opportunities at each including along a segment of Dominion Boulevard.

Extensive public feedback was considered and incorporated in the development of the Transit Master Plan and in forming the proposed 2023 Service Plan. If approved in the 2023 Budget process, public outreach will continue to occur to educate those in affected areas on the changes being implemented. Public outreach will include both in-person open house events as well as a dedicated website which will show the upcoming changes, information to assist those who will see their routes change, for those who now have easier access to transit services, and on the changes that have occurred since the Transit Master Plan was approved.

Throughout the COVID-19 pandemic, ridership levels have been significantly impacted. While ridership has rebounded to pre-pandemic levels, it is unknown what the longer-term impact of remote work, and riders who have found travel alternatives will ultimately be on both ridership levels and patterns going forward. Transit planning staff continually monitor ridership and travel patterns to optimize the network to provide service where it is needed most.

Transit systems across the country have recognized that rebuilding ridership post-pandemic will require a different approach to service design and delivery. Many routes in the system have been designed to provide too much of the service (serving a dual role of mainline route and neighbourhood feeder) which leads to long travel times, inflexible service, and inefficient use of service hours. Adapting the service with improvements to base periods, and recognizing changing travel patterns will be a priority in the coming years.

Through further analysis of the changes included in the proposed 2023 Service Plan, attention was turned to focus on improvements that could be made that will improve the

overall attractiveness of the service, supporting the ongoing rebuilding of ridership post-pandemic which is consistent with the goals in the Transit Master Plan. An important aspect of regaining transit customers who were lost during the pandemic is to ensure the service is attractive, and considered a viable option for travel. Improving frequencies and reliability during base service (non-peak) on main routes via network design and maintaining realistic service levels in residential neighbourhoods will enhance the viability of transit for many people and will provide a solid basis for rebuilding ridership. Additionally, frequency improvements across other areas of the system will ensure that the local transit system is well positioned for future service improvements.

The table below outlines service hour requirements for the proposed changes:

<b>Route</b>	<b>Existing Annual Hours</b>	<b>New Annual Hours</b>	<b>Annual Hour Difference</b>
Transway 1C to route 110	72,733	57,990	<b>(14,743)</b>
Crosstown 2 to 100	53,106	50,085	<b>(3,021)</b>
Ottawa 4 to route 200	35,515	29,521	<b>(5,994)</b>
Dominion 5 to route 115	20,848	16,788	<b>(4,060)</b>
Tunnel (Reduced to 1 Hour)	14,363	7,225	<b>(7,138)</b>
Lauzon 10 to route 310	0	12,433	<b>12,433</b>
Lauzon 10 to route 325	0	15,346	<b>15,346</b>
Route 330 (HDGH to St Clair)	0	12,953	<b>12,953</b>
Route 335 (TEMA to TEMA)	7,831	12,770	<b>4,939</b>
Route 418X (HDGH to TEMA)	0	7,268	<b>7,268</b>
<b>Total Hours Required</b>			52,938
<b>Hours Redistributed</b>			(34,957)
<b>New Annual Hours</b>			<b>17,981</b>

Should the 2023 Service Plan be approved, the next steps associated with the implementation of the service changes include:

- Creation of 600 plus bus stop signs to replace existing signs along with new signs along new corridors.
- Preparation/production of new schedules (run cut), layovers/time points, public timetables and Operator sign-up;
- Updating the AVL system
- Update the fare box system
- Updating schedule information for Google Maps and real-time trip planner
- Undertaking a marketing program including printed Ride Guide maps, on-board and stop level notices, open house session, website updates and social media, as well as internal info screen postings, Operator information sessions and an internal newsletter.

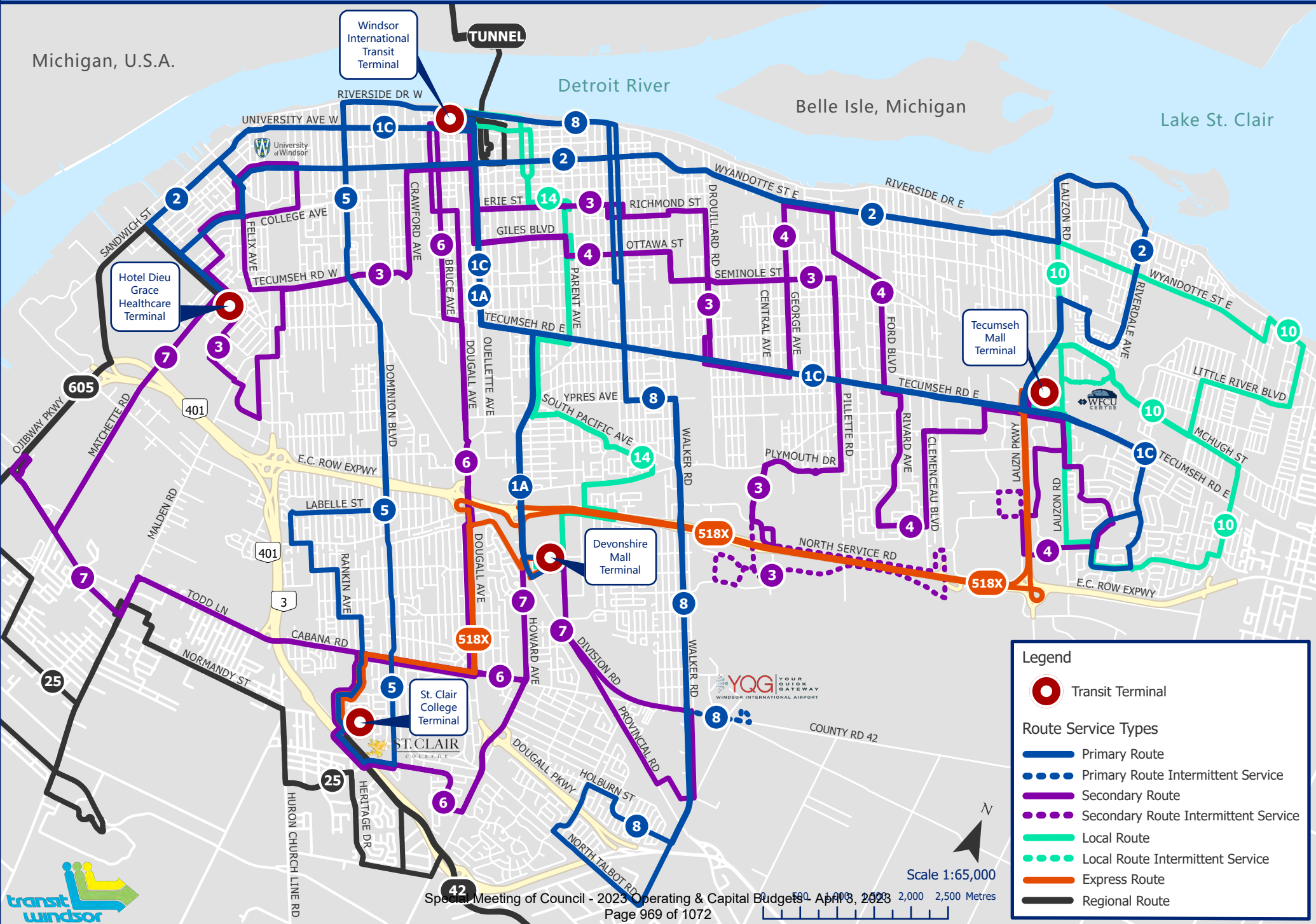
Should this issue go forward, expected net costs after revenue to implement this plan are as follows:

Employee related costs (Wages, benefits, uniforms, computers, etc.)	1,124,941
Fleet Costs (Fuel, parts, maintenance, insurance, etc.)	738,162
Estimated Revenue at 50% of costs	<u>(931,553)</u>
<b>Total Net Levy Cost</b>	<b>\$465,769</b>
<b>One-time Funding from the Provincial Gas Tax Reserve</b>	<b>\$465,769</b>

**A total of 12 FTE's are required to implement this service enhancement. No capital dollars are needed as the new routes will be covered using the existing fleet.**



# Transit Windsor Existing Routes



**Legend**

- Transit Terminal

**Route Service Types**

- Primary Route
- Primary Route Intermittent Service
- Secondary Route
- Secondary Route Intermittent Service
- Local Route
- Local Route Intermittent Service
- Express Route
- Regional Route

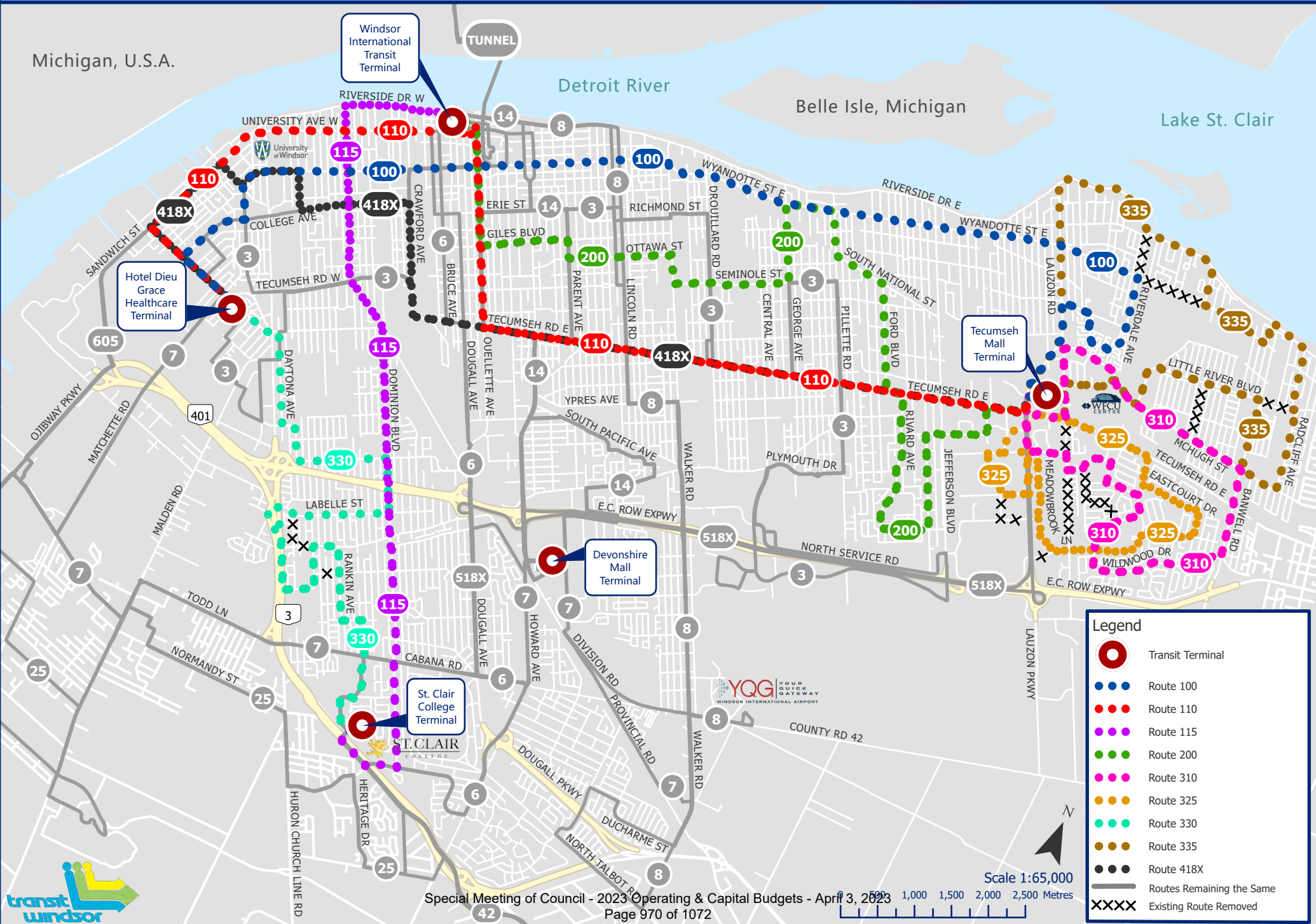


Scale 1:65,000



# Transit Windsor Routes After Proposed 2023 Service Plan

Michigan, U.S.A.



**Legend**

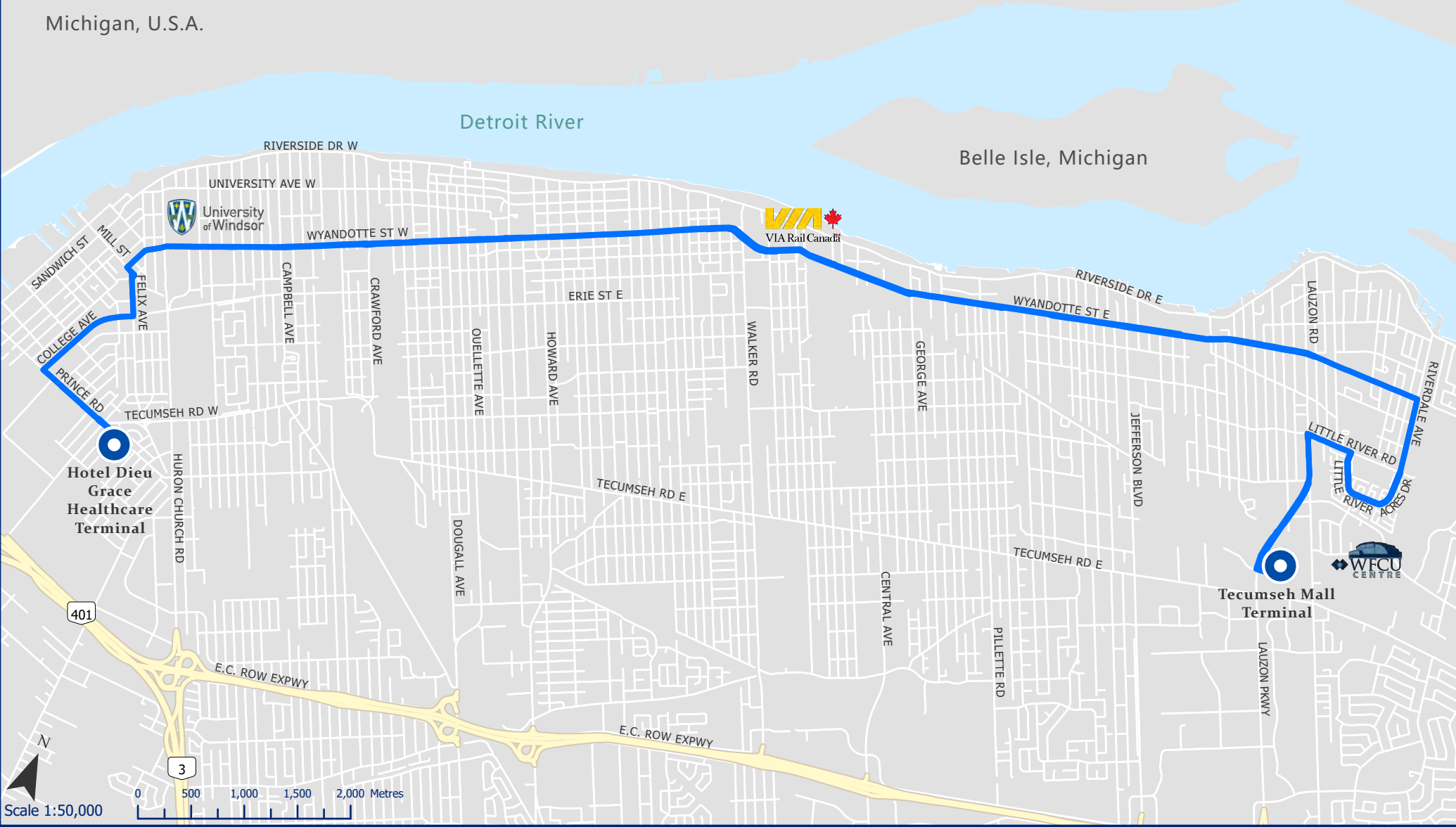
- Transit Terminal
- Route 100
- Route 110
- Route 115
- Route 200
- Route 310
- Route 325
- Route 330
- Route 335
- Route 418X
- Routes Remaining the Same
- Existing Route Removed

Scale 1:65,000  
1,000 1,500 2,000 2,500 Metres





# Proposed Route 100 (Crosstown 2)

Michigan, U.S.A.



**Legend**

-  Transit Terminal
-  Proposed Route 100 (Crosstown 2)

**Proposed Route 100 (Crosstown 2) - Monday to Sunday**

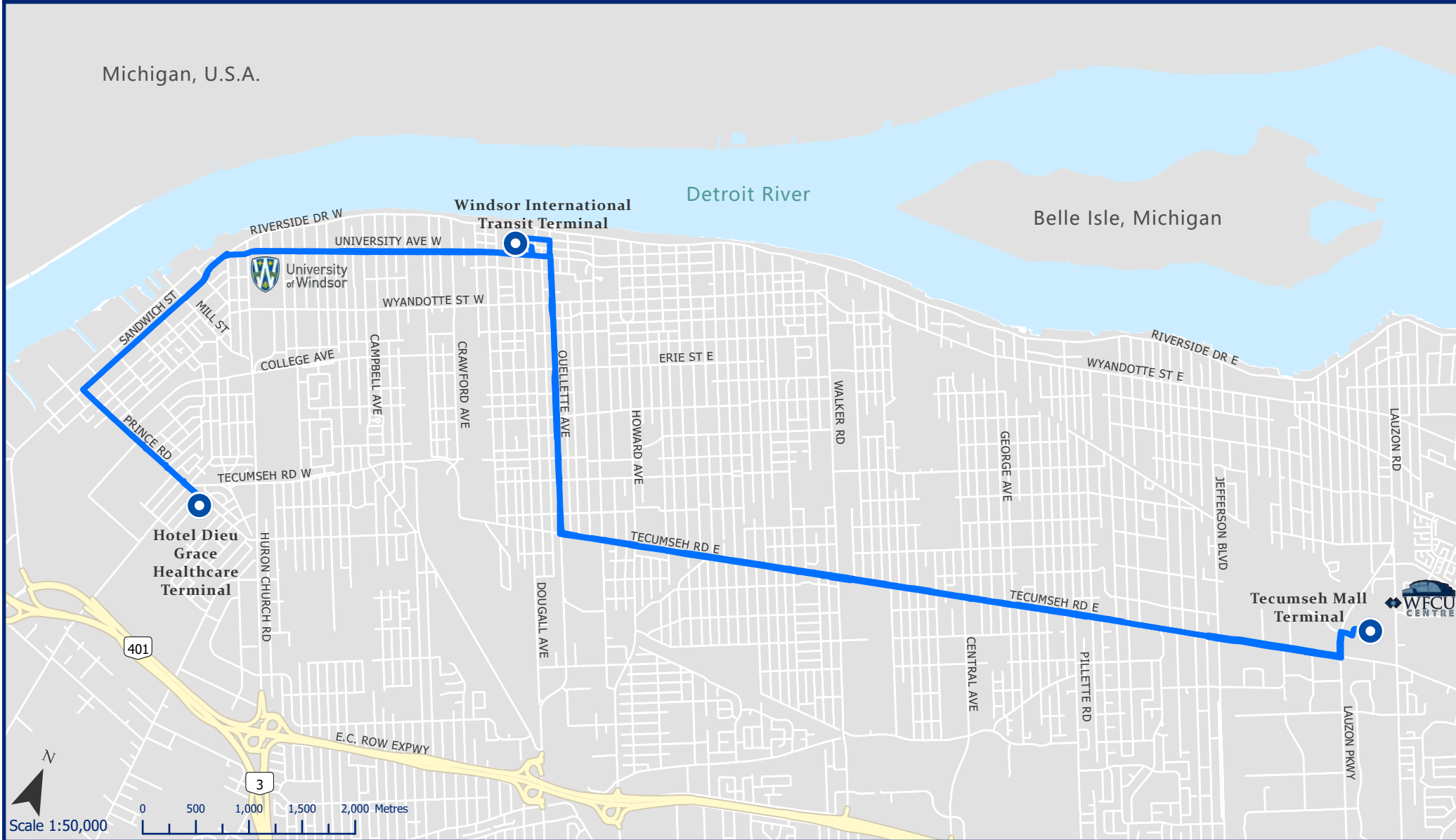
**Eastbound** - Hotel Dieu Grace Healthcare Terminal to Tecumseh Mall Terminal

**Westbound** - Tecumseh Mall Terminal to Hotel Dieu Grace Healthcare Terminal

Special Meeting of Council - 2023 Operating & Capital Budgets - April 3, 2023  
Page 971 of 1072



# Proposed Route 110 (Transway 1C)



**Legend**

- Transit Terminal
- Proposed Route 110 (Transway 1C)

**Proposed Route 110 (Transway 1C) - Monday to Sunday**

**Eastbound** - Hotel Dieu Grace Healthcare Terminal to Windsor International Transit Terminal to Tecumseh Mall Terminal

**Westbound** - Tecumseh Mall Terminal to Windsor International Transit Terminal to Hotel Dieu Grace Healthcare Terminal



Special Meeting of Council - 2023 Operating & Capital Budgets - April 5, 2023  
Page 17 of 172



# Proposed Route 115 (Dominion 5)

Transit Windsor  
2023 Service Plan

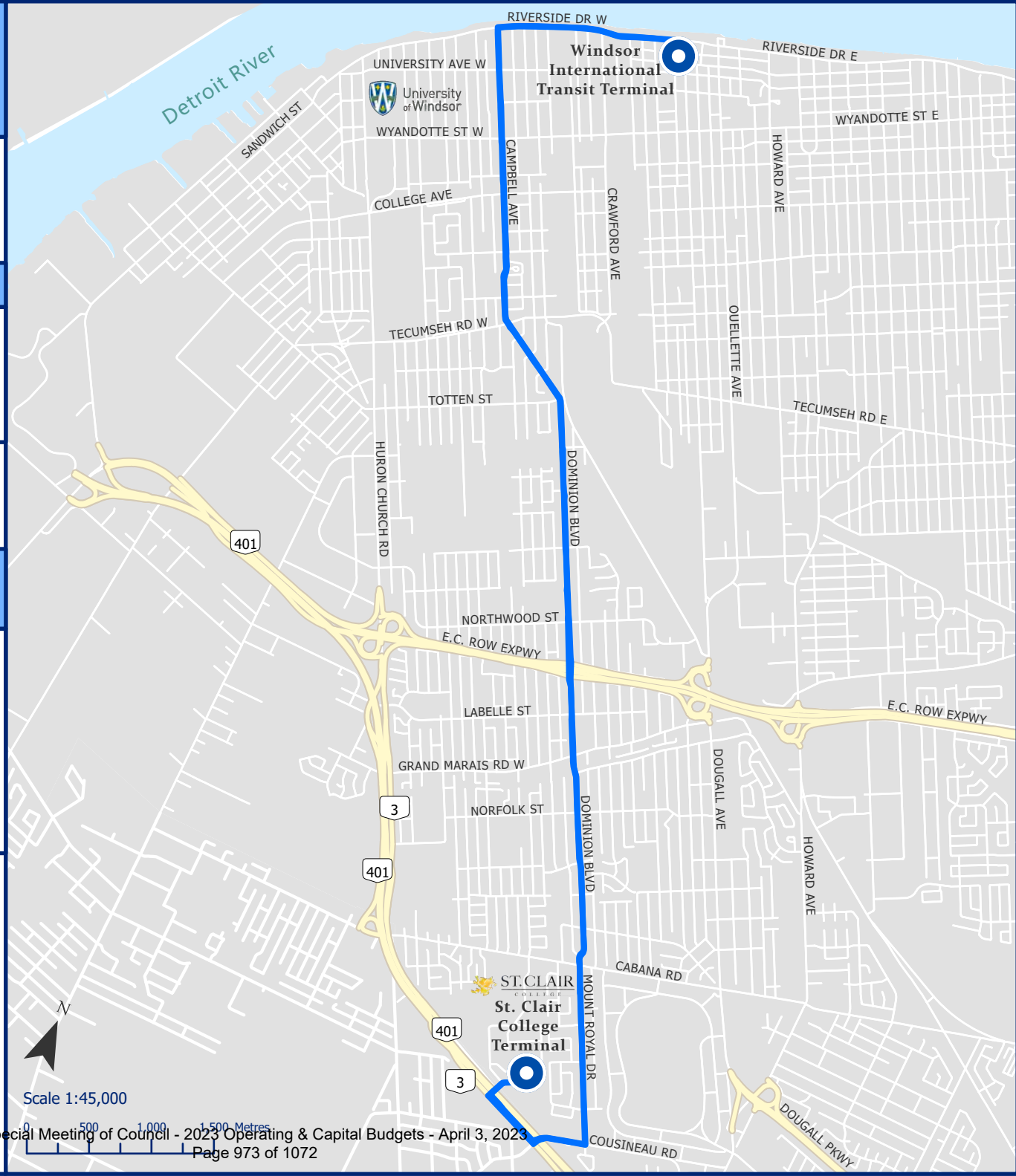
## Legend

-  Transit Terminal
-  Proposed Route 115 (Dominion 5)

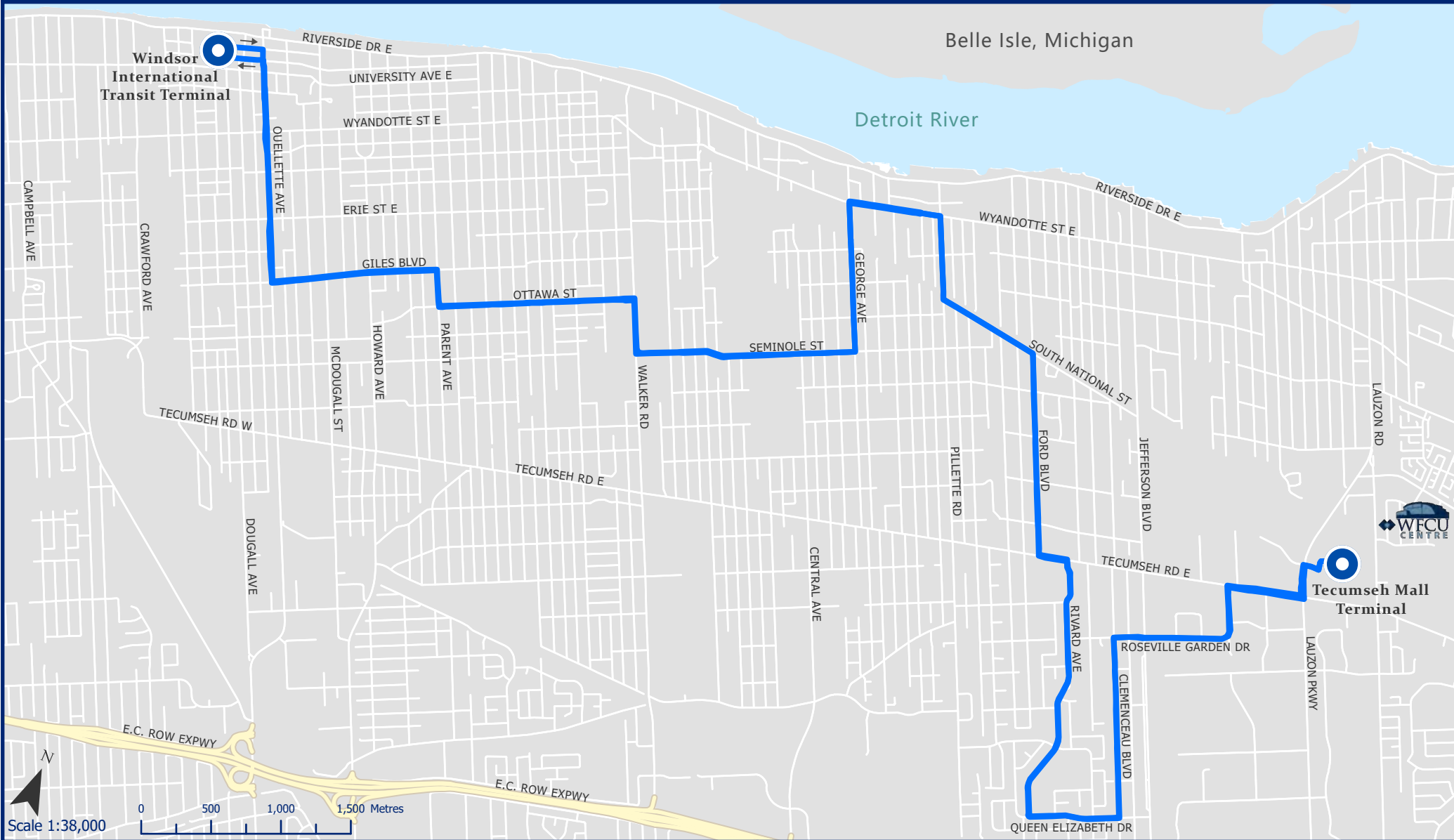
## Proposed Route 115 (Dominion 5) - Monday to Sunday

**Southbound** - Windsor International Transit Terminal to St. Clair College Terminal



**Northbound** - St. Clair College Terminal to Windsor International Transit Terminal



# Proposed Route 200 (Ottawa 4)



**Legend**

-  Transit Terminal
-  Proposed Route 200 (Ottawa 4)

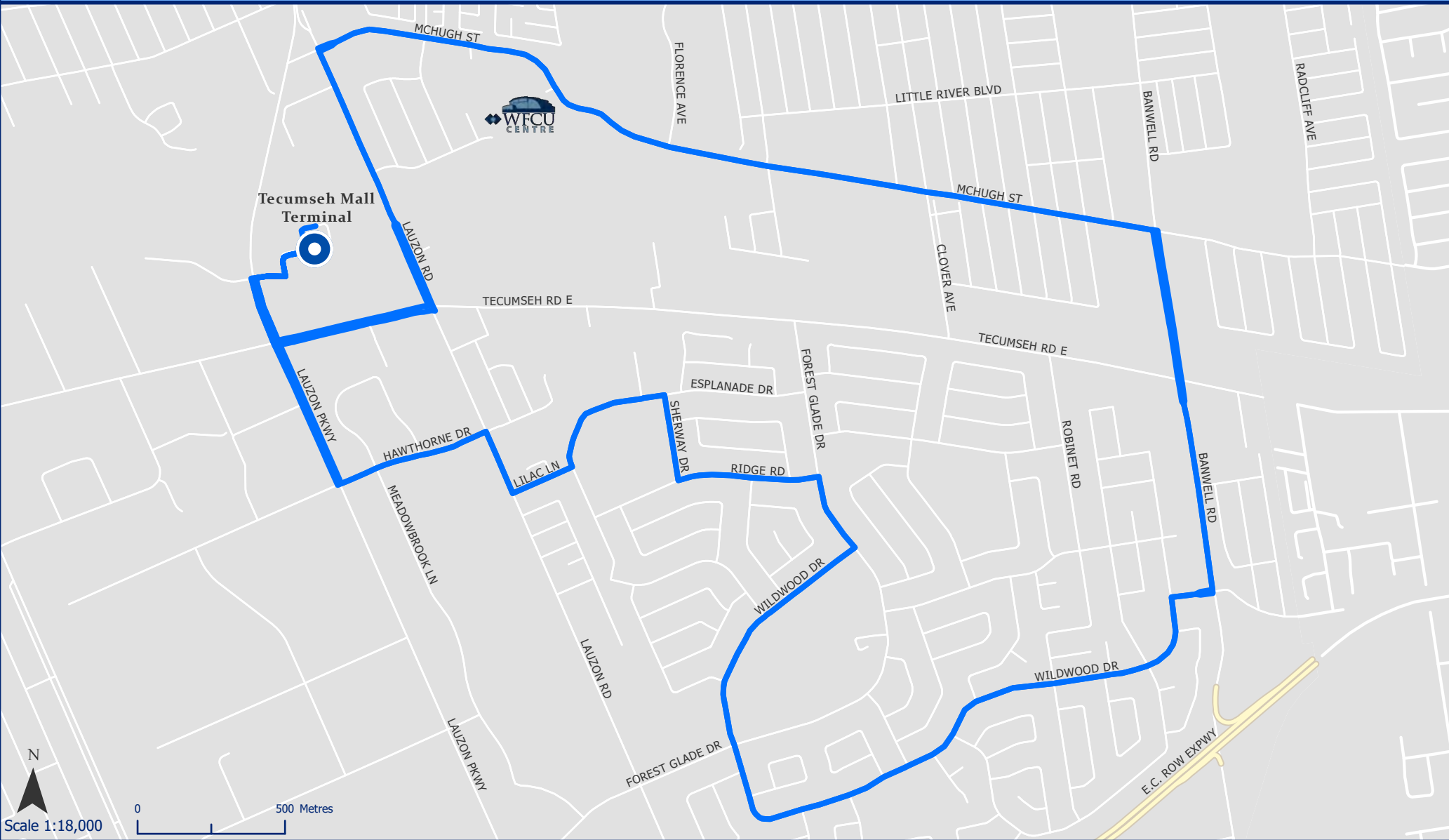
**Proposed Route 200 (Ottawa 4) - Monday to Sunday**

**Eastbound** - Windsor International Transit Terminal to Tecumseh Mall Terminal



**Westbound** - Tecumseh Mall Terminal to Windsor International Transit Terminal

Special Meeting of Council - 2023 Operating & Capital Budgets - April 3, 2023  
Page 974 of 1072





**Legend**

-  Transit Terminal
-  Proposed Route 310

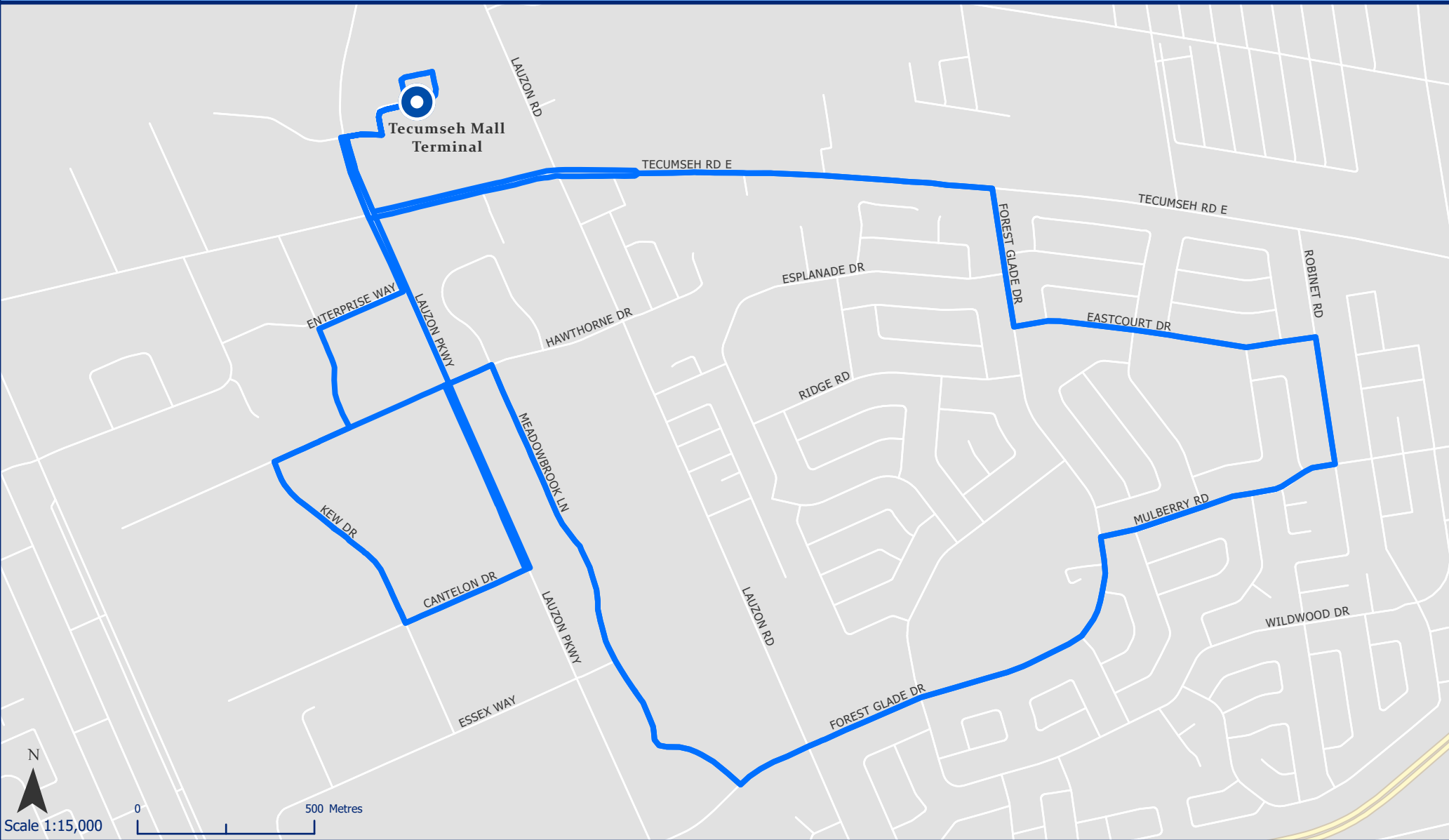
**Proposed Route 310 - Monday to Sunday**

**Southbound** - Tecumseh Mall Terminal to Forest Glade to Banwell to WFCU Centre to Tecumseh Mall Terminal

**Northbound** - Tecumseh Mall Terminal to WFCU Centre to Banwell to Forest Glade to Tecumseh Mall Terminal

Special Meeting of Council - 2023 Operating & Capital Budgets - April 3, 2023  
Page 975 of 1074





**Legend**

- Transit Terminal
- Proposed Route 325

**Proposed Route 325 - Monday to Sunday**

**Southbound** - Tecumseh Mall Terminal to Meadowbrook to Forest Glade to Tecumseh Mall Terminal

**Northbound** - Tecumseh Mall Terminal to Forest Glade to Meadowbrook to Tecumseh Mall Terminal

Special Meeting of Council - 2023 Operating & Capital Budgets - April 3, 2023  
Page 176 of 1072







# Proposed Route 330

Transit Windsor  
2023 Service Plan

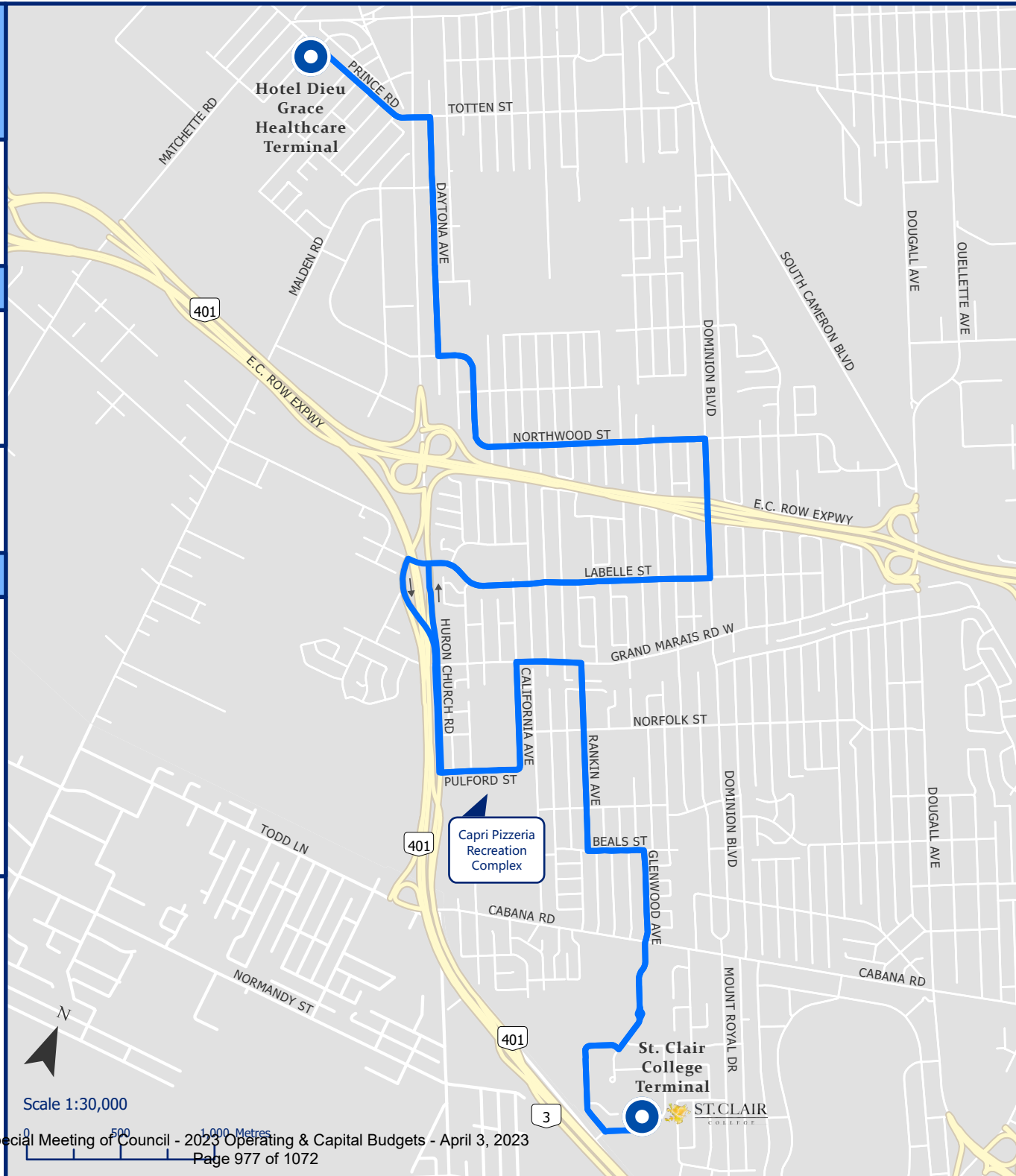
## Legend

-  Transit Terminal
-  Proposed Route 330

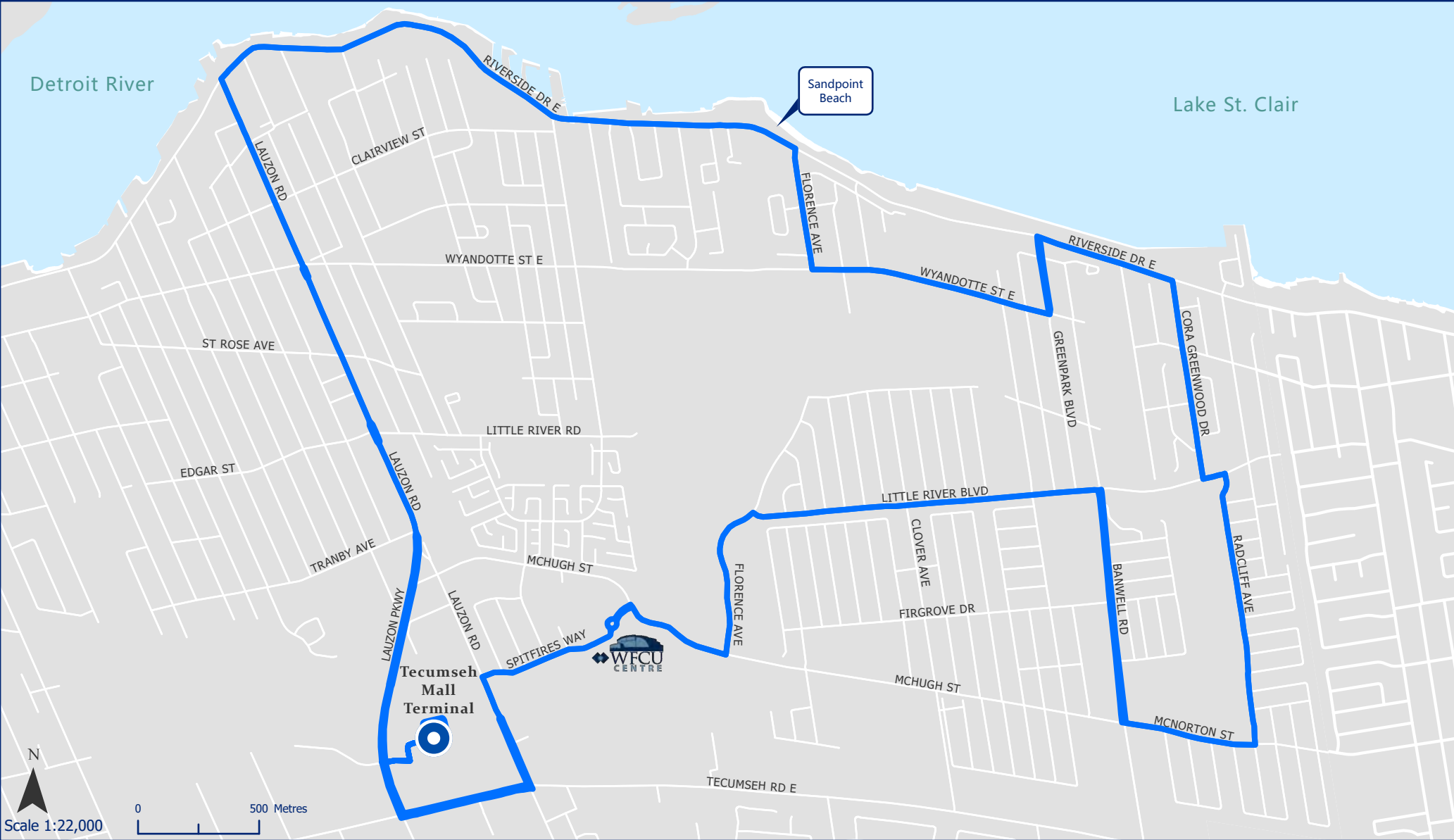
## Proposed Route 330 - Monday to Sunday

**Southbound** - Hotel Dieu Grace Healthcare Terminal to St. Clair College Terminal

**Northbound** - St. Clair College Terminal to Hotel Dieu Grace Healthcare Terminal



# Proposed Route 335



**Legend**

- Transit Terminal
- Proposed Route 335

**Proposed Route 335 - Monday to Sunday**

**Southbound** - Tecumseh Mall Terminal to WFCU Centre to Banwell to Riverside / Sandpoint Beach to Tecumseh Mall Terminal

**Northbound** - Tecumseh Mall Terminal to Riverside / Sandpoint Beach to Banwell to WFCU Centre to Tecumseh Mall Terminal

Special Meeting of Council - 2023 Operating & Capital Budgets - April 3, 2023  
Page 179 of 174



# Proposed Route 418X

Michigan, U.S.A.

Detroit River

Belle Isle, Michigan



University of Windsor



Hotel Dieu Grace Healthcare Terminal

Tecumseh Mall Terminal



WFCU CENTRE

**Legend**

-  Transit Terminal
-  Proposed Route 418X

**Proposed Route 418X - Weekdays Only (7:00 AM-10:00AM & 2:00 PM-7:00 PM)**

**Eastbound** - Hotel Dieu Grace Healthcare Terminal to Tecumseh Mall Terminal

**Westbound** - Tecumseh Mall Terminal to Hotel Dieu Grace Healthcare Terminal





**Subject: 2023 Sewer Surcharge Budget - City Wide**

**Reference:**

Date to Council: April 3, 2023

Author: Mark Spizzirri

Manager of Performance Measurement & Business Case Development

(519) 255-6100 ext. 6228

Carrie McCrindle

Financial Planning Administrator

(519) 255-6100 ext. 6153

cmccrindle@citywindsor.ca

Financial Planning

Report Date: February 17, 2023

Clerk's File #: AF/14372

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

**Recommendation:**

- I. THAT City Council **RECEIVE** the updated 2023 Sewer Surcharge Budget and 4-Year Sewer Surcharge Forecasts (2024-2027) as presented in Appendix A of the report; and,
- II. THAT the following wastewater rates **BE APPROVED** as soon as practicable:
  - A. Fixed Charge - To be based on the meter size as detailed in Appendix B (\$20.17 for residential customers)
  - B. Water Consumption Charge - To be based on a rate per cubic metre of water (\$3.11 per m<sup>3</sup> of water for residential users and \$3.04 per m<sup>3</sup> for commercial customers); and,
- III. THAT in order to avoid charging a surcharge on the water that is estimated to not have been returned to the sewer system, water consumption for the purpose of calculating the sewer surcharge bills for the extended summer months (May through October) continue to **BE BASED** on the lower of actual consumption or average winter usage (November through April) and that WUC continue to use the appropriate billing methodology to achieve this goal; and,
- IV. THAT Council **DIRECT** the City Solicitor to update the Sewer Surcharge Bylaw to reflect the new rates.

## **Executive Summary:**

As part of the annual budget process, Sewer Surcharge funded operations are reviewed in detail. Both operational needs, along with inflationary pressures and capital requirements are examined with an effort to reduce costs and identify operating efficiencies where possible, while maintaining appropriate service levels.

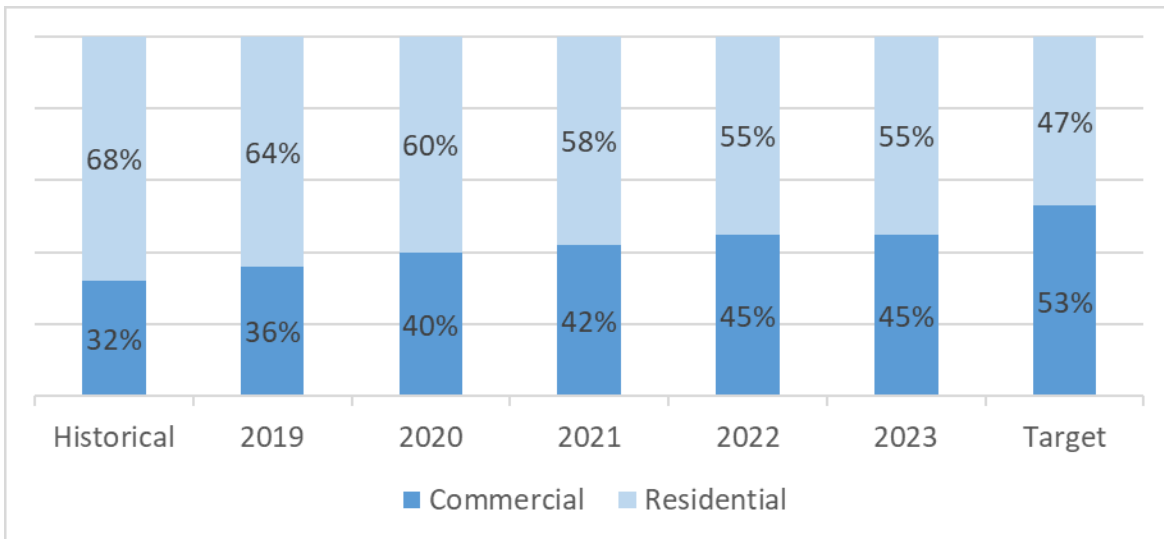
A large part of the budget review also includes a review of projected water consumption trends, which is completed annually in conjunction with the Windsor Utilities Commission (WUC). Water consumption trends are important in developing the annual Sewer Surcharge Budget as the City's sewer surcharge revenues are largely based on water usage. While this model represents a true usage-based fee, it also leaves a large portion of the sewer surcharge revenue vulnerable to changes in consumption patterns. Over the past number of years, conservation has impacted consumption and as a result revenues have been trending lower. While some variable costs are related to consumption and therefore would also tend to decline along with consumption, other costs are relatively fixed or are impacted by inflation, and therefore revenues tend to decrease by more than the related expenditure decreases. While conservation is laudable and welcomed from an environmental point of view, continued consumption decreases put pressure on the user rates.

A critical aspect that has continued to be considered as part of this year's review is the proportion of costs assigned to residential and commercial customers. Historically, the City's model had been developed apportioning costs using a 68% / 32% split between residential and commercial customers. Actual water consumption however, has typically been split 47% and 53% between residential and commercial customers, respectively.

The decision to realign the model to more accurately reflect actual usage began in 2019 through the gradual shift of costs from the residential to the commercial base. The 2023 sewer surcharge model has been developed with a cost split of 55% residential and 45% commercial, which is keeping in line with the cost split in the prior year. This split will continue to be assessed annually, as usage patterns stabilize from the COVID-19 pandemic impacts, with the goal of a continued shifting in future years until the model is aligned with the actual consumption-based allocation.

The following graph illustrates the shift in residential / commercial cost allocations over the last number of years. It should be noted that the COVID-19 pandemic has impacted water consumption patterns with increases being seen in actual residential consumption when compared to commercial consumption patterns. This impact will continue to be monitored and will factor into future adjustments as we move to re-align the budget to better match actual consumption splits.

## Residential/Commercial Cost Allocation



The 2023 Sewer Surcharge budget continues the commitment that the City has made to the very successful Basement Flooding Subsidy Program, with annual capital funding of \$1.2M for this program. The proposed budget also includes a \$1.25M annual increase in the transfer to the Pollution Control Plant Reserve, which provides dedicated funding for the essential capital work required in our pollution control plants and pumping stations. As a result of increased pricing for capital projects, the following additional funding has been included: \$4M for Sewer Master Plan related projects, \$4M to fund the Sewer Surcharge reserve which in turn funds capital projects, as well as an additional increase of \$1.0M to support inflationary pressures experienced in the overall capital program. The remaining increase of approximately \$2.37M will support necessary increases in operational and administrative services. Details regarding the programs that this additional funding will support are outlined in both the Financial Matters section of this report and in Appendix A. The budget also maintains the enhanced capital funding commitment of \$11M in annual funding to support work required as part of the recently approved Sewer Master Plan. These significant investments in sewer and flooding mitigation related works are important in order to achieve a long-term sustainable funding level to address the major investments required in our sewer and storm systems. The proposed Storm Water financing fee, that is currently being implemented, will provide further funding options and opportunities for Council to consider in order to assist in addressing the continued and increasing investments required by the City to mitigate the storm and flooding effects of climate change on a longer term basis. The eventual implementation of the Storm Water Financing Fee will also continue the shift of the cost allocation from residential to non-residential customers as it will be based on non-permeable surface area for each property.

Taking the foregoing factors into consideration, the 2023 Sewer Surcharge budget proposes that variable consumption rates be increased from \$2.90 to \$3.11 per cubic

metre of water used for residential customers and from \$2.11 to \$3.04 per cubic metre for commercial customers. An increase in the residential fixed meter rate from \$17.59 to \$20.17 per month, and increases to the fixed meter rates for commercial customers, are also recommended. It is important to note that largely due to the realignment of costs from residential to non-residential customers over the last 3 years, residential rates increases have essentially remained flat with negligible increases over this period. Recent impacts due to significant increases in construction prices resulting from inflationary pressures have necessitated the recommended residential increase in 2023.

### **Background:**

The sewer surcharge on the water bill has been in place since January 1, 1994. Until that date, sewer and sewage treatment costs were funded from the property tax levy. The intent of the surcharge is to charge a user fee on the estimated amount of water that is discharged into the sewer system and has to be treated prior to being released back into the environment. The change in methodology from a tax-based charge to the levying of a surcharge is consistent with a user pay model that allows a measure of control over the costs by allowing users to proactively manage their water consumption.

This report provides an update on the 2023 sewer surcharge rates and expected revenues based on meter and water consumption projections received from the Windsor Utilities Commission (WUC). Additionally, the update takes into account the capital expenditures projected to be required in the coming years due to aging infrastructure and significant climate change impacts on the sewer system. Significant inflationary pressures in recent years have added an additional burden to the planned sewer projects that will need to be funded going forward as many of these projects have matching grants that are conditional on project completion. The Sewer Surcharge budget is updated annually and a 4-year projection is submitted as part of the annual City budget (Appendix A).

### **Discussion:**

#### **City of Windsor Sewer Network Overview**

The City's sewer network consists of approximately 1,770 kilometres of the following four types of sewers:

- 1) **Storm Sewers** carry storm water runoff only. Storm sewers eventually drain to the Detroit River, untreated. There are approximately 819 kilometres of storm sewers within the City of Windsor (including force mains).
- 2) **Sanitary Sewers** are designed to convey residential, commercial and industrial waste to the City's wastewater treatment facilities. The City of Windsor maintains approximately 746 kilometres of sanitary sewers (including force mains).
- 3) **Combined Sewers** were constructed throughout the City until the 1950s. Combined sewers carry both storm water and sanitary waste in a single pipe. Storm water and sanitary water flow together to the City's wastewater treatment plants through 205 kilometres of combined sewers.

- 4) **Over-and-Under Sewers** consist of a dedicated sanitary sewer pipe with a larger, separate storm pipe installed directly over it. There are 29 kilometres (included in storm and sanitary totals) of over-and-under sewers in Windsor which flow to the City's wastewater treatment plants or untreated directly to the Detroit River.

Together, combined and over-and-under sewers represent approximately 13.2% of the entire sewer system.

In 2011, the City constructed the Mario Sonego Retention Treatment Basin (RTB) on the riverfront. The RTB was a major capital investment with a cost of approximately \$67M. The RTB captures, stores and treats combined sewer overflows that, prior to its construction, would otherwise have discharged directly to the Detroit River. Following a wet weather event, the solids retained by the RTB are conveyed by the riverfront sewer network to the LRWRP for further treatment.

The Sewer Master Plan, completed in November 2020, and the first phase of the Storm Water Financing Study, completed in January 2021, identified the levels of service and capital works required over the short and long-term time horizons in order to address our sewer, pumping stations, treatment plants and storm water systems. These plans also estimate the additional funding that will be required to undertake that work. The Sewer Master Plan's most immediate priorities have now been incorporated into the City's 10-year Capital Plan and future priorities will continue to be incorporated into future Capital Budgets. This plan is reviewed annually in order to ensure priority work is addressed and projected costs are updated to reflect inflationary pressures. The Stormwater Financing Implementation Plan is currently underway with the goal of establishing a separate and distinct Storm water fee in 2024 in order to create a dedicated funding source necessary for ensuring a well-functioning stormwater system well into the future.

## **Operating Expenditures**

The City of Windsor makes improvements and repairs annually to the City's complex system of underground pipes, sewers and catch basins. This requires an operating budget to not only maintain the operation of the Pollution Control plants and Pumping Stations, but also for the maintenance of the sewer system on an ongoing basis.

The City of Windsor has two wastewater treatment plants, the Lou Romano Water Reclamation Plant (LRWRP) and the Little River Pollution Control Plant (LRPCP). The Lou Romano Water Reclamation Plant serves approximately two-thirds of Windsor and accepts sanitary flow from the Town of LaSalle. The Little River Pollution Control Plant serves east Windsor and accepts sanitary flows from the Town of Tecumseh.

In addition to the two pollution control plants, the City has 45 pumping stations (6 sanitary, 5 combined and 34 storm), 8 combined sewer overflows (CSO) interceptors, 4 Oil and Grit Separators (OGS) and numerous storm water retention ponds. Pumping stations are a major component of the sewer network as they pump sanitary and storm water to the appropriate locations for either treatment or discharge. All sanitary pumping



stations have back-up power. All storm water pumping stations, with few exceptions, have either back-up power, overflows or excess storage capacity (i.e. storm water retention ponds).

All pumping stations are monitored remotely from the LRWRP. Pollution Control Wastewater Treatment and Collection Operators are licensed by the Ministry of Environment, Conservation and Parks, to operate the various facilities and perform regular preventative maintenance to ensure that the pumping stations and plants operate efficiently and without catastrophic failure.

In addition to Pollution Control operations, seventeen employees in the Public Works Operations sewer maintenance area perform sewer maintenance on the City's sewer network. The Sewer Maintenance Division has a preventative maintenance cleaning program wherein they routinely:

- Maintain sanitary sewers
- Clean storm sewers
- Clean catch basins
- Clean and grade municipal drains and roadside ditches
- Perform sewer locates

This work is supported by the following equipment or crews:

- 4 flushers
- 1 rodder
- 1 set of sewer bucket machines
- 1 interceptor inspection crew
- 1 eel crew
- 2 sewer location/ catch basin cleaning crews

Due to volume and complexity (heavy sedimentation, roots, etc.), it takes more time to clean the City's sanitary/combined sewer network (approximately 5 years for one cleaning cycle, subject to resource availability) than it does to clean the storm water sewers. Storm water sewers, which carry clear rainwater, are not as complicated as sanitary sewers to clean and therefore, it normally takes only 3 years to complete a cycle of cleaning the City's storm water sewer network. Rodding of sewers in areas of the City known for root infiltration occurs continuously and takes approximately 2.75 years to complete one cleaning cycle.

The City has a program in place to video sewers to assess their condition. Contractors are used for this function, as well as with all sewer repair and installations. Additionally, a system is in place to alert staff of upcoming forecasted rain events, which then allows them to proactively monitor the sewer system in order to address as many issues that arise as possible. Additional operating expenditures are incurred for various other sewer-related activities, street sweeping, repayment of debt charges for the Lou Romano Water Reclamation Plant upgrade and expansion, as well as administrative and support services.

The main drivers of the increase in operating expenses for 2023 are due to increased costs related to chemicals, fuels and oil, increases in utilities, and increased staffing and wage recovery costs. Overall, the proposed 2023 budget recommends a net increase of \$2,444,703 in operating expenditures, which represents a 6.6% increase over 2022 operating expenditures.

## **Capital Expenditures**

In recent years, the sewer surcharge contributed \$21.6M annually to fund sewer related projects in the capital budget (compared to approximately \$5M in the early 2000's). These expenditures fund sewer rehabilitation projects which reconstruct deteriorating sewers and support the installation of new sewers, as well as the replacement of old sewers. In addition, the downspout disconnection and basement flooding subsidy program, aimed at reducing basement flooding, are some of the worthwhile projects funded from the sewer surcharge. These ongoing capital expenditures are crucial in order to reduce the risk of basement flooding and to protect the environment.

Beginning in 2019, in anticipation of the significant investments required under the Sewer Master Plan and with consideration to various Disaster Mitigation Adaptation (DMAF) grant opportunities, City Council approved additional capital increases to the Sewer Surcharge budget. These increases added capital funding to begin to account for anticipated Sewer Master Plan work, along with additional funding to continue the Basement Flooding Subsidy Program and to address inflationary impacts.

Building on those investments, the 2023 budget proposes an overall capital increase of \$9M. This amount is made up of additional funding of \$4M recommended for Sewer Master Plan (SMP) related projects, the continued annual increase of \$1M to cover inflationary pressures related to capital works, and a transfer of \$4M to the Sewer Surcharge Reserve. As previously reported to City Council, capital projects, have been experiencing a significant increase in construction costs. The Construction Price Index for 2022 was 17%, with many City projects exceeding this inflationary index. The increase being recommended in the 2023 Sewer Surcharge budget will help with the rising construction costs so that the work planned can still proceed.

Additionally, in the recent past, the Sewer Surcharge Reserve has generally maintained a healthy balance. However, with recent flooding mitigation programs, grant applications, capital projects costs coming in higher than budget, and deficits within the Sewer Surcharge Operating Fund, the Sewer Surcharge Reserve balance as of January 31, 2023 has been reduced dramatically to a deficit position of approximately (\$220,383). The proposed increase in the annual transfer of \$4M to the Sewer Surcharge Reserve will go towards building back up the reserve so that sufficient funding is in place to assist in addressing any urgent funding request or grant matching opportunities that can be processed through the fund. This brings the total base budget for capital to \$48.3M.

The sewer surcharge also currently funds approximately \$7.8M of equipment purchases and replacements at the two water reclamation plants and the pumping stations through an annual transfer to the Pollution Control Reserve. Recognizing the need for continued maintenance and upgrades at these facilities, the 2023 Sewer Surcharge budget recommends additional funding be provided in order to assist in ensuring the

sustainability of the Reserve. The Pollution Control Reserve balance as at January 31, 2023 is \$7,027,975 and based on the current 15-year capital plan is expected to be in a deficit position as early as the end of 2023. An annual increase of \$2.5M is required to keep the Reserve in a positive balance through the next 15 years; however, in an effort to manage fiscal priorities and pressures, an increase of half that amount has been recommended in the 2023 budget with phased increases to follow in the coming years. This same methodology of phasing in increases was used in prior years. As a result, the proposed budgeted annual transfer to the reserve has been increased by \$1.25M for 2023. While the recommended increase will certainly have a positive impact on the future balance of the Reserve, as can be seen in the attached Appendix E, it is still not expected to be enough to fully fund the future needs of our Pollution Control assets. Also of note are the fluctuations in planned expenditures year over year. In the 2022 Capital Budget, planned expenditures for 2023 and 2024 were estimated at \$12.5M and \$7.57M respectively. During the 2023 Capital Budget review, planned expenditures for 2023 are now estimated to be \$15.6M and 2024 at \$9.6M. This is an increase of over 25% in just one year's time. Given ongoing inflationary pressures, there is a risk that planned expenditures for future years will need to continue to be increased to reflect actual projected costs. The capital plan, along with the available reserve balance, is analyzed annually as part of the budget process and will continue to be assessed in order to ensure its continued sustainability. Future annual increases of the same magnitude as that proposed in the current budget will likely be required as both plant and equipment age and required replacement and upgrades become necessary.

Combined, the 2023 recommended capital expenditure budget of \$48.3M, along with the increased Pollution Control Transfer to Reserve of \$9.0M, represent 59.1% of the total recommended Sewer Surcharge budget being allocated to capital projects.

## **Factors Impacting Sewer Surcharge Revenue**

Water consumption trends continue to show decreased consumption year-over-year; however it is difficult to predict if this trend will continue in future years. As previously mentioned, declining consumption puts upward pressure on surcharge rates. The reason for this is that a significant portion of costs related to wastewater are largely fixed and therefore reduced revenues from consumption cannot generally be offset by equal decreases in operating costs. The impact of water consumption on sewer surcharge revenues remains a significant risk to the sewer surcharge model.

In early 2021, Council endorsed the recommendations of a Stormwater Financing Study, which presented options for funding the City's stormwater system. The objective of this work is to establish a separate funding mechanism for the City's stormwater infrastructure that will assess costs based on a more accurate measure of a customers' burden, whether residential or commercial, on the stormwater system. As part of 2022 Budget deliberations, Council was asked to fund the Implementation Plan that will allow for the work of segregating the Stormwater component from the Sewer Surcharge budget to begin. This Implementation plan is currently underway and the new stormwater fee will result in substantial changes to the current Sewer Surcharge model. Council will continue to receive regular updates throughout the implementation of this project.

## Recommended Change in Rates

As a result of reduced water consumption, inflationary increases, construction cost increases and the need to adequately fund replacement of aging equipment, the 2023 Sewer Surcharge rates for residential customers are recommended to increase as follow:

Residential Customer Rates		
Sewer Rates	2022 Current Monthly Rates	2023 Proposed Monthly Rates
Fixed Sewer Charge	\$17.59	\$20.17
Variable Sewer Charge	\$2.90 per cubic metre of water used (reduced for excess summer consumption)	\$3.11 per cubic metre of water used (reduced for excess summer consumption)

The annual impact of these rate changes to the average residential consumer is detailed below:

Average Monthly Residential Customer Rate			
	2022	2023	Change (\$)
Fixed	\$17.59	\$20.17	\$2.58
Variable*	\$48.27	\$51.92	\$3.65
<b>Total</b>	<b>\$65.86</b>	<b>\$72.09</b>	<b>\$6.23</b>

\* Assumed average monthly consumption of 16.67 m<sup>3</sup> or 200m<sup>3</sup> annually

Under the proposed rates, consumers using the same quantity of water in 2023 as in 2022 will see an increase of \$6.23 per month, totalling \$74.76 per year, on their sewer surcharge bills. In addition, the “Winter Average Daily Usage” calculation continues to be used which allows the sewer surcharge rates to be applied to the **lower** of actual water usage or winter average for each customer. This ensures that excess summer water usage (for watering lawns, washing cars, etc.) is not used in calculating the sewer surcharge rates.

Commercial users will see varying increases depending on their size of service. Given that consumption for commercial customers varies significantly, analysis for the average commercial customer is shown below using a typical 1” service.

<b>Typical Commercial Customer Rates</b>		
<b>Sewer Rates</b>	<b>2022 Current Rates</b>	<b>2023 Proposed Rates</b>
Fixed Sewer Charge	\$162.85 for typical 1” service	\$189.31 for typical 1” service
Variable Sewer Charge	\$2.11 per cubic metre of water used (reduced for excess summer consumption)	\$3.04 per cubic metre of water used (reduced for excess summer consumption)

As previously mentioned, the City’s allocation model historically used a residential / commercial split of 68% / 32%. Actual consumption patterns however, reflect a 47% / 53% consumption split. As part of the 2019 Sewer Surcharge Budget, Administration began the process of adjusting the split in order to levy the costs in a way that more accurately reflects historical consumption patterns. In 2023, the budget reflects a split of 55% / 45%, which is the same split as prior year. It should be noted that since the COVID-19 pandemic water consumption patterns have been impacted with increases being seen in actual residential consumption rates when compared to commercial consumption rates. This impact will continue to be monitored and will factor into future adjustments as we move to re-align the budget to better match actual consumption splits. The overall shift of the cost burden from residential to non-residential customer will also be impacted by the implementation of the Storm Water financing charge as it will be based on the amount of non-permeable service for each property.

**Comparison of Charges**

The recommendations in this report aim to bring the residential and commercial/ industrial charges in-line with actual consumption patterns while continuing to support the capital investment required in our Storm and Sanitary programs. As shown in the chart below, the proposed 2023 split of 55% / 45%, along with the increased investments of almost \$12.7M for both the operating and capital budgets, results in the following expected comparisons to the provincial averages:

<b>Comparison of Projected 2023 Wastewater Costs, based on proposed 2023 budget</b>			
	<b>Residential</b>	<b>Commercial</b>	<b>Industrial</b>
<b>Annual Usage</b>	200 m3	10,000 m3	30,000 m3
<b>Provincial Average<sup>1, 2</sup></b>	\$680	\$22,577	\$65,423
<b>Windsor<sup>3</sup></b>	\$865	\$34,137	\$94,934
<b>Annual Difference</b>	\$185	\$11,560	\$29,511

Source: 2022 BMA Study

<sup>1</sup> The Provincial Average has been taken from the annual BMA Study, which looks at various sets of comparative data across all municipalities in Ontario.

<sup>2</sup> In order to provide comparable data, the Provincial Average for 2023 has been assumed to increase by 5.0% over the reported 2022 BMA Study results. This increase is reflective the actual annual increases reported for the BMA Provincial Average of Wastewater Costs, in all categories, since 2012.

<sup>3</sup> Commercial/Industrial rates have been calculated based on the City's average cost for all categories of pipe.

It is important to highlight that the higher rates are not indicative of inefficiencies. As an older municipality with aging infrastructure, the portion of Windsor's sewer surcharge revenues that go to fund capital projects ranks as one of the highest in the province. Additional factors, such as Windsor's flat topography requiring additional pumping stations, and Sewer Master Plan developed to address the recent flooding events have also contributed to increased sewer surcharge funding. In addition, the City is still rehabilitating areas of old combined, and over and under sewers that newer municipalities do not have in their sewer systems. The funds are put to good use to fund projects aimed at maintaining and updating our stormwater and wastewater management assets. Additionally, some municipalities may use revenues collected through property taxes and in some cases from separate storm water fees to pay for their sewer infrastructure and therefore, their sewer surcharge fees may not be entirely reflective of the costs to operate and maintain the municipalities' respective sewer infrastructure systems. It is further noted that with the upcoming implementation of a new storm water financing plan that the comparatives will likely change as direct result of the changing allocation of fees across the user groups.

Further, based on the 2022 BMA Study, when comparing the combined costs of property taxes, water, and the sewer surcharge, the average Windsor property owner pays **less** in total charges (\$4,845) than the provincial average (\$5,633). This comparison is outlined in the chart below.

<b>Combined Water, Sewer and Property Tax Costs</b>			
<b>(Residential – 2022)</b>			
	Windsor	Provincial Average	Windsor Over / (Below) Average
<b>Water</b>	\$543	\$603	(\$60)
<b>Sewer</b>	\$791	\$648	\$143
<b>Taxes*</b>	\$3,511	\$4,382	(\$871)
<b>Total</b>	\$4,845	\$5,633	(\$788)

Source: 2022 BMA Study

\* Taxes shown are for a single-detached bungalow for municipalities with a population of greater than 100,000.

Appendix C and Appendix D provide comparative data on both the cost and volume of wastewater that is treated by the City. Windsor treats, on a per capita basis, more water than the majority of municipalities across the country. This is due to combined sewers and older infrastructure.

All of this information is used to inform the development of the Sewer Surcharge rates.

### **Risk Analysis:**

As in prior years, there are a number of risks to be considered in conjunction with developing the 2023 Sewer Surcharge Budget and rates, some of which are summarized below:

*Operating Expenditure Risks* - The projections put forward are based on current estimates of the required expenditures relative to Pollution Control and Sewer Maintenance and Repair, etc. These estimates are expected to be reflective of final actual costs, however there is a moderate risk that fluctuations in expenditures as compared to budget may occur. Mitigation for this risk comes from quarterly variance monitoring and the Sewer Surcharge reserve fund.

*Water Consumption Risk* – Reduced consumption of water is an ongoing trend and places pressure on Sewer Surcharge revenues. Annual water consumption is an estimate and is subject to considerable variability. An additional variable has been introduced in recent years with the COVID-19 pandemic, as residential water usage has increased, while commercial volumes have decreased. While the usage patterns are expected to return to normal as we recover from the pandemic imposed restrictions, it is

too early to determine if any of these usage shifts will remain longer term. As such, it should be considered a moderate risk with respect to the model. Mitigation for this risk comes from regular variance monitoring, with variances being mitigated with funding from the Sewer Surcharge Reserve Fund.

*Capital Project Risks* - The capital budget reflects the best estimate of the capital costs required to complete the various projects under the capital plan. As with all budgets these represent management's best estimates of the expected capital costs; however, there is a moderate risk that costs may increase due to unforeseen issues that could not have been reasonably predicted. This risk has been amplified in recent years as inflationary pressures not seen in decades have impacted construction prices. Recommendations to mitigation for this risk includes increasing the capital funding for sewer projects by \$10.25M in 2023. In addition, ongoing review of capital project costs and is managed through the Capital Variance report.

*Risks from Possible Reduction in Capital Program* – Consideration may be given to the possibility of reducing the Capital Budget component of the Sewer Surcharge. Any consideration to such options should take into account existing and future grant matching agreements, the significant negative impacts on the infrastructure, and the inability to further combat basement flooding. There could also be a resultant impact on the ability to maintain the existing sewers, thereby reducing the pace of eliminating combined or leaky sewers. Mitigation for this risk comes from the development of the Asset Management Plan that will, on an ongoing basis, assist with the prioritization of capital projects.

*Risks related to the Pollution Control Reserve* – The Pollution Control Reserve funds the capital program in our Pollution Control plants and pumping stations. Funding requirements continue to increase due to aging infrastructure and high inflation rates, placing additional pressure on the reserve. Increases to the transfer to reserve are required in order to ensure that the reserve is adequately funded to meet the future capital needs of these facilities. Mitigation for this risk has been provided through a moderate increase to the Transfer to Reserve for 2023 with future additional phased increases in coming years. Future funding requirements continue to be assessed to ensure adequate funds are available.

*Risks from Depleting the Sewer Surcharge Reserve* – Options may be considered to reduce / deplete the sewer surcharge reserve in order to maintain, or even reduce, the sewer surcharge rates. This would leave the Corporation without an adequate dedicated reserve to fund any shortfalls. This is especially risky given the historical trend of declining revenues due to decreasing water consumption. As well, this would compromise the Corporation's ability to fund the City's share of projects funded by provincial grants that are announced periodically for sewer/wastewater purposes. It is important to note that \$3.5M from the Sewer Surcharge Reserve was used in 2017 to help fund the Basement Flooding Prevention Subsidy Program. This would not have been possible without an appropriate reserve fund. While considered a moderate risk, mitigation comes from the development of a five-year forecast to anticipate future pressures. The current balance in the Sewer Surcharge Reserve as at January 31, 2023 is a deficit of (\$220,383). A recommendation in the 2023 Sewer Surcharge budget is to increase finding for the Sewer Surcharge Reserve by \$4M to assist in funding any project costs exceeding budget and/or grant matching opportunities in the future.



## **Climate Change Risks**

### **Climate Change Mitigation:**

Analysis of historic emissions from wastewater facilities have indicated that emissions per litre of wastewater treatment have remained relatively consistent at 0.02 Tonnes CO<sub>2</sub>/Megalitre. However, overall emissions have fluctuated since 2014 levels due to varying volumes received at the wastewater treatment plants due to the quantity of stormwater/ground water inflow into the system. Higher wastewater volumes result in increases to treatment costs in part due to increased energy requirements to move higher volumes of water. Actions identified to mitigate risks associated with Climate Change Adaptation will have a co-benefit of reducing overall emissions from the reduction of stormwater and river water received at the wastewater treatment plants.

### **Climate Change Adaptation:**

Future climate change projections for Windsor predict an increase in annual rainfall, with more rain falling during most seasons with the exception of summer where a long-term decrease is predicted. The recent modelling of the region's rainfall intensity, duration and frequency (IDF) curves also indicates increases in storm intensities over the long-term. Annual precipitation has a direct impact on treatment costs. As well, the severity of the storms may also increase the risk that additional flooding may occur in our area.

Mitigation for this risk comes from the establishment of a budget that is based on historical averages and trends and monitoring through the quarterly variance reporting. In addition, there is the Sewer Surcharge reserve fund, if necessary. It should also be noted that, as the City further implements the Sewer Master Plan, less storm water would be directed to the treatment plants for processing, which is expected to reduce treatment costs.

Implementation of the Sewer Master Plan is a key initiative of the City' Climate Change Adaptation Plan and its objective to Strengthen Infrastructure Resiliency

### **Financial Matters:**

#### ***Operating Expenditures***

Sewer surcharge-funded operating costs are very challenging to reduce in the short term. Many of the Pollution Control plant processes are provincially legislated and must meet ever increasing environmental standards. Maintenance of the sewer system is also driven by required repairs, with most being reactionary in nature due to the age of the City's sewer infrastructure. Failing to provide ongoing maintenance will result in more expensive future replacement costs. Sewer maintenance and repair, drain maintenance, capital budget construction of sanitary, storm, storm relief and combined sewer replacement, and the support required for the above are all traditionally funded by the Sewer Surcharge.

The sewer surcharge-funded Operating Budget was reviewed in detail as part of the 2023 Operating Budget process in an effort to reduce costs and identify operating efficiencies, wherever possible. In total, operating expenses have increased by \$2,444,703, which represents a 6.57% increase over 2022 operating expenditures. Details regarding the individual budget issues impacting the Sewer Surcharge can be found in the 2023 Operating Budget documents and in Appendix A.

### ***Capital Expenditures***

In addition to the operating expenditure increase, the 2023 Sewer Surcharge budget includes a recommended increase of \$9.0M in annual capital funding, bringing the total capital expenditure budget to \$48.3M. This annual capital funding is used to fund sewer-related capital work, including the significant sewer and flood mitigation investments identified as part of the Sewer Master Plan review. The increase for 2023 has been earmarked to cover inflationary pressures on the capital budget and the Sewer Surcharge Reserve, and represents an increase of 22.88% on the total capital budget. Although this increase seems higher than the current inflation rate trend, it is inline with the increase that is being seen within construction costs.

As noted in the 2022 report to Council, estimates for the highly successful Basement Flooding Subsidy Program continue to be reviewed regularly, with program funding to be re-assessed on an annual basis. Through this review, baseline funding of \$1.2M was maintained in order to fund anticipated subsidy payments for the coming year.

### ***Contributions to the Pollution Control Equipment Replacement Reserve Fund***

Presently, the annual contributions to the Pollution Control Reserve total \$7,767,745. Given current contribution levels and capital spending projections, the Reserve is projected to be in a deficit position as early as the end of 2023. As a result, the 2023 Sewer Surcharge budget recommends an increase of \$1.25M in the annual transfer to the Pollution Control Reserve. While the increased transfer will have a positive impact on the Reserve balance in the short-term, additional funding increases must be considered in order to ensure sustainability going forward. Appendix E provides the 15-year projection for this Reserve.

### ***2023 Recommended Sewer Surcharge Budget***

In total Administration is recommending an overall increase to the 2023 Sewer Surcharge budget of \$12,694,703, as detailed in the table below. It is important to note that of the \$12.7M recommended overall increase, \$10.25M or 81% of the funding is for capital initiatives.

<b>Sewer Surcharge-Funded Expenditures</b>				
	<b>2022 Approved Budget*</b>	<b>2023 Recommended Budget</b>	<b>Change (\$)</b>	<b>Change (%)</b>
Operating	\$37,223,229	\$39,667,932	\$2,444,703	6.6%
Contribution to the Pollution Control Reserve Fund	\$7,767,745	\$9,017,745	\$1,250,000	16.1%
Capital				
- Base Funding	24,137,751	24,137,751	\$0	
- Basement Flooding Subsidy Program	1,200,000	1,200,000	\$0	
- Sewer Master Plan funding requirements	11,000,000	11,000,000	\$0	
- Inflation adjustment to protect purchasing power of base funding	3,000,000	4,000,000	\$1,000,000	
- Additional funding for SMP		4,000,000	\$4,000,000	
- Additional funding for SS Reserve		4,000,000	\$4,000,000	
Total Capital	\$39,337,751	\$48,337,751	\$9,000,000	22.9%
<b>Total Operating &amp; Capital</b>	<b>\$84,328,725</b>	<b>\$97,023,428</b>	<b>\$12,694,703</b>	<b>15.1%</b>

\*The 2022 Approved Budget has been adjusted to reflect post-budget administrative balancing adjustments.

## **2022 Year-End Results**

The City is reporting a 2022 budget surplus for its' Sewer Surcharge Operating Fund of \$1,109,586. This was largely due to an increase in the revenue collected as compared to the estimated amount. Changes in consumption patterns from the estimated consumption used in setting the rates resulted in higher revenue than budget. As has been past practice, any surplus realized at year end will be transferred to the Sewer Surcharge Reserve Fund. The current balance in the Sewer Surcharge Reserve balance as of January 31, 2023 is in a deficit of (\$220,383). This reserve is used as both a rate stabilization fund and a capital expenditure fund. The latter use is of particular importance as without it, matching provincial grants and the \$3.5 million in funding for the Basement Flooding Prevention Subsidy Program in 2017 would not have been possible.

**Options to Achieve 0% Overall Sewer Surcharge Levy Increase**

There are limited options available, should Council wish to keep the total Sewer Surcharge funded expenses unchanged for 2023. As previously mentioned, Administration, as with any budget, reviews both revenues and expenses in great detail to ensure cost effective and efficient operations. Many of the costs are driven by provincial environmental regulations, significant inflationary pressures not experienced in decades, and much needed capital expenditures for the City’s sewer infrastructure. Significant cost reductions could only come from reducing contributions for equipment replacement, capital projects or sewer maintenance. None of these are recommended as they would increase flooding risks and ministry compliance.

**Consultations:**

Windsor Utilities Commission  
 Pollution Control  
 Public Works Operations

**Conclusion:**

Given the recent trend of lower water consumption projections provided by WUC staff, increasing costs in the sewer surcharge operating fund, and the need to continue to fund much needed investments in the City’s sewer infrastructure, it is recommended that sewer surcharge budget increase by \$12,694,703 for 2023. It is also expected that significant additional funding will be required in the future as sewer infrastructure requirements are identified and prioritized for implementation to address basement flooding within the City.

**Planning Act Matters:**

N/A

**Approvals:**

Name	Title
Mark Spizzirri	Manager of Performance Measurement & Business Case Development
Tony Ardovini	Deputy Treasurer, Financial Planning
Chris Nepszy	Commissioner, Infrastructure Services

Name	Title
Joe Mancina	Commissioner, Corporate Services / Chief Financial Officer
Onorio Colucci	Chief Administrative Officer (A)

**Notifications:**

Name	Address	Email

**Appendices:**

- 1 Appendix A - Sewer Surcharge - 2023 Budget and Four Year Forecast (2024-2027)
- 2 Appendix B - 2023 Fixed Sewer Surcharge Rates
- 3 Appendix C - Wastewater WWTR210 - Megalitres of Treated Wastewater per 100,000 Population Integrated Systems
- 4 Appendix D - Wastewater WWTR315T - Total Cost of Wastewater Collection/Conveyance and Treatment/Disposal per Megalitre Treated
- 5 Appendix E - Pollution Control - Summary of Reserves (in thousands of dollars)

**Sewer Surcharge - 2023 Budget and Four Year Forecast (2024 - 2027)  
Forecast Based on Amended Rates @ January 1, 2023**

	2022	2023	2024	2025	2026	2027
	Final Budget (\$)	Recommended (\$)	Forecast (\$)	Forecast (\$)	Forecast (\$)	Forecast (\$)
<b>PUBLIC WORKS OPERATING EXPENDITURES</b>						
<b>POLLUTION CONTROL</b>						
Treatment Plants & Pump Stations	17,126,112	19,189,495	19,765,180	20,358,135	20,968,879	21,597,946
Depreciation (Transfer To Reserves for Equipment Replacement)	7,767,745	9,017,745	9,017,745	9,017,745	9,017,745	9,017,745
	24,893,857	28,207,240	28,782,925	29,375,880	29,986,624	30,615,691
<b>SEWER MAINTENANCE &amp; REPAIR</b>						
PW - Operations	6,961,739	6,898,382	7,105,333	7,318,493	7,538,048	7,764,190
PW - Environmental Services	1,924,256	1,924,256	1,981,984	2,041,443	2,102,686	2,165,767
PW - Engineering & Corporate Projects	305,565	681,932	702,390	723,462	745,166	767,520
PW - Administration	194,412	194,412	200,244	206,252	212,439	218,812
Finance Administration	102,703	102,703	105,784	108,958	112,226	115,593
	9,488,675	9,801,685	10,095,736	10,398,608	10,710,566	11,031,883
<b>Total Public Works Operating Budget Expenditures</b>	<b>34,382,532</b>	<b>38,008,925</b>	<b>38,878,660</b>	<b>39,774,488</b>	<b>40,697,190</b>	<b>41,647,574</b>
<b>CAPITAL EXPENDITURES</b>						
Public Works Capital Expenditures	24,137,751	24,137,751	24,137,751	24,137,751	24,137,751	24,137,751
Baseline Funding Inflation	3,000,000	4,000,000	5,000,000	5,000,000	5,000,000	5,000,000
Basement Flooding Subsidy	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000
Enhanced Sewer Master Plan Projects	11,000,000	11,000,000	11,000,000	11,000,000	11,000,000	11,000,000
Additional funding for Sewer Master Plan Projects	-	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000
Additional funding for SS Reserve	-	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000
<b>Total Capital Expenditures</b>	<b>39,337,751</b>	<b>48,337,751</b>	<b>49,337,751</b>	<b>49,337,751</b>	<b>49,337,751</b>	<b>49,337,751</b>
<b>TOTAL PUBLIC WORKS EXPENDITURES</b>	<b>73,720,283</b>	<b>86,346,676</b>	<b>88,216,411</b>	<b>89,112,239</b>	<b>90,034,941</b>	<b>90,985,325</b>
<b>OTHER EXPENDITURES</b>						
Debt Servicing Costs - LRWRP 20 Year Debenture	2,565,079	2,565,079	2,565,079	2,565,079	2,565,079	2,565,079
ENWIN Administration Fee / WRAP Funding	2,682,979	2,801,289	2,885,328	2,971,888	3,061,044	3,152,875
Overhead Allocation (Transfer to Current)	5,160,384	5,160,384	5,160,384	5,160,384	5,160,384	5,160,384
Appeal Refunds & General Expenses	200,000	150,000	150,000	150,000	150,000	150,000
<b>TOTAL OTHER EXPENDITURES</b>	<b>10,608,442</b>	<b>10,676,752</b>	<b>10,760,791</b>	<b>10,847,351</b>	<b>10,936,507</b>	<b>11,028,338</b>
<b>TOTAL OF ALL EXPENDITURES</b>	<b>84,328,725</b>	<b>97,023,428</b>	<b>98,977,202</b>	<b>99,959,589</b>	<b>100,971,448</b>	<b>102,013,663</b>
<b>SURCHARGE REVENUES</b>	<b>84,328,725</b>	<b>97,023,428</b>	<b>98,977,202</b>	<b>99,959,589</b>	<b>100,971,448</b>	<b>102,013,663</b>
<b>NET CHANGE IN SEWER SURCHARGE OPERATING FUND #28</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**NOTES:**

- A - Assumes general expenditures increase at a rate of 3.0% per annum (2024-2027) for inflation.
- B - Overhead expenditure allocation based on 7% of total Public Works expenditures for 2022
- C - Revenues are based on 2023 water meter and consumption projections received from WUC.
- D - The chart above is meant to reflect the net wastewater expenditures funded by the sewer surcharge. Therefore, expenditures and revenues in the chart exclude approximately \$2.5 million in expenses funded directly by billings to the towns of Lasalle & Tecumseh.

**It should be stressed that both the Windsor Utility Commission's water consumption and Public Works' expenditure figures are projections. As with all projections, they are based on a number of variables and assumptions that, if not achieved, may materially impact the results of this model. This is especially true for longer term projections such as this.**

**2023 Fixed Sewer Surcharge Rates**

**Residential Accounts**

Stand Alone Fixed Sewer Surcharge:       \$           20.17

**Commercial Accounts**

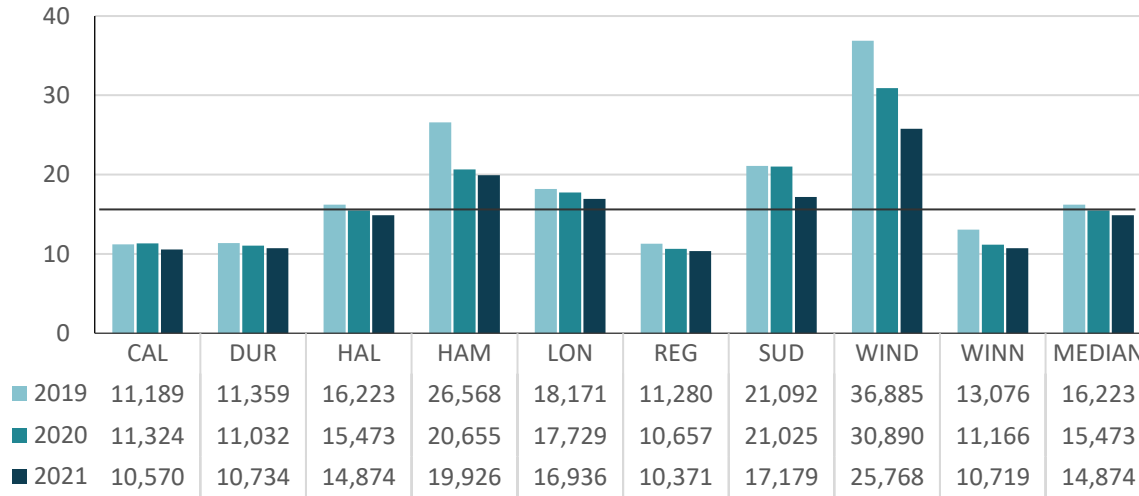
Meter Size		Stand Alone Fixed Sewer Surcharge
Less than 1"	Less than 25mm	\$           20.17
1"	25mm	\$       189.31
1 1/2"	40mm	\$       443.49
2"	51mm	\$       740.31
3"	75mm	\$   1,330.51
4"	100mm	\$   2,356.06
6"	150mm	\$   4,301.99
8"	200mm	\$   7,167.95
10"	250mm	\$ 11,808.25

# Wastewater

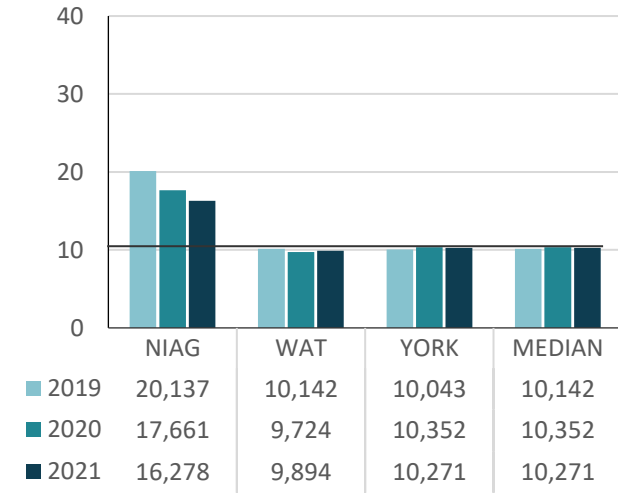
## WWTR210 - Megalitres of Treated Wastewater per 100,000 Population

**Integrated Systems:** The term applies to municipalities that have full responsibility for all wastewater activities including collection, conveyance, treatment and disposal. **Two-Tier System:** The term applies to municipalities that have responsibility for components of wastewater activities.

Integrated (In Thousands)



Two Tier (In Thousands)



**Hamilton:** The 2019 wastewater flows were much greater primarily due to high surface water levels in Lake Ontario which surcharged into the combined sewer collection system in the spring and summer. In addition, total precipitation levels were greater in 2019 (1087 mm in 2019 vs. 797.1 mm in 2020).

**Niagara, Waterloo and York:** Responsible for all components with the exception of collection which is the responsibility of local municipalities within their boundaries.

**Sudbury:** March and April 2020 had much higher wastewater flows due to the amount of precipitation.

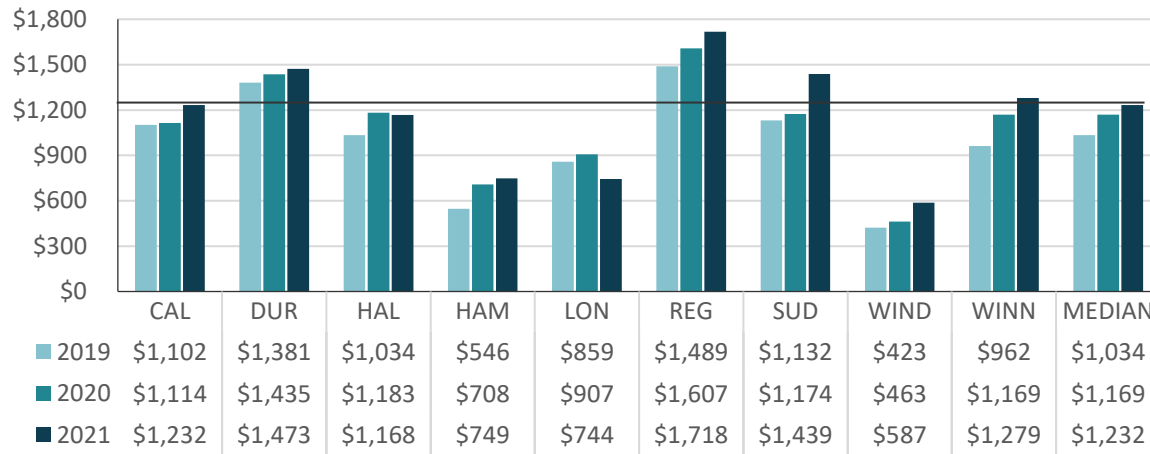


# Wastewater

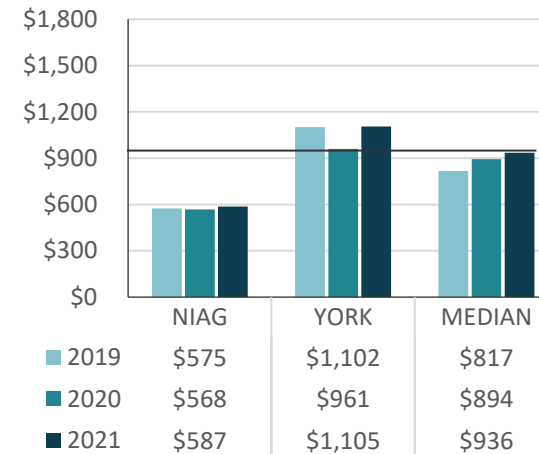
## WWTR315T - Total Cost of Wastewater Collection/Conveyance and Treatment/Disposal per Megalitre Treated

This measure reflects the combined total cost for the collection, conveyance, treatment and disposal of wastewater. Municipalities providing service over a broad geographic area generally have higher operating costs due to the number and type of wastewater pumping stations and treatment plants operated. The distance between the individual system has an impact on the daily operating costs for wastewater treatment/disposal and collection/conveyance. Amortization can vary significantly from year to year depending on the type of infrastructure, capital fund expenditures, etc. Refer to WWTR210 for description of Integrate and Two-Tier Systems.

Integrated



Two Tier



Regina: Operating expense for WWTP includes scheduled capital upgrades for certain years throughout the contract and will fluctuate.

Sudbury: Treatment costs remained relatively even to 2020, but the amount of water treated was down 18% resulting in higher costs.

Waterloo: Does not report - responsible for treatment and disposal only. See WWTR310T.

York: The Region is responsible for treatment costs on behalf of 9 local municipalities. The decrease in total cost of wastewater treatment/disposal per ML Treated from 2019 to 2020 was attributed to the reclassification of some prior year capital expenditures.

**Pollution Control - Summary of Reserves (in thousands of dollars)**

**With Proposed Increase to PC Reserve**

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2034	2035	2036
Opening Balance, Reserves*	7,028	(486)	(2,105)	1,644	5,716	11,416	12,493	13,594	14,719	15,868	17,043	18,244	19,471	20,725	22,007
Closed Capital Projects															
Annual Contribution	7,318	7,318	7,318	7,318	7,318	7,318	7,318	7,318	7,318	7,318	7,318	7,318	7,318	7,318	7,318
Annual Contribution - Increase	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250
Interest Revenue / (Expense)**	57.57	- 41.80	- 18.62	66.48	172.80	246.55	270.24	294.45	319.20	344.49	370.34	396.75	423.75	451.34	479.54
Less: LRWRP Expenditures	(5,388)	(3,215)	(2,120)	(2,503)	(1,420)	(4,960)	(4,070)	(4,612)	(5,569)	(4,437)	(3,850)	(2,931)	(3,199)	(2,814)	(2,814)
Less: LRPCP Expenditures	(8,647)	(4,950)	(570)	(800)	(920)	(1,657)	(1,980)	(799)	(889)	(1,954)	(2,718)	(3,324)	(3,241)	(3,481)	(3,481)
Less: Pump Station Expenditures	(1,605)	(1,480)	(1,610)	(760)	(200)	(621)	(1,188)	(1,827)	(780)	(847)	(669)	(982)	(798)	(943)	(943)
Less: Unforeseen Repairs / Other projects	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)
Less: Planned Spending															
<b>Ending Balance, Reserves</b>	<b>(486)</b>	<b>(2,105)</b>	<b>1,644</b>	<b>5,716</b>	<b>11,416</b>	<b>12,493</b>	<b>13,594</b>	<b>14,719</b>	<b>15,868</b>	<b>17,043</b>	<b>18,244</b>	<b>19,471</b>	<b>20,725</b>	<b>22,007</b>	<b>23,317</b>

\* Reserves - Balance of Fund 208, as of January 31, 2023, less known expenditures forth coming

\*\* Interest - Assumes that funds are kept in the City's banking accounts and earn interest at prime less 1.75%. Currently, Scotiabank's prime interest rate is 3.95%. Interest rates were not projected to change substantially for the foreseeable future.

**Subject: Essex-Windsor Solid Waste Authority 2023 Budget - City Wide**

**Reference:**

Date to Council: April 3, 2023

Author: Mark Spizzirri

Manager, Performance Measurement & Business Case Development

mspizzirri@citywindsor.ca

519-255-6100 Ext. 6411

Financial Planning

Report Date: 3/2/2023

Clerk's File #: SW/14547

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

**Recommendation:**

That City Council **APPROVE** the 2023 Essex-Windsor Solid Waste Authority budget, attached as Appendix A.

**Executive Summary:**

N/A

**Background:**

In accordance with the Essex-Windsor Solid Waste Authority (EWSWA) Agreement, both City and County Councils are required to approve the EWSWA budget once it has been approved by the EWSWA Board. On February 7, 2023, the Board met to deliberate and ultimately approved the EWSWA's 2023 budget. The Authority's budget is now before City Council for consideration and was presented to County Council at their meeting on March 1, 2023.

In order to guide the EWSWA Board in their budget deliberation, the Board considered a February 2018 recommendation from a joint report of the CAOs of the City of Windsor and the County of Essex which supported a commitment to *"work towards a sustainable, balanced budget over the next ten years while maintaining appropriate reserve funds and avoiding significant spikes in tipping fees."*

**Discussion:**

The 2023 EWSWA budget was developed in consultation with both City and County Administration. For 2023, it is proposed that the amount levied to Windsor and the seven County of Essex municipalities will increase by 4.1% over 2022 base costs. This

equates to a total net budget increase to the Authority of \$566,240. The City and County municipalities are also projected to contribute increased tonnage to the landfill resulting in additional revenues of \$41,820 to the EWSWA.

As part of the Authority's annual budget preparation process, a 15-year forecast is prepared. This forecast shows that in order to achieve a balanced budget by 2027, the amount assessed annually by the Authority to the City of Windsor and the 7 County municipalities will need to increase 4.1% for each year beginning with the 2019 budget. It is acknowledged that this is a significant annual increase but it is required due to increasing Authority costs relative to debenture repayments and other non-discretionary costs. Also contributing to the increase is the need to gradually move away from the unsustainable past practice of budgeting revenue to come from the Rate Stabilization Reserve, a practice that if continued, would eventually have resulted in a very dramatic rate spike. For 2023, the budgeted draw from the reserve has been set at \$3,757,380.

Appendix A, submitted by the General Manager of the Essex-Windsor Solid Waste Authority, provides details regarding the Authority's 2023 Operational Plan and its related impacts to both the City of Windsor and County municipalities. It also provides relevant information influencing the development of the 2023 Budget, including details with respect to the 15-year plan.

### **Risk Analysis:**

EWSWA continues to face challenges in maintaining a consistent non-municipal revenue stream. Non-municipal revenue includes the sale of blue/red box materials and tipping fees from the private sector. Recycling material sales involve fluctuating commodity prices and are subject to supply and demand in the market place for items such as newspapers, aluminum cans and cardboard. Revenues in this sector are extremely difficult to predict given the volatility of the market. Revenue from tipping fees is also somewhat variable as both consumers and producers work to reduce the waste they generate.

With respect to the Authority's 15-year Planning Forecast, EWSWA continues to draw from its Rate Stabilization Reserve in order to fund budgeted, annual operating deficits. The Authority has balanced its budget by way of transfers from its Rate Stabilization Reserve in order to moderate the increases required from the City and County municipalities and to draw down the balance in the Reserve Fund to an appropriate level. There is a risk that should the Authority experience financial stress, significant increased assessments to the municipalities may be required in future years. Annual rate increases are being proposed in the 15-year plan in order to minimize this risk.

There are several important changes coming to the waste management sector in the coming years. Anticipated impacts as a result of a shift to Extended Producer Responsibility (EPR) and potential impacts as a result of the province's mandated organics requirements continue to be assessed. Their impact on the EWSWA budget, and ultimately the City and County budgets, will be brought forward in future reports, as they are known. At this time work is underway with EWSWA and the County to determine the optimal solution and related costs to meet the provincial organics mandate.

## Climate Change Risks

### Climate Change Mitigation:

N/A

### Climate Change Adaptation:

N/A

### Financial Matters:

As a result of the proposed EWSWA budget increase and adjusted expected tonnage estimates, the City of Windsor's assessment for 2023 will increase by \$342,910 for waste and decrease by \$50,400 for yard waste, for a total increase of **\$292,510** as outlined in the following chart.

NET BUDGET IMPACT BASED ON 2023 EWSWA BUDGET – CITY OF WINDSOR	2022	2023	Increase	
			\$	%
EWSWA Fixed Cost Allocation Increase	\$5,084,516	\$5,331,706	\$247,190	
Tipping Fee Increase (58,000 tonnes)	\$2,320,000	\$2,378,000	\$58,000	
<b><i>Budget Increase Prior to 2023 Growth Related Tonnage Increase</i></b>	\$7,404,516	\$7,709,706	<b>\$305,190</b>	<b>4.1%</b>
Additional tonnage for 2023 (EWSWA estimate of 920 tonnes)	N/A	\$37,720	\$37,720	
<b><i>Budget Requirement for Fixed Costs and Waste Tipping Fees</i></b>	\$7,404,516	\$7,747,426	<b>\$342,910</b>	<b>4.6%</b>
Yard Waste Tipping Fees (6,500 tonnes)	\$323,400	\$273,000	(\$50,400)	
<b><i>Budget Requirement For EWSWA Fixed Cost Increase and Waste/Yard Waste Tonnages</i></b>	<b>\$7,727,916</b>	<b>\$8,020,426</b>	<b>\$292,510</b>	<b>3.8%</b>

The City's 2022 Operating Budget for both the EWSWA fixed fee and tip fees based on 2022 anticipated tonnages was **\$7,452,314**. For 2023, the following recommended budget increases have been brought forward for Council's consideration as part of the 2023 Operating Budget documents:

BI 2023-0093	Budget Increase for Landfill Tipping Fees and EWSWA Fixed Costs	\$ 300,480
BI 2023-0271	Increase in Waste Tonnage	\$ 200,000
	<b>2023 Recommended Budget Increase -</b>	<b>\$ 500,480</b>

The 2023 Budget recommendations of \$500,480 will increase the 2023 City budget to \$7,952,794, resulting in a minor difference of \$67,632 when compared to the 2023 EWSWA approved budget. Given the reduction in the 2023 Landfill #3 Perpetual Care account, a budget adjustment will be made to cover the \$67,632 difference in the EWSWA fixed fee and tip fees account.

Tonnages will continue to be monitored throughout 2023 and adjusted with EWSWA projections through future budgets in order to ensure that adequate budgets continue to be established going forward.

In addition to the assessed fixed costs and tip fees noted above, perpetual care costs are assessed to the City of Windsor for costs related to Landfill #3. These costs are budgeted separately and for 2023 are expected to decrease by **\$139,037** largely as a result of the loan for the clay capping project being fully paid off in 2022. This saving was partially offset by increased leachate costs.

Landfill #3 - Perpetual Care	2022	2023	Increase	
			\$	%
<b>Budget Requirement for Landfill #3 - Perpetual Care</b>	\$619,948	\$480,911	<b>(\$139,037)</b>	<b>(22.4%)</b>

With respect to Landfill #3 Perpetual Care costs, a reserve account was established in 2014 as a means to maintain a consistent budget for this expenditure while absorbing leachate cost fluctuations as a result of clay capping that occurred at the Landfill as part of the Herb Gray Parkway project. The intent was to have annual surpluses and deficits related to the continued maintenance of Landfill #3 flow through this account while holding the budget constant. For 2023, other than the reduction of \$67,632 to fund the EWSWA fixed and tipping fee budget difference, resulting in a budget of \$539,715, Administration is not recommending a change to this budget line item. Rather, as in previous years, any surplus or deficit related to Landfill #3 will be transferred to/(from) the Reserve at year-end. The balance in Reserve #1790 is currently \$239,548 as at December 31, 2022, which is sufficient to accommodate future expected cost increases for Landfill #3.

**Consultations:**

Anne Marie Albidone – Manager of Environmental Services

Cindy Becker – Financial Planning Administrator, Public Works Operations

**Conclusion:**

The proposed 2023 increase for the EWSWA budget represents a balanced approach to addressing budget pressures while ensuring sustainable funding through gradual increases in tipping fees and municipal allocations.

**Planning Act Matters:**

N/A

**Approvals:**

<b>Name</b>	<b>Title</b>
Mark Spizzirri	Manager of Performance Measurement & Business Case Development
Anne Marie Albidone	Manager of Environmental Services
Shawna Boakes	Executive Director Operations/Deputy City Engineer
Tony Ardovini	Deputy Treasurer – Financial Planning
Chris Nepszy	Commissioner of Infrastructure Services
Joe Mancina	Commissioner of Corporate Services/ Chief Financial Officer
Onorio Colucci	Chief Administrative Officer

**Notifications:**

<b>Name</b>	<b>Address</b>	<b>Email</b>
Michelle Bishop, General Manager – Essex Windsor Solid Waste Authority	360 Fairview Avenue West, Suite 211 Essex, ON N8M 3G4	mbishop@ewswa.org

**Appendices:**

- 1 Appendix A - Essex-Windsor Solid Waste Authority 2023 Budget



## Administrative Report

Office of the General Manager

Essex-Windsor Solid Waste Authority

To: Mayor Drew Dilkens and Members of Windsor Council

From: Michelle Bishop, CPA, CGA  
General Manager, Essex-Windsor Solid Waste Authority

Steffan Brisebois, CPA  
Manager, Finance & Administration

Date: April 3, 2023

Subject: Essex-Windsor Solid Waste Authority 2023 Budget

### Process and Purpose

#### EWSWA Budget Approval Process

---

Section 5(d) of the 1994 Agreement between the City of Windsor and County of Essex that created the Essex-Windsor Solid Waste Authority (the Authority) states: "The Authority shall report to a regularly scheduled meeting of each of the City and County Councils by the end of each year...and shall submit an operational plan and budget as referred to herein and shall ask for approval from each of the City and County Councils."

#### Purpose

---

Therefore, the purpose of this report is to request approval from the City of Windsor for:

The Authority's 2023 budget which includes a 4.1% increase to what was assessed to Windsor and the 7 County municipalities for 2022 totaling \$566,240.



The 2023 increase represents \$305,190 for the City of Windsor, which is in addition to the \$7,404,520 that was budgeted to be assessed to Windsor for 2022. Further, for 2023, the City of Windsor is forecasted to be assessed an additional \$37,720 related to the estimated increase in the amount of refuse delivered for disposal from 58,000 tonnes budgeted in 2022 to 58,920 tonnes estimated for 2023.

The 2023 increase represents \$261,050 for County of Essex municipalities, which is in addition to the \$6,406,220 that was budgeted to be assessed to those municipalities for 2022. Further, for 2023, the 7 County municipalities are forecasted to be assessed an additional \$4,100 related to the estimated increase in the amount of refuse delivered for disposal from 53,350 tonnes budgeted in 2022 to 53,450 tonnes estimated for 2023.

Additional tonnage forecasts are estimates and may not be realized in 2023.

## Background

On February 7, 2023 the Board of the Essex-Windsor Solid Waste Authority met to deliberate the Authority's 2023 Operational Plan and Budget. After discussion, the budget was approved.

## Budget Guidance

---

In order to guide the EWSWA Board as it deliberated the 2023 draft Budget document, the Board considered a February 2018 recommendation from the CAOs of the City of Windsor and the County of Essex. The recommendation stemmed from a report prepared by the CAOs which served to assist in resolving the matter of the approval of the 2017 and 2018 EWSWA budgets.

The recommendation, as contained within the report, was as follows:

*THAT the Board acknowledge the built-in budget pressures due to increasing debenture payments and other non-discretionary costs and commit to working towards a sustainable, balanced budget over the next ten years while maintaining appropriate reserve funds and avoiding significant spikes in tipping fees.*

With 2018 being Year 1 of the 10-year period this means that the objective is to attain a balanced budget by the time of the preparation of the 2027 budget.

The same recommendation was presented both to County Council in February 2018 and Windsor Council in March 2018 as part of their consideration and approval of the Authority's 2018 budget.

## 15 Year Budget Forecast (attached to this report)

As part of the annual budget preparation process, a 15-year forecast is prepared. A copy of the forecast is attached to this report. This forecast shows that in order to have a balanced budget by 2027 and replenish the Rate Stabilization Reserve, the amount assessed annually by the Authority to the City of Windsor and the 7 County municipalities will need to increase 4.1% for each year to and including 2027 with a reduced increase being projected for 2028 as the budget is being projected as being balanced for that year.

The outcome of these annual increases of 4.1% for each year is that the Authority's budget will be balanced without the requirement for a contribution from the Rate Stabilization Reserve.

Prior and projected increases:

2017	0%
2018	2.0% (Year 1 of the Balanced Budget Objective)
2019	4.1% (Year 2 of the Balanced Budget Objective)
2020	4.1% (Year 3 of the Balanced Budget Objective)
2021	4.1% (Year 4 of the Balanced Budget Objective)
2022	4.1% (Year 5 of the Balanced Budget Objective)
2023-27	4.1% (For each of those 5 years)
2028	2.0% (2028 being Year 10 of the Balanced Budget Objective)

## EWSWA Approved Budget Recommendations

The following are the full 2023 budget recommendations approved by the EWSWA Board at its February 7, 2023 meeting.

1. Approve the 2023 Expenditure and Revenue budget estimate figures excluding the municipal Total Waste Management Fee (Tip Fee) and the municipal Fixed Cost Assessment.
2. Increase the Total Waste Management Fee by \$1.00 per tonne to \$41.00/tonne from \$40.00/tonne. This is the fee assessed to municipalities for each tonne of refuse delivered for disposal. This results in \$111,350 based on the 2022 municipal tonnage level plus an additional \$41,820 due to an increase in municipal tonnes from 111,350 in 2022 to 112,370 in 2023.
3. Increase the fixed cost assessment to Windsor and the 7 County municipalities based on the following chart. Fixed costs are assessed based on population per the 2021 census.

Municipality	2021 Budgeted Fixed Cost Assessment	2022 Budgeted Fixed Cost Assessment	Year Over Year Increase
Windsor	\$5,084,516	\$5,331,706	\$247,190
Amherstburg	\$520,805	\$546,125	\$25,320
Essex	\$469,708	\$492,543	\$22,835
Kingsville	\$489,700	\$513,507	\$23,807
Lakeshore	\$894,650	\$938,144	\$43,494
Lasalle	\$724,420	\$759,640	\$35,220
Leamington	\$657,095	\$689,040	\$31,945
Tecumseh	\$515,846	\$540,925	\$25,079
Total County	\$4,272,224	\$4,479,924	\$207,700
Total	\$9,356,740	\$9,811,630	\$454,890

(The sum of \$111,350 from Recommendation 2 and \$454,890 from Recommendation 3 equates to \$566,240. This represents a 4.1% increase to the 2023 budgeted total municipal assessment of \$14,376,980.)

4. Approve the Fee Schedule (see attached).
5. That any resultant surplus from 2022 operations be contributed to, or funded by, the Rate Stabilization Reserve.
6. That any resultant surplus/(deficit) from 2023 operations be contributed to, or funded by, the Rate Stabilization Reserve.

## Discussion

Attached to this report are expenditure and revenue schedules showing 2023 budget figures as well as 2022 budget and projection figures. A summary table is presented as follows:

Summary (Excluding Perpetual Care for Landfills 2 and 3)

	2022 Budget	2022 Projection	2023 Budget	2023 vs 2022
<u>EXPENDITURES</u>				
Operating Expenditures	\$31,330,910	\$33,816,340	\$35,106,390	
Capital out of Current	\$22,300	\$112,870	\$38,600	
Total Expenditures	\$31,353,210	\$33,929,210	\$35,144,990	
<u>REVENUE - Non-Municipal</u>				
ICI Tip Fees; Recycling Sales; Blue Box Funding; Other	(\$16,355,170)	(\$21,484,820)	(\$16,968,810)	
Amount Required from Municipalities	\$14,998,040	\$12,444,390	\$18,176,180	
<u>REVENUE - From Municipalities</u>				
Fixed Cost Allocation Admin+Compensation +Debenture)	(\$9,356,740)	(\$9,356,740)	(\$9,811,630)	
Total Waste Mgt Fee - 2022 111,350 Tonnes as Base:				
(2022 – 111,350 @ \$40) (2023 - 111,350 @ \$41)	(\$4,454,000)	(\$4,369,200)	(\$4,565,350)	
Sub-Total - Revenue from Municipalities	(\$13,810,740)	(\$13,725,940)	(\$14,376,980)	4.10%
Increase in Muni. Tonnes 2023 vs 2022 if realized:				
(2022 - 111,350) (2023 - 112,370) = 1,020 Tonnes @ \$41	\$0	\$0	(\$41,820)	
Total Revenue from Municipalities	(\$13,810,740)	(\$13,725,940)	(\$14,418,800)	
Surplus (Deficit)	(\$1,187,300)	\$1,281,550	(\$3,757,380)	

In order to balance the 2023 budget a (\$3,757,380) contribution from the Authority's Rate Stabilization Reserve will be required. This reserve is used to smooth out any large increases to the municipal Total Waste Management Fee.

## Population and Tonnage

---

The following table shows the population and tonnage figures that are used to allocate and assess charges to the County municipalities and the City of Windsor in regard to the Fixed Cost Allocation and the Total Waste Management Fee (tipping fee).

Municipality	Population (2021 Census)	Tonnes 2023	Tonnes 2022
Windsor	229,660	58,920	55,800
County	192,970	53,450	53,350
Total	422,630	112,370	111,350

## 2022 Budgeted Deficit vs. 2022 Projected Deficit - \$2,468,850 Favourable Variance

---

The \$2,468,850 favourable variance between the 2022 budgeted deficit of (\$1,187,300) and the 2022 projected surplus of \$1,281,550 is attributed to:

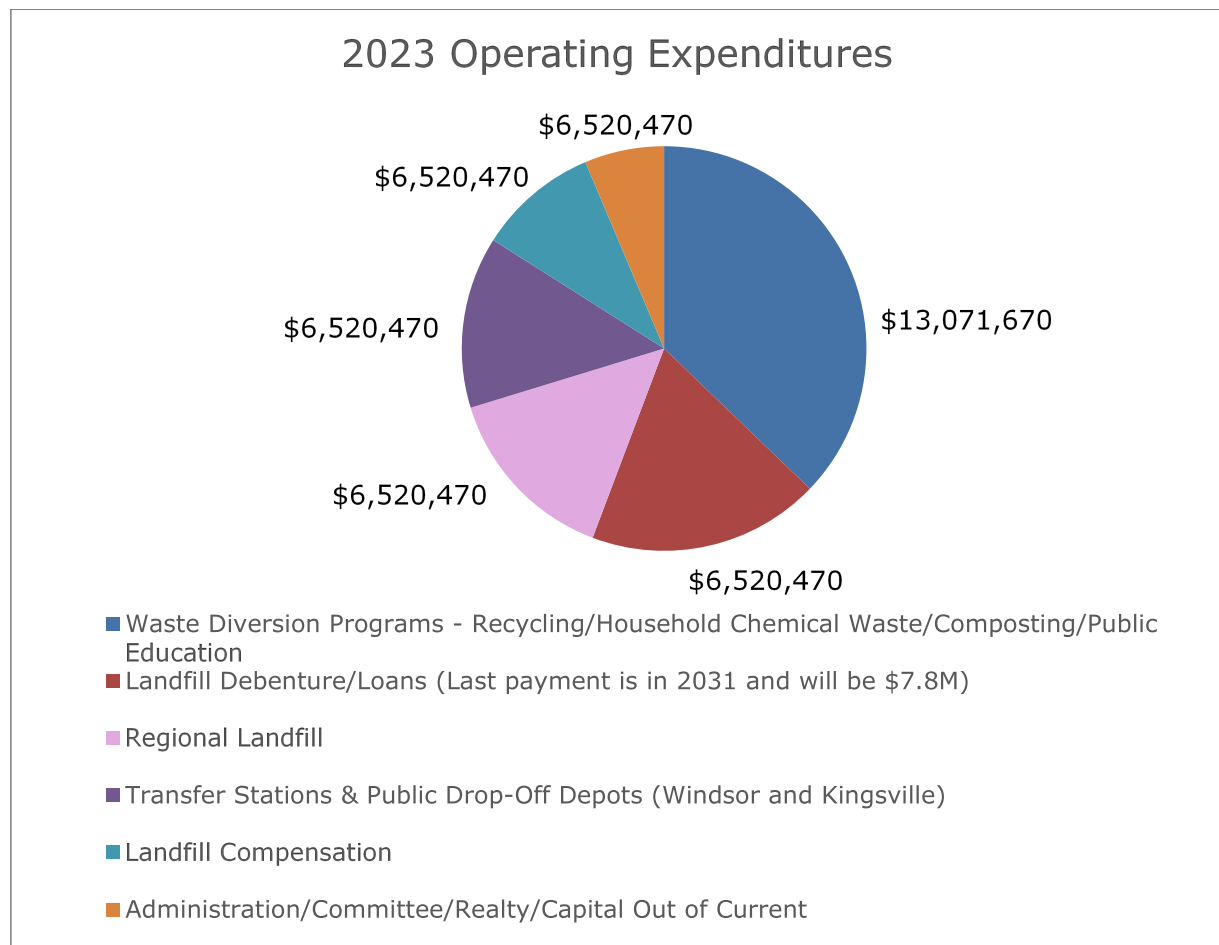
Revenue	Landfill Tipping Fees – Increase in IC&I Landfilled Material	\$3,576,530
Revenue	Recycling – Increase in Sale of Recyclable Materials	\$1,026,500
Revenue	Landfill Tipping Fees – Increase in IC&I Organic & Other Non-Landfilled Material	\$392,950
Revenue	Recycling – Increase in Stewardship Ontario Blue Box Funding	\$325,180
Revenue	Misc. - Decrease in Revenue from Various Programs	(\$276,310)
Revenue	Favourable Variance	\$5,044,850
Expenditure	Regional Landfill Other – Increase in Host Compensation - Town of Essex	(\$928,940)
Expenditure	Recycling – County Blue Box Collection – Increased Program Delivery Costs	(\$785,270)
Expenditure	Recycling - Contribution to the Recycling Reserve	(\$541,970)
Expenditure	Regional Landfill – Fuel - Heavy Equipment – Increase in the Price Per Litre	(\$223,100)
Expenditure	Misc. - Increase in Expenditures from Various Programs	(\$96,720)
Expenditure	Unfavourable Variance	(\$2,576,000)
Variance	Budget vs Projection - Favourable	\$2,468,850

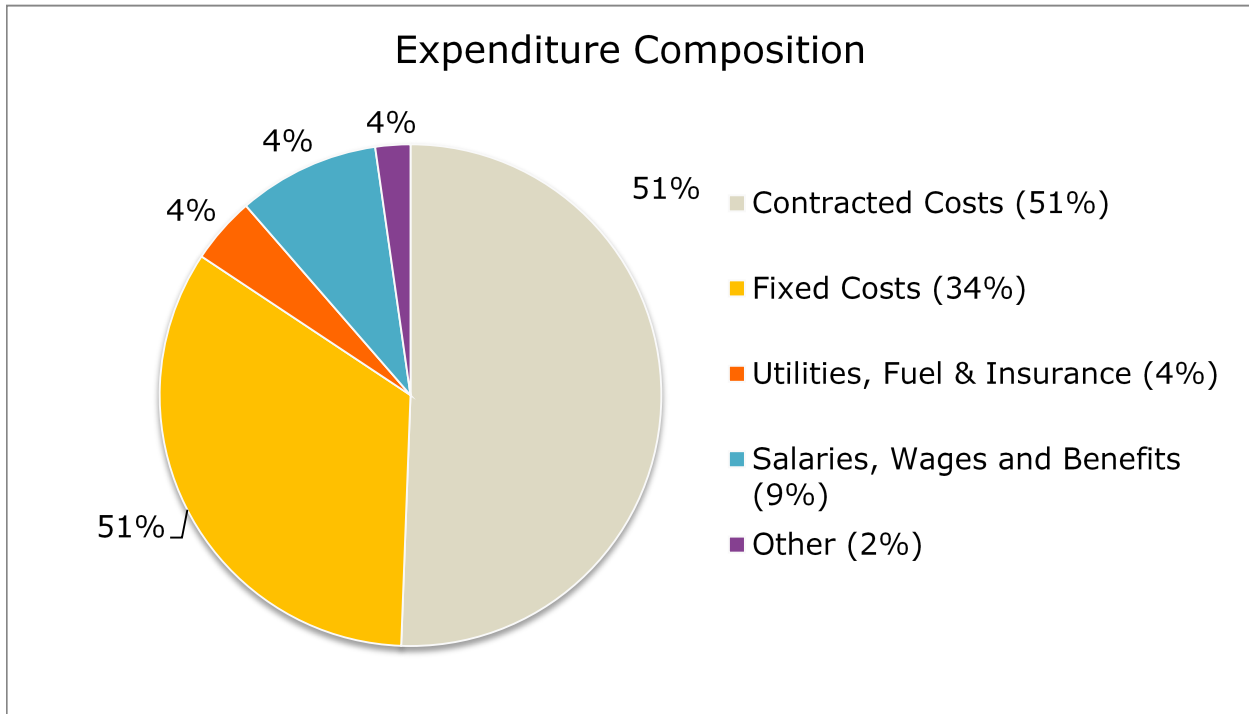
2022 Budgeted Deficit (\$1,187,300) vs. 2023 Budgeted Deficit  
(\$3,757,380) - \$2,570,080 Unfavourable Variance

Revenue	Landfill Tipping Fees – Increase in IC&I Landfilled Material	\$1,956,730
Revenue	Municipalities – Increase in the Allocation of Fixed Costs, Price Per Tonne & Municipally Delivered Material	\$608,060
Revenue	Recycling - Contribution from Recycling Reserve	\$325,200
Revenue	Misc. – Increase in Revenue from Various Programs	\$71,050
Revenue	Recycling – Decrease in Stewardship Ontario Blue Box Funding	(\$425,250)
Revenue	Recycling - Decrease in Sale of Recyclable Materials	(\$1,314,090)
Revenue	Favourable Variance	\$1,221,700
Expenditure	Regional Landfill Other - Increase in Host Compensation - Town of Essex	(\$714,560)
Expenditure	Regional Landfill – Increase in Costs to Haul and Treat Leachate due to Annual Price Adjustment	(\$670,300)
Expenditure	Recycling – Increase in the County Blue Box Collection – Annual Price Adjustment and Increased Program Delivery Costs	(\$636,940)
Expenditure	Recycling – Increase in the City’s Blue Box Collection - Annual Price Adjustment	(\$322,530)
Expenditure	Transfer Station #1 – Increase in Cost for Waste Hauling due to the Annual Price Adjustment	(\$274,300)
Expenditure	Misc. - Other Expenditures from Various Programs	(\$308,250)
Expenditure	Regional Landfill – Fuel – Heavy Equipment – Increase in the Price Per Litre	(\$233,000)
Expenditure	Regional Landfill – Increase in the Contribution to the Regional Landfill Debt Retirement Reserve – Sun Life Debenture	(\$221,300)
Expenditure	All Programs – Annual Increase in Salaries & Benefits	(\$109,140)
Expenditure	Windsor Public Drop Off – Increase in Cost for Waste Hauling due to the Annual Price Adjustment	(\$102,000)

Expenditure	Windsor Public Drop Off – City of Windsor – Operators - Increase due to the Annual Cost Adjustment	(\$71,470)
Expenditure	Transfer Station #1 - City of Windsor – Operators - Increase due to the Annual Cost Adjustment	(\$64,990)
Expenditure	Regional Landfill - Increase in Landfilling Equipment Operator Hours	(\$63,000)
Expenditure	Unfavourable Variance	(\$3,791,780)
Variance	2022 Budget vs 2023 Budget – Unfavourable	(\$2,570,080)

Budget Summary by Program





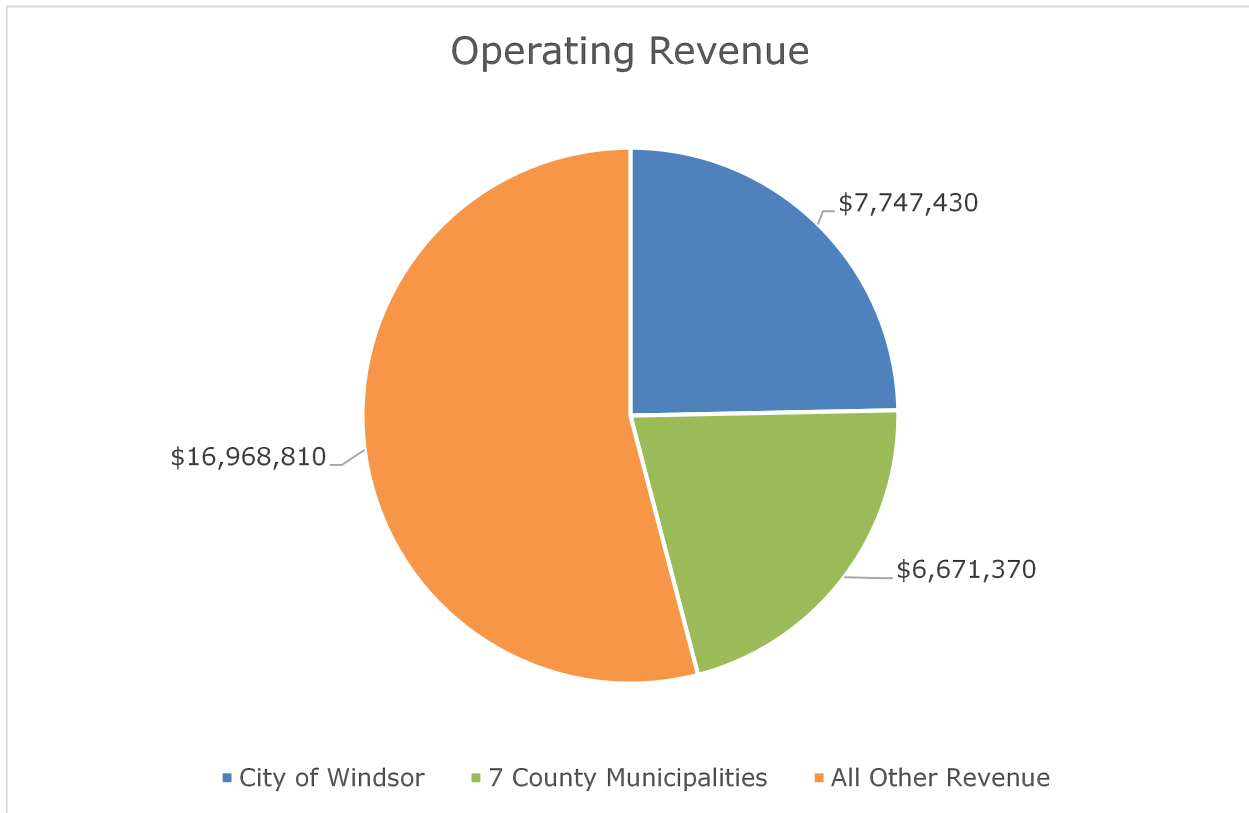
### 2023 Budgeted Total Fees Assessed to Municipalities

The following table shows the total fees to be assessed to each of the municipalities:

	2023 <u>Fixed Cost Assessment</u> (Based on population)	2023 <u>Tip Fees</u> (Based on waste delivered for disposal)	2023 <u>Total</u>
WINDSOR	\$5,331,706	\$2,415,720	\$7,747,426
AMHERSTBURG	\$546,125	\$301,350	\$847,475
ESSEX	\$492,543	\$254,200	\$746,743
KINGSVILLE	\$513,507	\$250,100	\$763,607
LAKESHORE	\$938,144	\$483,800	\$1,421,944
LASALLE	\$759,640	\$360,800	\$1,120,440
LEAMINGTON	\$689,040	\$287,000	\$976,040
TECUMSEH	\$540,925	\$254,200	\$795,125
TOTAL COUNTY	\$4,479,924	\$2,191,450	\$6,671,374
TOTAL WINDSOR AND COUNTY	\$9,811,630	\$4,607,170	\$14,418,800



Budget Revenue by Source



Perpetual Care Assessments to closed Landfill #3 and closed Landfill #2 Municipalities

In addition to the assessment amounts shown in the table on the previous pages the following table shows the assessment amounts applicable only to Landfill #3 and Landfill #2 municipalities.

Perpetual Care - Closed Landfill #3

Municipality	Share of Perpetual Care Expenditure	2023 Municipal Assessment	2022 Municipal Assessment	Year Over Year Increased/ (Decreased) Assessment
Windsor	91.84%	\$480,911	\$619,948	(\$139,037)
Lakeshore	4.76%	\$43,007	\$39,422	\$3,585
Tecumseh	3.40%	\$30,722	\$28,160	\$2,562
Total	100.00%	\$554,640	\$687,530	(\$132,890)

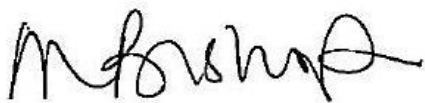
Perpetual Care - Closed Landfill #2

Municipality	Share of Perpetual Care Expenditure	2023 Municipal Assessment	2022 Municipal Assessment	Year Over Year Increase Assessment
Leamington	74.90%	\$247,926	\$168,622	\$79,304
Kingsville	25.10%	\$83,084	\$56,508	\$26,576
Total	100.00%	\$331,010	\$225,130	\$105,880

**Recommendation**

1. THAT the Council of the City of Windsor approve the 2023 Essex-Windsor Solid Waste Authority budget and a 4.1% increase to the 2022 total municipal assessment of \$13,810,740 based on a fixed cost allocation calculated on population and a Total Waste Management Fee of \$41.00 per tonne fee for refuse delivered for disposal. The total assessment to County of Essex municipalities and to the City of Windsor is to also include the increase in municipal tonnage from 2022 to 2023 being an additional 1,020 tonnes representing \$41,820. The overall 2023 assessment to Windsor and the County municipalities will be \$14,418,800.

Respectfully Submitted



Michelle Bishop  
 General Manager



Steffan Brisebois  
 Manager, Finance & Administration

Attachments

- Operating Budget Summary Table
- Revenue Summary Table
- Schedule of Fees
- 15 Year Budget Forecast

2023 EWSWA Budget  
Operating Budget Summary Table (Including Perpetual Care)

Operating Expenditures	2022 Budget \$	2022 Projection \$	2023 Budget \$
Committee Expenses	13,000	4,700	13,000
Administration	2,061,020	2,022,930	2,157,360
<b>Total - Administration &amp; Committee</b>	<b>2,074,020</b>	<b>2,027,630</b>	<b>2,170,360</b>
Realty	26,710	20,600	26,850
<b>Total - Realty</b>	<b>26,710</b>	<b>20,600</b>	<b>26,850</b>
Recycling Program	9,704,710	11,018,100	10,710,650
Municipal Hazardous or Special Waste Program	512,800	468,100	482,300
Waste Reduction/ Reuse	1,388,500	1,174,770	1,491,800
Advertising/ Public Education	376,350	278,230	386,920
<b>Total - 3R's Programs</b>	<b>11,982,360</b>	<b>12,939,200</b>	<b>13,071,670</b>
Regional Landfill - Operating Expenditures	4,075,020	4,518,250	5,104,680
<b>Total - Landfill Operations</b>	<b>4,075,020</b>	<b>4,518,250</b>	<b>5,104,680</b>
Transfer Stn. 1 (Windsor)	2,053,360	2,136,380	2,377,830
Transfer Stn. 2 (Kingsville)	757,050	810,030	847,790
Public Drop-Off (Windsor)	1,420,370	1,462,670	1,597,340
<b>Total Transfer Stations and Waste Deport Operations</b>	<b>4,230,780</b>	<b>4,409,080</b>	<b>4,822,960</b>
<b>Sub-Total Operating Exp. Before "Reg. Landfill - Other" Expenses</b>	<b>22,388,890</b>	<b>23,914,760</b>	<b>25,196,520</b>
Contrib. to Reg. Landfill Debt Retirement Reserve - Sun Life Debenture (Last Pmt. 2031)	5,658,100	5,658,100	5,879,400
Contribution to Regional Landfill Perpetual Care Reserve - Scheduled to Resume in 2032	0	0	0
Town of Essex Compensation	2,592,960	3,521,900	3,284,500
Annual Residential Compensation	81,880	112,500	104,900
Loan Repayment to Reserves - Development of Cells 3 and 4	584,080	584,080	616,070
Loan Interest - Cell #3 South	25,000	25,000	25,000
<b>Total - Regional Landfill - Other</b>	<b>8,942,020</b>	<b>9,901,580</b>	<b>9,909,870</b>
<b>Sub-Total Operating Expenditures (Including Reg. Landfill - Other)</b>	<b>31,330,910</b>	<b>33,816,340</b>	<b>35,106,390</b>

2023 EWSWA Budget  
Operating Budget Summary Table (Including Perpetual Care)

Other Expenditures	2022 Budget \$	2022 Projection \$	2023 Budget \$
Landfill #2 Perpetual Care - Current Year Expenditures	300,500	279,100	362,300
Landfill #3 Perpetual Care - Current Year Expenditures	824,670	724,770	754,000
<b>Total - Perpetual Care Costs - Landfill Sites #2 &amp; #3</b>	<b>1,125,170</b>	<b>1,003,870</b>	<b>1,116,300</b>
Recycling	131,200	210,200	219,600
Waste Reduction	0	0	0
Regional Landfill	2,497,700	2,397,950	315,500
Transfer Station #2 (Kingsville)	196,000	92,050	181,500
Transfer Station #1 (Windsor)	90,000	0	110,000
Windsor Depot	5,000	4,000	5,000
Regional Landfill - Other	500,000	88,970	831,800
<b>Total - Capital Works</b>	<b>3,419,900</b>	<b>2,793,170</b>	<b>1,663,400</b>
<b>Grand Total - Operating , Perpetual Care and Capital Expenditures</b>	<b>35,875,979</b>	<b>37,613,380</b>	<b>37,886,090</b>
<b>Total - Revenue</b>	<b>34,688,680</b>	<b>39,125,580</b>	<b>34,128,710</b>
<b>Total - Excess of Revenue over Expenditures</b>	<b>(1,187,300)</b>	<b>1,512,200</b>	<b>(3,757,380)</b>

Summary Excess Revenue over Expenses Surplus (Deficit) Comprised of the Following:	2022 Budget \$	2022 Projection \$	2023 Budget \$
Operations Surplus (Deficit) - Contribution To/From Rate Stabilization Reserve	(1,187,300)	1,281,550	(3,757,380)
Landfill #2 Accum. Surplus (Deficit) at end of year	0	31,290	0
Landfill #3 Accum. Surplus at end of year	0	199,36	0
<b>Total - Surplus (Deficit) for Year</b>	<b>(1,187,300)</b>	<b>1,512,200</b>	<b>(3,757,380)</b>

Revenue Summary Table

Account Number	Revenue Re: Regular Operations	2022 Budget \$	2022 Projection \$	2023 Budget \$
14201.6510	Municipal Allocation of Fixed Costs - Admin., Debenture, Compensation	\$9,356,740	\$9,356,740	\$9,811,630
14201.6520	Total Waste Management Fee - Municipally Delivered Refuse	4,454,000	4,369,200	4,607,170
14201.6521	Tipping Fees - Municipally Delivered - Organics	774,900	666,740	695,100
14201.6622	Tipping Fees - Residentially Delivered - Refuse	777,000	719,170	777,000
14201.6630	Tipping Fees - Residential Customers - \$5 Flat Fee for Refuse	200,000	209,060	200,000
14201.6625	Tipping Fees - Residentially Delivered - Grass	7,000	5,520	7,000
14201.6627	Tipping Fees - Residential & ICI Delivered - Refrigerants	25,000	30,250	25,000
14201.6620	Tipping Fees - ICI - Refuse - Landfilled	5,678,470	9,255,000	7,635,200
14201.6619	Tipping Fees - ICI - Organics & Other Non-Landfilled Materials	385,150	778,100	519,800
14201.6698	Tipping Fees - Weigh Scale Receipts	18,000	20,050	18,000
14201.6628	Tipping Fees - Asbestos and Dig Out Fees	11,500	15,950	11,500
14301.6625	Sale of Recyclable Goods	3,674,200	4,700,700	2,360,110
14301.6724	LCBO Bottle Deposit (Paid by the Beer Store)	67,200	84,700	72,000
14301.6798	Stewardship Ontario/Waste Diversion Organization - Recycling Program	3,335,250	3,660,430	3,521,500
14104.6720	Reg. LF Recovery of Wages & Benefits from LF#2 Perp.Care	42,000	42,000	43,000
14104.6720	Reg. LF Recovery of Wages & Benefits from LF#3 Perp.Care	46,000	46,000	47,000
14106.6798	Sale of Scrap Metal & Batteries - Kingsville Drop-Off Depot	13,000	21,400	15,000
14201.6501	Recovery of Administration Costs from LF#2 Perp. Care	15,000	15,000	15,000
14201.6502	Recovery of Administration Costs from LF#3 Perp. Care	31,500	31,500	31,500
14201.6623	Interest Income on Overdue Tip Fees	300	3,900	500
14201.6698	Administration - Miscellaneous Revenue - Inc. Wage Subsidies & CUPE Wage Recovery	11,000	15,300	15,300
14201.6703	Interest Income - Current Bank Account	12,000	32,700	30,000
14201.6720	Admin. Recovery of Wages & Benefits from LF#2 Perp.Care	5,000	5,000	5,000
14201.6720	Admin. Recovery of Wages & Benefits from LF#3 Perp.Care	15,000	15,000	15,000
14301.6627	Sale of Blue Boxes	41,000	36,500	36,500
14301.6626	Recovery From Contractor - Residual Hauling (Cont. Comp./Fibre Trailer)	96,000	44,710	96,000
14303.6324	County Municipalities - White Goods Collections	48,000	39,000	39,000
14303.6323	Electronics Recycling Revenue	66,000	68,200	71,000
14303.6722	Composter & Digester Sales to Public	8,000	3,300	5,000
14303.6726	Sale of Compost	225,000	239,200	225,000
14303.6727	Compost Delivery Fee to Residents	7,500	7,400	7,500
14303.6821	Contribution from Recycling Reserve	0	0	325,200
14304.6728	Sale of Scrap Metal - Windsor Drop-Off Depot	187,800	163,540	165,000
14305.6620	MHSW - Small Business Revenue	28,300	23,000	28,000
14305.6798	MHSW - Used Auto Battery Sales	10,700	10,700	11,200
14305.6320	Stewardship Ont. Funding - Disposal - Phase One	23,000	21,000	22,000
14305.6320	Stewardship Funding - Contract Labour & Fixed Costs - Phase One	145,000	130,400	131,000
14401.6629	Rental Income - Farmland & Other	224,400	224,400	224,400
14201.6810	Cont. from Waste Reduction Res. - Regional Food and Organics Waste Management Plan	100,000	100,000	134,000
Sub-Total	Recurring Revenue Re: Regular Operations	\$30,165,910	\$35,210,760	\$31,999,110

\$14,418,800

Revenue Summary Table

Account Number	Revenue Re: Landfill #2 and Landfill #3 Perpetual Care	2022 Budget \$	2022 Projection \$	2023 Budget \$
14102.6520	Landfill #2 Perpetual Care - Contrib. From Municipalities	\$225,130	\$225,130	\$331,010
19205.8704	Landfill #2 Perpetual Care - Prior Year's Accum. Surplus Used to Fund Op.	75,370	85,260	31,290
14107.6520	Landfill #3 Perpetual Care - Contrib. From Municipalities	687,530	687,530	554,640
19205.8705	Landfill #3 Perpetual Care - Prior Year's Accum. Surplus Used to Fund Op.	137,140	236,600	199,360
Sub-Total	Revenue Re: Landfill #2 and Landfill #3 Perpetual Care	\$1,125,170	\$1,234,520	\$1,116,300

Account Number	Revenue Re: Capital and Non-Recurring	2022 Budget \$	2022 Projection \$	2023 Budget \$
14104.6725	Sale of Surplus Equipment -Regional Landfill - Bucket/Flail Mower/Truck	0	11,280	0
14104.6820	Contrib. from Equipment Replacement Reserve (ERR) - Regional Landfill - Pickup Truck	47,000	42,890	0
14104.6725	Sale of Surplus Equipment - Regional Landfill - Sale of 2010 F150 Pickup Truck	4,000	0	0
14201.6806	Contribution from Rate Stabilization Reserve - Regional Landfill - Clay Capping Project	0	0	103,000
14104.6820	Contribution from ERR - Regional Landfill - Light Plant	0	0	20,000
14104.6820	Contribution from ERR - Regional Landfill - Bull Litter Fence	67,600	0	70,000
14104.6820	Contribution from ERR - Regional Landfill - Methane Detection Maintenance Building	52,400	0	75,000
14104.6820	Contribution from ERR - Regional Landfill - GPS Rover	0	0	45,000
14104.6820	Contribution from ERR - Regional Landfill - Landfill Compactor CAT 836K	1,138,800	1,138,800	0
14104.6725	Sale of Surplus Equipment - Regional Landfill - CAT 836K	236,000	236,000	0
14104.6820	Contribution from ERR - Regional Landfill - Excavator CAT 330	282,500	277,380	0
14104.6725	Sale of Surplus Equipment - Regional Landfill - Excavator CAT 326FL	70,000	81,300	0
14104.6820	Contribution from ERR - Regional Landfill - CAT 730 Rock Truck	454,650	374,610	0
14104.6725	Sale of Surplus Equipment - Regional Landfill - Rock Truck CAT 725C	142,250	232,770	0
14105.6820	Contribution from ERR - Transfer Station #1 - Compactor Chute Rebuild	90,000	0	0
14105.6820	Contribution from ERR - Transfer Station #1 - Paving and Concrete Rebuild	0	0	110,000
14106.6820	Contribution from ERR - Transfer Station #2 - Asphalt (2023)	70,000	0	50,000
14106.6820	Contribution from ERR - Transfer Station #2 - Scale House Rebuild	0	0	130,000
14106.6820	Contribution from ERR - Transfer Station #2 - Engin./Design/Const. Push Wall	125,000	91,400	0
14301.6820	Contribution from ERR - Recycling - Conveyor Replacement	25,000	0	85,000
14301.6327	Sale of Roll - Out Carts - 95 gal. - Commercial	50,000	41,900	42,000
14301.6329	Sale of Roll - Out Carts - 35 & 65 gal. - Residential	42,400	63,000	63,000
14201.6804	Contrib. for Regional Landfill Res. - Regional Landfill Other - Gas Collection Wellfield	500,000	88,970	500,000
14201.6801	Contribution for Future Cell Development Reserve - Cell #5 North Engineering Design	0	0	331,800
Sub-Total	Revenue Re: Capital and Non-Recurring	\$3,397,600	\$2,680,300	\$1,624,800
Total	Revenue	\$34,688,680	\$39,125,580	\$34,740,210

**Essex-Windsor Solid Waste Authority  
Schedule of Fees**

<b>Rate Type - Municipal</b>	<b>2023 Rate</b>	<b>2022 Rate</b>	<b>Unit of Measure</b>	<b>Description</b>
Municipally Delivered Refuse - Total Waste Management Fee	<b>\$41.00</b>	\$40.00	Per Tonne	
Water & Waste Water Treatment Plant Residue	\$64.00	\$62.00	Per Tonne	
Municipally Delivered Pallets	See Organics	See Organics	Per Tonne	
Municipally Delivered Street Sweepings	\$12.00	\$10.00	Per Tonne	
Municipally Delivered Organics	\$42.00	\$42.00	Per Tonne	
Non-Residentially Collected Refuse	\$30.00	\$30.00	Per Tonne	Re: Construction and Demolition
<b>Rate Type - Residential</b>	<b>2023 Rate</b>	<b>2022 Rate</b>	<b>Unit of Measure</b>	<b>Description</b>
Refuse - Residentially Delivered	4 Loads at \$5	4 Loads at \$5	Kilograms	If weight is 100kg or less.
Refuse - Residentially Delivered - After \$5 Loads Exhausted (See also minimum charge below)	\$105.00	\$105.00	Per Tonne	
Refuse - Residentially Delivered - Minimum Fee (Applies after \$5 loads are exhausted)	\$10.00	\$10.00	Minimum Flat Fee	If load is less than 100 kg and \$5 loads exhausted.
Organics - Residentially Delivered Leaves, Tree Trimmings, Brush, Other	No Charge	No Charge	Per Load	
Organics - Residentially Delivered Grass	\$3 Per Bag \$15 Per Truck or Trailer	\$3 Per Bag \$15 Per Truck or Trailer	Each	
Other - Tires - Passenger	\$0.00	\$0.00	Per Tire	Revised January 2021 - No longer allowed
Other - Tires - Light Truck	\$0.00	\$0.00	Per Tire	to charge fo tire disposal.
Other - Tires - Medium Truck	\$0.00	\$0.00	Per Tire	
Other - Tires - Farm Tractor	\$0.00	\$0.00	Per Tire	
Other - Residential Pallets	\$51.00	\$49.00	Per Tonne	
Other Refrigerants	\$20.00	\$20.00	Per Unit	
Other - Railway Ties	\$105.00	\$105.00	Per Tonne	
Other - White Goods	No Charge	No Charge	Per Unit	
Other - Recyclables	No Charge	No Charge	Per Load	
Other - Household Chemical Waste	No Charge	No Charge	Per Load	

**Essex-Windsor Solid Waste Authority  
Schedule of Fees**

<b>Rate Type - Industrial / Commercial/ Institutional (ICI)</b>	<b>2023 Rate</b>	<b>2022 Rate</b>	<b>Unit of Measure</b>	<b>Description</b>
Refuse - ICI Refuse Delivered to the Regional Landfill	\$64.00	\$62.00	Per Tonne	Gate Rate
Refuse - ICI Refuse Delivered Under Contract to the Regional Landfill	\$59.00	\$52.00	Per Tonne	1,001 Tonnes and Over (Put or Pay)
Refuse - ICI Refuse Delivered Under Contract to the Regional Landfill	\$58.00	\$51.00	Per Tonne	2,001 Tonnes and Over (Put or Pay)
Refuse - ICI Refuse Delivered Under Contract to the Regional Landfill	\$57.00	\$50.00	Per Tonne	3,001 Tonnes and Over (Put or Pay)
Refuse - ICI Refuse Delivered Under Contract to the Regional Landfill	\$56.00	\$49.00	Per Tonne	4,001 Tonnes and Over (Put or Pay)
Refuse - ICI Refuse Delivered Under Contract to the Regional Landfill	\$55.00	\$48.00	Per Tonne	5,001 Tonnes and Over (Put or Pay)
Refuse - ICI Refuse Delivered Under Contract to the Regional Landfill	\$54.00	\$47.00	Per Tonne	10,001 Tonnes and Over (Put or Pay)
Refuse - ICI Refuse Delivered Under Contract to the Regional Landfill	\$50.00	\$42.00	Per Tonne	20,001 Tonnes and Over (Put or Pay)
Refuse - ICI Refuse Delivered Under Contract to the Regional Landfill	\$43.00	\$34.00	Per Tonne	30,001 Tonnes and Over (Put or Pay)
Refuse - ICI Refuse Delivered to Transfer Stations	\$70.00	\$67.00	Per Tonne	Gate Rate
Refuse - ICI Delivered Refuse	\$7.00	\$6.70	Minimum Fee	Minimum Fee
Organics - ICI Organics Delivered to Transfer Stations or Regional Landfill	\$51.00	\$49.00	Per Tonne	
Organics - ICI Delivered Organics	\$5.10	\$4.90	Minimum Fee	Minimum Fee
Other - Asbestos	\$150.00	\$110.00	Per Tonne	+ \$150 Per Load Flat Fee
Other - Dig Out Fee	\$75.00	\$50.00	Per Dig Out	
Other - Contaminated Soil to be Landfilled	\$38.00	\$36.00	Per Tonne	
Other - Greenhouse Vines and/or Growing Medium to be Landfilled	\$45.00	\$36.00	Per Tonne	
Other - ICI Pallets Delivered to Transfer Station #2 and Regional Landfill	\$51.00	\$49.00	Per Tonne	
Other - Refrigerants	\$20.00	\$20.00	Per Unit	
Other - Weigh Ticket	\$7.00	\$7.00	Per Ticket	
Other - Railway Ties	\$105.00	\$105.00	Per Tonne	
Other - White Goods Without Refrigerants	No Charge	No Charge	Per Unit	
Other - Recyclables	No Charge	No Charge	Per Load	
Approved Charities - Loads Delivered to Transfer Stations	\$17.00	\$17.00	Per Tonne	
Approved Charities - Loads Delivered to Transfer Stations - Minimum Fee	\$5.00	\$5.00	Minimum Fee	Minimum Fee
Approved Charities - Loads Delivered to Regional Landfill	\$0.00	\$0.00	Per Tonne	



ESSEX-WINDSOR SOLID WASTE AUTHORITY  
EWSWA 15 Year Planning Forecast  
2023 – 2037

YEAR		EXPENDITURES	NON-MUN REVENUE	REQUIRED FROM MUNI'S TO BALANCE BUDGET	PROJECTED ASSESSMENT TO MUNICIPALITIES	PROJECTED SURPLUS/ (DEFICIT) FOR THE YEAR	PROJECTED RESERVE BALANCE END OF YEAR	DIFFERENCE IN ANNUAL ASSESSMENT TO MUNICIPALITIES	% ANNUAL INCREASE IN MUNICIPAL ASSESSMENT
1	2017			BUDGET	\$11,013,400				0.00%
2	2018			BUDGET	\$11,250,070				2.00%
3	2019			BUDGET	\$11,819,890				4.10%
4	2020			BUDGET	\$12,469,800				4.10%
5	2021			BUDGET	\$13,076,600				4.10%
6	2022			BUDGET	\$13,810,740	\$1,281,550	\$11,218,930		4.10%
7	2023	\$35,144,990	\$16,968,810	\$18,176,180	\$14,418,800	(\$3,757,380)	\$7,712,380	\$608,060	4.10%
8	2024	\$35,277,954	\$16,677,726	\$18,600,228	\$15,009,971	(\$3,590,257)	\$4,122,123	\$591,171	4.10%
9	2025	\$36,070,962	\$16,510,719	\$19,560,244	\$15,625,380	(\$3,934,864)	\$187,259	\$615,409	4.10%
10	2026	\$26,147,741	\$11,144,753	\$15,002,987	\$16,266,020	\$1,263,033	\$1,450,292	\$640,641	4.10%
11	2027	<b>\$26,746,228</b>	<b>\$11,183,481</b>	<b>\$15,562,748</b>	<b>\$16,932,927</b>	<b>\$1,370,179</b>	<b>\$2,820,471</b>	<b>\$666,907</b>	4.10%
12	2028	\$27,373,123	\$11,222,402	\$16,150,722	\$17,271,586	\$1,120,864	\$3,941,335	\$338,659	2.00%
13	2029	\$27,990,844	\$11,261,517	\$16,729,327	\$17,617,017	\$887,690	\$4,829,025	\$345,432	2.00%
14	2030	\$28,548,623	\$11,300,828	\$17,247,795	\$17,969,358	\$721,562	\$5,550,588	\$352,340	2.00%
15	2031	\$29,215,266	\$11,340,336	\$17,874,930	\$18,328,745	\$453,815	\$6,004,402	\$359,387	2.00%
16	2032	\$29,708,064	\$11,380,041	\$18,328,023	\$18,695,320	\$367,296	\$6,371,699	\$366,575	2.00%
17	2033	\$30,257,406	\$11,419,945	\$18,837,461	\$19,069,226	\$231,765	\$6,603,464	\$373,906	2.00%
18	2034	\$30,719,924	\$11,460,048	\$19,259,876	\$19,450,611	\$190,735	\$6,794,199	\$381,385	2.00%
19	2035	\$31,196,046	\$11,500,352	\$19,695,694	\$19,839,623	\$143,929	\$6,938,127	\$389,012	2.00%
20	2036	\$31,686,208	\$11,540,857	\$20,145,351	\$20,236,415	\$91,064	\$7,029,192	\$396,792	2.00%
21	2037	\$32,190,954	\$11,581,565	\$20,609,389	\$20,641,144	\$31,754	\$7,060,946	\$404,728	2.00%

- Objective #1 - By 2027 to have a balanced budget and a favourable Rate Stabilization Reserve balance.
- Objective #2 - Post 2027 - To maintain a balanced budget and to reach a minimum Rate Stabilization Reserve balance of \$5M.
- 2026 - Reduced expenditures and revenue associated with producers assuming the net cost of the blue box program.
- The forecast does not include costs associated with a green bin program as these are difficult to define at this time. If net blue box costs are transitioned to producers effective 2024, instead of 2026 as the forecast presents, then there may be funds already built into the forecast to account for a portion of green bin costs for 2025. For 2026 and thereafter, the forecast presents annual surpluses. These surpluses may be reduced as a result of adding green bin costs for 2026 and subsequent budget years.

**Subject: Additional Resources to meet Bills 23, 108 & 109 - Engineering Department - City Wide**

**Reference:**

Date to Council: April 3, 2023  
Author: Stacey McGuire  
Engineering - Manager of Development  
[smcguire@citywindsor.ca](mailto:smcguire@citywindsor.ca)  
(519) 255-6100 Ext. 1726

Adam Pillon  
Engineering - Manager of Right-of-Way  
[apillon@citywindsor.ca](mailto:apillon@citywindsor.ca)  
(519) 255-6100 Ext. 6612

Engineering  
Report Date: 2023-03-03  
Clerk's File #: AS2023

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

**Recommendation:**

- I. THAT Council **AUTHORIZE** the addition of four (4) Full time Equivalent (FTE) positions within the Engineering Department as follows:
  - a. Development Engineer in the Development Division; and,
  - b. Engineer II in the Development Division; and,
  - c. Technologist II in the Right-of-Way Division, and,
  - d. Technologist III in the Right-of-Way Division.

to address the anticipated increase workload resulting from Bills 23, 108 and 109 and increased development pressures related to the Electric Vehicle Battery Plant, Regional Hospital and development activities within the Sandwich South lands and that the positions report directly to the Manager of Development and Manager of Right-of-way in the Engineering Department.

- II. THAT the total cost to the Engineering Department for the 4 new FTE positions to meet Bills 23, 108 & 109 estimated at \$496,576 (net amount from tax levy \$25,924) **BE FUNDED** within 2023 operating budget as follows:
  - a. Recovery from Capital projects of \$196,456; and,
  - b. Revenue from the new stormwater management review user fee estimated as \$34,210 annually; and,

- c. Increase right-of-way permit revenue estimated at \$127,200 annually; and,
- d. Recovery from sewer surcharge of \$112,786; and,
- e. Charge to the general tax levy of \$25,924.

- III. THAT Council **APPROVE** a new Stormwater Management Review fee as follows:
- a. For sites less than 2Ha - \$490/application; and,
  - b. For sites greater than 2Ha - \$820/application; and,
  - c. For SPC Amendment (AMT) type developments (all sizes) - \$430/application; and,
  - d. Additional Revisions (after 2 revisions to the original application) - \$200/revision.

and that the Fees and Charges By-Law 392-2002 **BE AMENDED** accordingly.

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

### **Background:**

At its meeting on February 27, 2023, Council received reports C18/2023 and C19/2023 from the Planning Department which identified the anticipated impacts of Bill 108 and 109, More Homes for Everyone Act, 2022 and Bill 23, More Homes Built Faster Act, 2022. Furthermore, through CR106/2023 Council supported changes to the development process in response to Bills 108 and 109 and directed Administration to provide reports on any cross-departmental impacts with recommendations to address those impacts.

In general, development activities in the City have increased significantly over the past few years. As the Engineering Department provides critical support to facilitate development, this is reflected in the increase in the number of public works permits issued annually and the number of large development applications within the City. As each development application proceeds through the various stages of Planning Act process, engineering plays a key role in the research and technical reviews of the proposals. This involves extensive consultation with developers and consultants at various steps throughout the process.

In 2022, the Engineering Department underwent a restructuring to better align services by consolidating development related works. The Development Division currently operates with one (1) Manager, one (1) Development Engineer, one (1) Engineer III / Drainage Superintendent, one (1) Water and Wastewater Engineer and one (1) clerical staff. Since 2021, the addition of a heavy workload Technologist III position has been in place to assist with the current high volume of developments. This heavy workload position has been recommended as a regular full time position in the 2023 Operating budget issues and is not included in this report. The Right-of-Way Division currently operates with one (1) Manager, five (5) Technologist positions, and four (4) clerical staff.

The Development Engineer position serves as the Engineering lead for all new developments (storm water management, servicing, subdivisions, rezoning/Official Plan amendments, committee of adjustment, site plan control, condo conversions, alley closure applications, etc.) with support from staff in the Right-of-Way Division. The

Development Engineer position provides oversight on projects from the development application stage through construction and until assumption of municipal services, sometimes years after construction.

The recent introduction of Bills 23, 108 and 109 occurred relatively quickly and Administration has been monitoring the proposed changes to the development process in collaboration with the Planning Department. The anticipated development growth rate in Windsor is expected to result in a substantial resource gap. It was difficult to fully estimate this gap prior to finalizing the original 2023 Operating Budget submissions.

**Discussion:**

**Increased Development**

In general, development activities in the City have increased significantly over the past few years. This is reflected in the number of right-of-way permits issued annually and shown graphically in Table 1 below. Similarly, the number of Building permits relating to new dwelling units has doubled annually since 2019. Between 2014 and 2017, there were only 1-2 new subdivision applications per year. In 2021 alone, 11 new subdivision applications were received.

**Table 1: Permits and Development Applications Processed by Engineering**

<u>Type</u>	<u>2010</u>	<u>2018</u>	<u>2022</u>
Planning Applications	68	240	423
311 Complaints	0	1079	1225
Driveway Permits	394	513	567
PDC Replacement Agreements	29	66	79
Sidewalk Cafe Applications	24	30	39
Utility Permit Applications Level 1	0	692	491
PW Permits	211	304	281
Encroachment Applications	31	74	53

Bill 23, which received Royal Assent on November 28, 2022, is part of a larger provincial plan which aims to increase the housing supply across Ontario, particularly with a goal to facilitate construction of 1.5 million homes over ten years, of which 13,000 homes are targeted for Windsor. This is more than double the number of building permits currently issued per year. Further impacts of this and related bills are discussed further in the section below.

In addition to the above pressures, the new Electric Vehicle Battery Plant and regional hospitals are catalyst projects anticipated to generate significant offshoot development, particularly in Sandwich South. The City is already fielding inquiries from suppliers and supporting industry with the promise of job creation. The attraction of talent to the Windsor region is expected to result in a need for housing and amenities.

There is currently one dedicated Development Engineer for the whole City. The existing workload for this position is extremely onerous resulting in some duties being reassigned to supporting staff as well as the addition of heavy workload positions. The Development Engineer provides final signoff on work completed by supporting staff. The workload in this area is currently high and is only anticipated to increase in the coming years.

## **Impacts from Bills 23, 108 and 109 and the New Development Approval Process**

The Engineering Department provides review and approval for site servicing and stormwater management (SWM) studies in addition to issuing right-of-way permits in support of development applications and building permits. The City has recently adopted the Sewer and Coastal Flood Protection Master Plan and the Windsor/Essex Region Stormwater Management Standards Manual. These documents place an emphasis on the proper management of water and wastewater through development applications to reduce the risk of flooding throughout the City.

Historically, the review of servicing and SWM studies occurs later in the development application process once more detail of the development is known. This is particularly true for SWM reports related to site plan control applications. Changes made to the site plan through departmental consultation may affect the calculations and modeling of stormwater quality and quantity control measures.

The development application process changes endorsed by CR106/2023 will shift departmental consultation and study reviews to the Pre-consultation stages of an application. Under this new process, site servicing and SWM studies must be reviewed and their content fundamentally approved by the City prior to the development application being deemed complete and accepted formally. As a result of the revised process, it is anticipated that several iterations and reviews will be required as the development proposals often change throughout the Pre-consultation stage. In addition, staff will likely spend time reviewing SWM reports for applications that never formally get submitted as the developer may choose not to proceed with the development.

The noted process change will impact resources that are already tasked. Additional Technologist positions within the Right-of-way Division of Engineering will be required to complete initial reviews of SWM submissions, prior to final approval by the Development Division. This will assist in avoiding delays in the processing of Building and Right-of-way permits.

Without the introduction of the bills, SWM reviews and approvals have already increased 310% since 2010. As we see the continued increase in development activities, there are significant risks to the Corporation if no action is taken. As the corporate focus moves to economic development and innovation, we must resource the affected divisions in order to meet the demands.

### **Sandwich South Employment Lands (SSEL) Servicing**

The City is in the process of completing a number of servicing studies and Environmental Assessments to support development in Sandwich South. A notice of completion has been issued for the Upper Little River Watershed Drainage and Stormwater Management Master Plan (ULREA) which identifies a preferred option for managing stormwater in the SSEL using grouped SWM facilities (ponds) located in green and active corridors. These SWM ponds will provide quantity and quality control to service multiple properties, taking a regional approach to SWM thus reducing overall capital and operating costs associated with individual lot level SWM controls.

The Upper Little River Floodplain Mapping and Sandwich South Master Servicing Plans (SSMSP), both prepared by Dillon Consulting, have been proceeding in parallel with the ULREA and are expected to be presented to Council in April/May, 2023 for adoption. The SSMSP in particular defines regional infrastructure needs for the initial phases of development of the SSEL such as collector and arterial roads, trunk sanitary and storm sewers, SWM ponds and corridors, natural heritage areas and transit and active transportation needs. The functional level of design, phasing and cost estimation for infrastructure provided in this report will help the City to plan and fund growth related projects in the SSEL.

The initial phase of development identified in the SSMSP represents lands in the East Pelton and County Road 42 secondary plan areas which were expected to develop first based on the availability of services, interest from developers, property ownership and proximity to the new regional hospital. Areas outside this initial development phase require further studies and secondary plans to proceed.

Many of the regional infrastructure solutions above will be partially funded, designed and constructed through development charges and/or cost sharing/oversizing arrangements with the developers. Servicing and cost sharing agreements must be negotiated, recommended to Council for approval, implemented and tracked by staff in the Development division.

### **Proposed Development Engineer – Sandwich South Employment Lands**

The amount of growth and development anticipated in the SSEL over the next few decades, coupled with the fragmented property ownership and regional solutions for the area will require a dedicated resource in the Engineering Department for development planning and applications as well as to administer capital projects related to growth. Administration suggests a dedicated regular full time Development Engineer position which would be the lead for subdivisions and large commercial and industrial developments in the SSEL, such as the new regional hospital and airport employment lands development. The job duties of the Development Engineer align with the need identified.

The proposed Development Engineer for the SSEL would have specialized knowledge of the studies and unique development criteria for the area and would be supported by the existing Water and Wastewater Engineer through that position's expertise in the models and assumptions used in the SSMSP. Through collaboration, these positions can make educated recommendations on development and phasing of infrastructure by assessing the potential impacts to surrounding properties and services.

### **Proposed Engineer II – Municipal Drains and Capital Projects Support**

The SSMSP identifies hundreds of millions of dollars' worth of infrastructure needs to service just the initial phases of development of the SSEL. Some projects have already been included in the 2022 and 2023 Capital budgets and even more remain unfunded.

In addition, there are twenty-one (21) municipal drains (approximately 50 km in total length) in the SSEL which collect runoff from both the City of Windsor and Town of Tecumseh and convey that runoff to the Little River. Municipal Drains are naturalized

linear drainage systems, regulated under the Drainage Act, which service multiple properties and are primarily found in agricultural areas to drain large farm lots.

As the SSEL area urbanizes, most of these municipal drains will be either abandoned, improved/enhanced or relocated to accommodate development. In addition, some of these drains will form part of future SWM corridors which will incorporate trail systems and parkland. All of these changes will require updates and improvements according to the Drainage Act.

Administration recommends a regular full time Engineer II position be added to the staff compliment to support the Engineer III – Drainage Superintendent, Water and Wastewater Engineer and new Development Engineer for the SSEL lands. This position would provide design, contract administration and project management for Capital infrastructure and municipal drain projects in the SSEL. This position also lends itself to internal advancement and succession planning.

### **Proposed User Fee for Stormwater Management Reviews**

The Planning Act authorizes municipalities to require the payment of fees for the processing of planning applications representative of the amount of time, effort and cost incurred by the municipality to process the applications.

Currently, the application fees collected by the Planning Department for rezoning and Site Plan Control applications do not cover fees for the Engineering Department related to the technical review of applications, approval of servicing and SWM studies and related correspondence with the developers. Such fees can be recovered under the provisions of the Municipal Act.

Administration proposes a new fee for Stormwater Management Reviews by the Engineering Department for development applications and permit issuance as applicable. This fee is proposed to cover the time and effort required for staff to review and comment on an initial SWM submission, review of a maximum of two (2) revisions, third party review of the report by the Development Engineer and/or Water and Wastewater Engineer and issuance of an approval letter. A separate fee for additional revisions is also recommended to encourage fulsome and complete reports.

The SWM fee is proposed to be tiered based on size of the site and type of application. For developments less than 2Ha in size, typically stormwater modeling is not a requirement and simplified SWM calculations are sufficient to recommend SWM solutions for the site. For sites greater than 2Ha in size, modeling is a requirement of the Windsor/Essex Region Stormwater Management Standards Manual. SWM modeling uses technically based assumptions on how stormwater will move through a site during a given storm. This type of analysis requires a more detailed review of the assumptions and outputs of the model and thus more time and effort to complete the review. The proposed fees to be added to the Fees and Charges By-law 392-2002 are detailed in the Financial Matters section of this report.

Should Council approve the creation of the SWM Review fee, Administration will issue notice to the construction and development industries to ensure they are aware of the additional costs that can be expected.

## Risk Analysis:

### *Human Resource Risks*

Several factors are contributing to the need for additional resources within the Engineering Department. The increase in the number and complexity of development applications and associated servicing and SWM reports and the imminent development of the Sandwich South Employment Lands make it imperative that sufficient experienced staff are in place to ensure efficient and appropriate infrastructure planning and mitigation of flood risks. Irrespective of the introduction of Bills 108, 109 and 23, the current increase in development and the impact from the EV battery plant and hospital will require an increase in staff.

### *Reputational Risks*

As noted, the City continues to see an increase in development which will be amplified by recent legislative changes and economic development in Windsor. Failure to secure appropriate staffing could affect the timing and ability to implement critical regional infrastructure needed to support the anticipated development. This has the potential to drive prospective developers and industry towards other markets for investment.

### **Climate Risk**

**Climate Change Mitigation:** N/A

**Climate Change Adaptation:** N/A

### **FINANCIAL MATTERS:**

#### **Proposed User Fee for Stormwater Management Reviews**

The proposed SWM Review fees are detailed in Table 2 below and are based on an estimation of the time and effort of staff to review an average application of varying size and type. These fees assume a maximum of two (2) revisions to the SWM report through the course of the review. A fee for additional revisions after two (2) revisions have been received to the originally submitted report is also included.

**Table 2: Proposed new Stormwater Management Review Fees – Engineering**

<b>Description</b>	<b>Fee Excluding HST</b>	<b>Unit of Measurement</b>
Stormwater Review Fee for sites less than 2Ha	\$490	Per application
Stormwater Review Fee for sites greater than 2Ha	\$820	Per application
Stormwater Review Fee related to SPC Amendment (AMT) Type applications (all sizes of site)	\$430	Per application
Resubmission fee for Stormwater Review – 3 <sup>rd</sup> and subsequent submission	\$200	Per submission



Assuming an average of 55 stormwater reviews annually where 60% are for sites less than 2Ha, the estimated annual revenue related to this new user fee is \$34,210. This number is an estimate based on the average number of applications requiring reviews over the last five (5) years. In order to meet the provincial target of 1300 units per year, applications are projected to increase, although it is difficult to predict the actual number of applications. For 2023, the estimate above is considered a conservative estimate and the user fee will be reviewed annually.

### **Increased Permit Revenue**

As noted, Bill 23 and legacy projects recently established in Windsor are projected to increase development in Windsor and Essex County in the coming years. Furthermore, Council endorsed a pledge through CR108/2023 to help achieve the Province of Ontario's Municipal Housing Targets of building 13,000 homes in Windsor by 2031. Based on the current number of permit applications processed on average per year, this could represent approximately two (2) times the current number of units.

For the years 2021 and 2022, the average combined number of driveway and sewer permits issued by the Right-of-Way division was 1193 permits annually. The City is currently seeing an increase in higher density developments such as townhomes, additional dwelling units and multi-residential. A single family home typically requires one (1) driveway permit and one (1) sewer permit. For multi-residential developments, there may only be one (1) driveway and one (1) sewer permit issued for a property with a large number of units. As Bill 23 focuses on doubling the number of housing units, this is unlikely to result in a corresponding doubling of driveway and sewer permits. However, an increase in housing will also result in an increase in municipal consent (utility), hoarding and moving permits, which are issued by the Right-of-Way division.

Considering higher density development, current interest rates and the fact that development will be driven by the market, Administration is forecasting a conservative estimate of 600 Right-of-Way permits annually in addition to the current average. At the current permit fee of \$212/permit, this could represent a potential permit revenue increase in the Engineering Department of up to \$127,200 annually.

### **Required Additional Staffing**

The estimated annual operating cost, excluding recoveries and additional revenues, of the four (4) recommended regular full time staff is \$496,576.

To minimize the impact on the Operating budget, all positions within the Development Division were evaluated to determine an appropriate percentage of that position's salary that could be recovered through Capital projects. All of the current and proposed FTE positions support, provide input into or manage some degree of Capital works projects. The total net increase to the Development Division accounting for the two (2) new positions and the revised capital recovery structure is \$76,980.

No changes are proposed to the capital recovery structure of the Right-of-Way Division and as such the total net increase to the Right-of-Way remains \$223,139. Table 3 below provides the projected net cost to the general tax levy for the four (4) new FTE positions in Engineering:

**Table 3: Net cost for the Required New Positions**

	Development Division	Right-of-Way Division
<b>Expenses</b>		
New FTE Positions	\$273,437	\$223,139
<b>Recoveries and Funding Sources</b>		
SWM Review Fee		\$34,210
Increase in Permit Revenue		\$127,200
Recoveries from Capital Projects	\$196,456	
Recovery from Sewer Surcharge	\$68,759	\$44,027
<i>Total (Revenues)</i>	<i>\$265,215</i>	<i>\$205,437</i>
<b>Net Cost</b>	<b>\$8,222</b>	<b>\$17,702</b>

Accounting for the projected revenues above, the total projected net cost to the general tax levy resulting from the addition of the four (4) FTE positions is \$25,924.

**Consultations:**

Linda Mancina – Financial Planning Administrator – Engineering

Wira Vendrasco – Deputy City Solicitor

Joe Baker – Manager of Permits - Building

**Conclusion:**

Administration recommends the addition of two (2) regular full time positions within the Engineering – Development staff compliment and two (2) regular full time positions within the Engineering – Right-of-Way staff compliment to support the anticipated development in the Sandwich South Employment Lands and City wide. These positions will allow the divisions to maintain an acceptable level of service. To partially offset this additional cost as well as to cover costs and efforts associated with servicing and stormwater management reviews, a new user fee is being proposed for development applications and permits requiring stormwater management reviews.

**Planning Act Matters:**

N/A

**Approvals:**

<b>Name</b>	<b>Title</b>
France Isabelle-Tunks	Executive Director of Engineering / Deputy City Engineer
Chris Nepszy	Commissioner, Infrastructure Services / City Engineer
Shelby Askin Hager	Commissioner, Legal & Legislative Services / City Solicitor
Joe Mancina	Commissioner, Corporate Services / Chief Financial Officer
Onorio Colucci	Chief Administrative Officer

**Notifications:**

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

**Appendices:**

**Subject: Sewer Master Plan Implementation 2023 Update - City Wide**

**Reference:**

Date to Council: April 3, 2023

Author: Ryan Langlois

Storm/Wastewater Engineer

(519) 255-6100 Ext. 6339

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

Development - Engineering

Report Date: 2023-03-03

Clerk's File #: SW/12983

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

**Recommendation:**

- I. THAT City Council **RECEIVE** for information this report as an overall 2023 status update on the progress of the Sewer Master Plan Implementation Program.

**Executive Summary:**

N/A

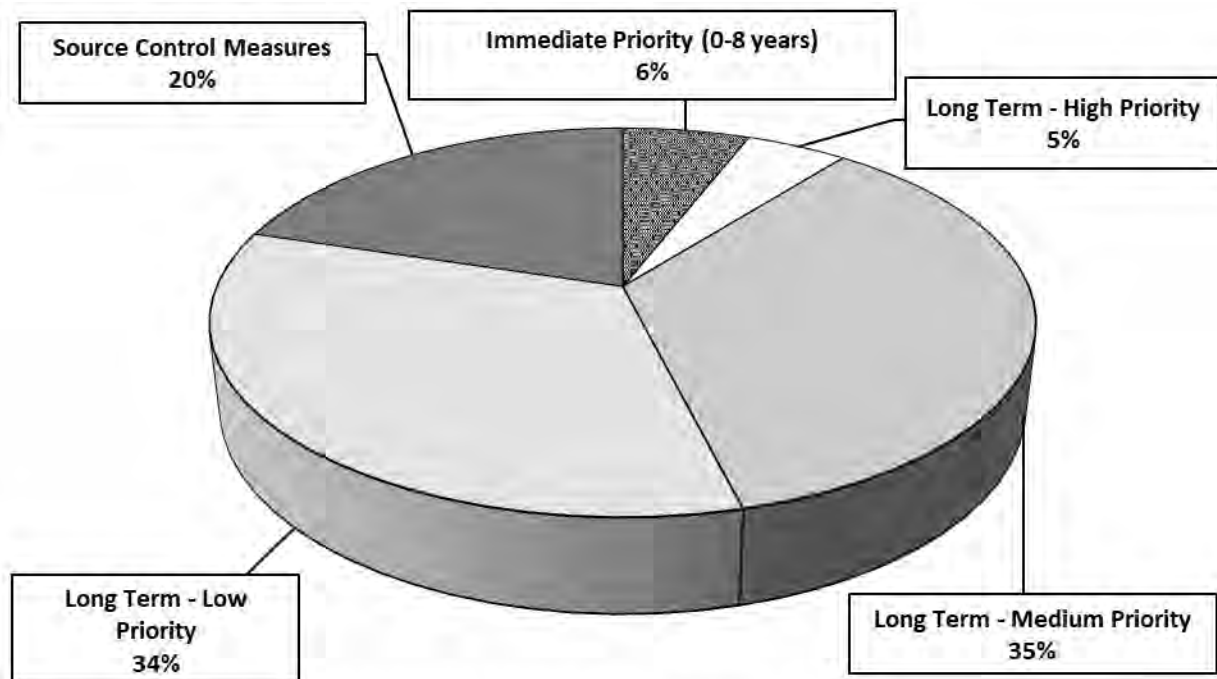
**Background:**

On July 27, 2020, Council endorsed the recommendation summary of the Sewer and Coastal Flood Protection Master Plan (SMP), which included a long-term \$5 billion implementation strategy over 50+ years (CR379/2020). The approved strategy identified a list of immediate priority projects, including projects through government-awarded funding grants, including those falling under the Disaster Mitigation and Adaptation Fund (DMAF-1) grant per CR380/2018 as well as programs and initiatives to reduce basement and surface flooding. Future projects relating to the long-term needs of the City were also identified based on recommendations set out in the SMP categorized as high, medium and low priority.

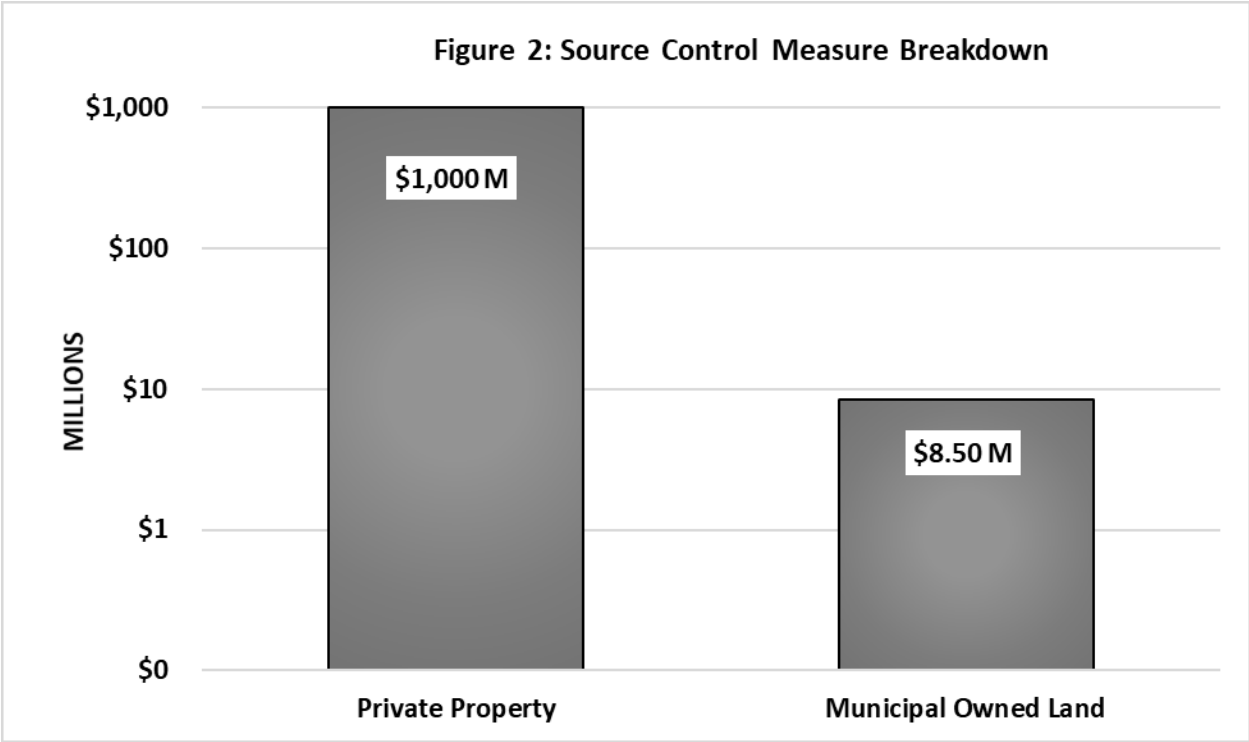
To meet the flood reduction goals in the SMP, private property owners are encouraged to take an active role in protecting their properties from flood damage and mitigating the stress on the municipal sewer system. Source control measures are strategies and actions, which aim to reduce extraneous inflow into sewers, thereby reducing flood

risks. As part of the SMP, source control measures were categorized into both private property (foundation drain and downspout disconnection) and municipal source (sanitary maintenance hole sealing and backflow prevention measures) controls. The City committed to incorporate municipal source controls during Capital Projects and further investigate the development of policies, procedures and financial incentives to encourage private property owners to implement similar improvements.

The figures below provide a breakdown of estimated costs for each type of SMP priority based on the current \$5 billion implementation strategy, as well as a further breakdown of estimated costs for private and public source control measures.



**Figure 1: Sewer Master Plan Solutions Financial Cost Breakdown**



Following the initial recommendations, Council approved the following as part of the February 22, 2021 Capital Budget meeting (C5/2021, B13/2021):

- **Implementation Progra** Guiding document to establish the framework and approach for implementation of SMP projects.
- **Implementation Project Charter:** Overview of the Program goals, objectives, scope, guiding principles and project schedule, including a description of the project team structure, executive committee and their roles and responsibilities that define the project environment.
- **2021 Project Priorities:** Priorities identified as part of the 2021 Capital Budget process. Priorities to be reviewed annually, with new priorities recommended as necessary, for Council approval.

On December 13, 2021, Council received the annual status update on the progress of the SMP Implementation Program (SMPIP) and approved the 2022 project priorities below as part of the 2022 Capital Budget (B32/2021).

- Collaborative LID Pilot Projects
- Trunk Sewer Flow Monitoring
- Locate and Mitigate Inflow & Infiltration of Existing Neighbourhoods

## Discussion:

On an annual basis, the SMPIP Executive Committee reviews the prioritization of projects based on the identification of immediate and long-term needs ranging from high, medium and low priorities for flood mitigation solutions outlined within the original SMP document. The Program continues to contribute to decision making relating to annual budgetary planning, updates to municipal policies, review of potential subsidy programs and potential collaboration for future public and private partnerships.

## Project and Status Update

To date, close to \$185M has been approved for projects falling under the SMPIP and major Capital Projects relating to the implementation of flood mitigation solutions (collectively “the SMP Projects”) within the committed and pre-committed capital budget 5-year timeframe. This includes projects falling under the DMAF-1 grant fund. A number of the SMP Projects identified in the 2022 capital with planned commitments beyond the 5-year timeframe are also noted.

The projects and studies have been categorized as follows:

- **Completed:** SMP Projects/Studies completed to date.
- **Priority 1:** SMP Projects currently underway or budgeted in the future as partially or fully funded within the approved 5-year capital budget funding timeframe for pre-commitments.
- **Priority 2:** High priority SMP Projects currently not funded or noted as planned commitments within a 5 - 10 year timeframe within the approved capital budget.

The SMP Projects, based on the categories above, are shown in *Schedule A*. Studies and pilot projects are shown in *Schedule B*.

A project status update for Priority 1 projects are provided in *Schedule C*.

## 2022 Project Update

In 2022, the City continued work on projects approved from previous years, as well as initiated the 2022 project priorities. In addition, a number of Council approved pilot programs were initiated beyond the original priority list. These pilot programs support a mix of short and long-term solutions on both the public right-of-way and private property to reduce the impact and risk of flooding. The City was also successful in securing a number of government grants to financially support these projects and expedite new major Capital Projects coinciding with the SMPIP.

An update for the 2022 project priorities and successful grant applications are provided below:

1. **Collaborative Low Impact Development (LID) Pilot Projects:** This project, involves the investigation and identification of areas in which the implementation of LID flood solutions may be feasible to reduce inflow into the combined sewer system. Letters were issued to developers/planners/consultants with information

on this pilot, inviting potential collaboration between the City and private properties to implement LID's. Further, the Development Division of Engineering, through its review of development applications, is identifying properties in the development process that may be candidates for this collaboration effort.

Follow-up with individuals on the distribution list from a number of local planning and engineering consultants are to continue through 2023 to discuss the potential for future collaboration.

- 2. Trunk Sewer Flow Monitoring:** A funding application was submitted in October 2021 as part of the Research and Knowledge Initiative Grant, but was unfortunately unsuccessful. The project budget was pre-committed from the SMP/IP for immediate use (B32/2021).

This project involves the installation of monitoring equipment in City storm, sanitary and combined trunk sewers, with monitoring to be completed over the next four (4) years to support future designs and collect data for re-calibration and validation of the City's sewer model. This project was recently awarded to AMG Environmental to monitor five (5) locations per year, with up to an additional seven (7) provisional locations each year over the course of the project. Final monitoring locations have been selected for Year 1 and twelve (12) locations are proposed, beginning spring 2023, where shown in *Schedule B*.

- 3. Locate and Mitigate Inflow & Infiltration of Existing Neighbourhoods:** A funding application was submitted in October 2021 as part of the Research and Knowledge Initiative Grant, but was unfortunately unsuccessful. The project budget was pre-committed from the SMP/IP for immediate use (B32/2021).

This project will complete a detailed investigation into the sources of high residential sanitary sewer inflow and infiltration (I&I) from older neighbourhoods with private property foundation drain connections to the municipal system. Repair of the identified sources will commence over the next four (4) years. The investigation stage is currently underway and expected to continue in 2023.

- 4. SMP Education and Outreach Initiative:** As part of this ongoing initiative, a **Home Flood Protection Pilot Program** for up to 100 homes was approved by Council (CR150/2022) to provide financial incentives for homeowners to assess their homes for flood protection measure options. A third party company will complete the home flood protection assessment and recommend flood mitigation measures to the homeowner. Financial incentives are currently being explored to assist homeowners with implementing any or all recommended mitigation measures. In 2023, Administration will meet to discuss mechanisms to distribute applicable funding, marketing and implementation of the Home Flood Protection Pilot Program.

- 5. DMAF-1 Project Update:** A report was received by Council on February 13, 2023 (C17/2023) for the DMAF-1 Program to provide an update on the challenges surrounding recent economic conditions and the resulting inflationary pressures relating to the projects. The report outlined the anticipated funding



gaps as a result of impacts to our local and global economy. As part of the Council resolution (CR70/2023), administration has been directed as follows:

- Hold DMAF-1 construction tenders as outlined in Appendix C of the Council report, pending discussions with Infrastructure Canada (INFC) to further investigate and consider strategies to address the increasing impacts of inflationary pressures on the DMAF-1 Program;
- Request INFC for an extension to the completion date for the DMAF-1 Program, from March 31, 2028 to March 31, 2032; and
- Further, Council intends to send a letter on behalf of the City to the Federal Government (Minister of Intergovernmental Affairs, Infrastructure and Communities) and to our local Federal Members of Parliament, as well as the Federation of Canadian Municipalities (FCM) to request that the federal government provide additional funding to avoid the downloading of inflation-adjusted construction costs to municipal ratepayers.

Administration will continue discussions with INFC with an aim to identify options and opportunities to mitigate the incremental financial impact to the City, while still meeting the intent of the overall DMAF-1 Program.

### **Central Pond Expansion Land Acquisition**

The SMP recommended an expansion to the existing Central Pond, located along the southeast corner of Central Avenue and Plymouth Drive, as a flood mitigation solution for the area. As part of the solution, land acquisition is required.

At a special meeting to Council on July 26, 2021, Council approved the Draft Plan of Subdivision for the Grand Central Business Park Inc. and identified that the City acquire Block 8 – 12M 685 of the plan, to expand the Central Pond (CR366/2021). On June 9, 2022, an In-Camera report approved the land acquisition.

### **2022 Grant Funding Update**

- 1. Disaster Mitigation and Adaptation Fund (DMAF-4):** The DMAF-4 Program supports infrastructure projects that mitigate and adapt to current and future climate related risks and disasters triggered by national hazards, such as floods, wild fires, droughts and seismic events. On October 4, 2021, Council approved the submission of a grant application under both the Large-Scale and Small-Scale Project Stream (CR454/2021).

The City was successful in receiving funding for the DMAF-4 Program under the Large-Scale Project Stream for the Retention Treatment Basin (RTB) across from Lou Romano Water Reclamation Plant. The approval of grant funding to support the project provides a federal contribution of total eligible expenditures of up to 40%. The total estimated cost for this project at time of application was \$88.54M, with potential grant funding of \$32.74M.

The DMAF-4 Program requires that awarded projects be substantially complete by December 31, 2032. Administration is working with INFC to complete the DMAF-4 Contribution Agreement, however, similar inflationary pressure concerns apply to this Program with updated cost estimates exceeding the value of the original application budget. Council directed Administration through Council Resolution CR70/2023 to advise INFC that discussions with respect to the development of a Contribution Agreement for the award of funding for DMAF-4 be placed on hold pending a further review of strategies developed to address DMAF-1 and our commitments under that Agreement.

### **Risk Analysis:**

No significant or critical risks are associated with this SMP implementation update to Council. Overall risks to the SMPIP, to be considered during the prioritization of future projects for capital budget, are primarily financial and economic in nature. This includes the following:

- Increased cost for future labour and materials beyond typical annual inflation due to disruptions in supply chains and labour market tightening.
- Short-term fiscal and long-term economic impacts due to potential shortages of material and labour, delay in design and construction schedules, and decline of City revenue and unforeseen expenditures in the occurrence of future unforeseen circumstances such as another global pandemic.
- Limited financial grant funding support for future priority projects and overall delay of SMP solutions.

### **Financial Matters:**

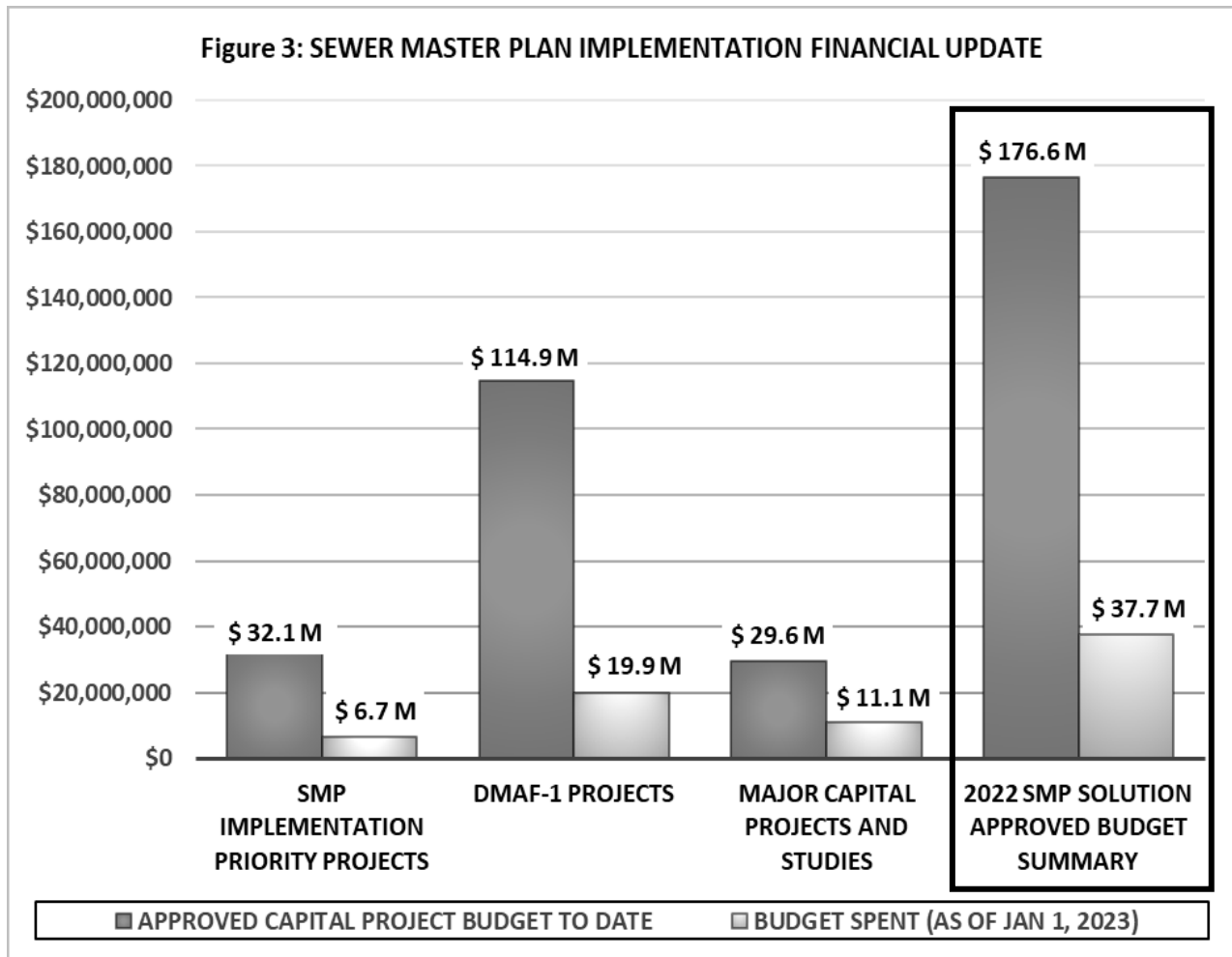
Significant investments in infrastructure have continued throughout the City of Windsor to mitigate the risk of basement and surface flooding both within and outside of the SMPIP. The guide to project solution implementation planning outlined within the SMP Project Charter continues to be followed, with priorities being reviewed annually based on the current and future forecasting of needs and available government funding available to support both immediate and high priority projects.

To date, Council has approved \$176.6M of committed and pre-committed funding, which includes DMAF-1 and other grant funding sources. This amounts to approximately 3.5% of the overall \$4.9B of works identified within the SMP. As of January 1st, 2023, approximately \$37.7M of the funding has been spent, including major Capital Projects within the SMP flooding solution priority list.

Provided below is a summary of the 2022 financial tracking of approved projects under each umbrella of the SMPIP which illustrates the current approved capital budget in comparison to budget spent. The budget summaries are based on the following:

- Committed and Pre-Committed Funding up to the end of 2026 (5-year); and

- Full commitment of funding for projects that fall under awarded grant programs (EX. DMAF-1) with timelines that extend beyond 5 years.



Since the beginning of 2018, approximately \$17.1M has been spent through the Basement Flooding Abatement Program for residents to protect themselves from flooding. Within this program includes approximately \$12.8M spent as part of the Basement Flooding Protection Subsidy Program.

The approved funding allocated to the Basement Flooding Abatement Program, City Wide Sewer Rehabilitation and Local Improvement project funding will continue to be leveraged to fund additional projects as part of the SMPIP.

### Long-Term Capital Planning and Asset Management

The City is currently in the process of developing a comprehensive long-term Capital Management Plan for the City's roadways and sewer infrastructure. Using the Assetic Software tool by Brightly Software Inc., Asset Management and Engineering is working collaboratively to integrate all future SMP solutions into the planning tool with their respective prioritizations.

With the SMP solutions being reviewed and re-prioritized annually, this tool will work to assist with updating the SMP/IP prioritization plan for future projects and maximize the cost-benefit ratio of maintenance/rehabilitation and immediate and high priority flood mitigations projects.

The Assetic Asset Management tool will continue to be developed through 2023.

**Consultations:**

- Fahd Mikhael – Engineering
- Colleen Middaugh – Corporate Projects
- Janelle Coombs – Corporate Projects
- Marie Gil – Asset Planning
- Luigi Congi – Asset Planning
- Linda Mancina – Financial Planning

**Conclusion:**

The projects that make up the SMP/IP are aimed to provide flood mitigation measures to reduce the likelihood of future basement and surface flooding in the City of Windsor. The Program addresses the prioritization of projects based on the approved SMP document with priorities continuing to be updated on an annual basis.

Administration recommends that this report be noted and filed.

**Approvals:**

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

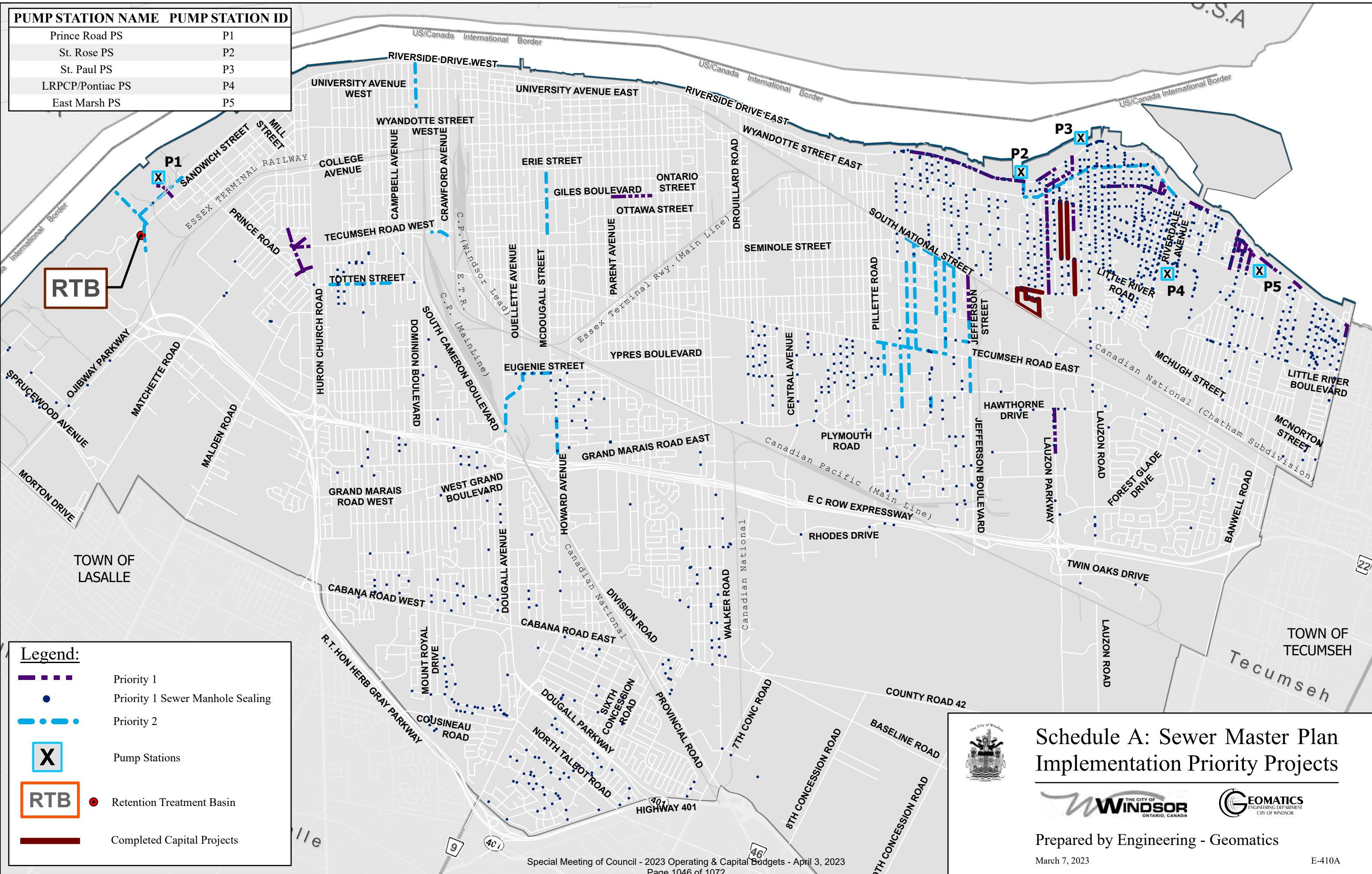
**Notifications:**

Name	Address	Email

**Appendices:**


- 1 Schedule A: Sewer Master Plan Implementation Capital Project Map
- 2 Schedule B: Sewer Master Plan Implementation Pilot Project and Study Map
- 3 Schedule C: Sewer Master Plan Project Status Update Table

PUMP STATION NAME	PUMP STATION ID
Prince Road PS	P1
St. Rose PS	P2
St. Paul PS	P3
LRPCP/Pontiac PS	P4
East Marsh PS	P5





**Legend:**

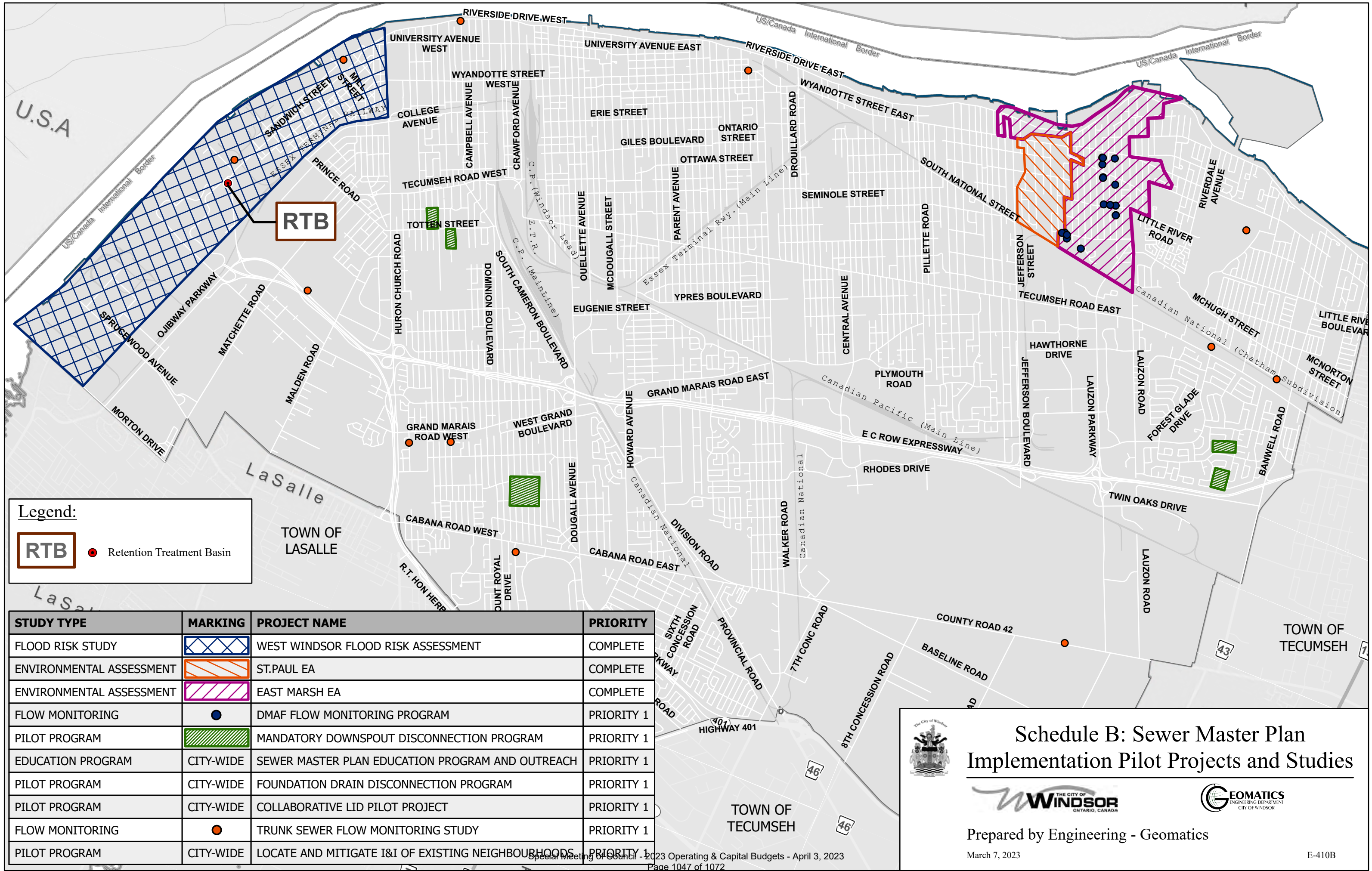
- - - Priority 1
- Priority 1 Sewer Manhole Sealing
- - - Priority 2
- X Pump Stations
- RTB ● Retention Treatment Basin
- Completed Capital Projects



**Schedule A: Sewer Master Plan  
Implementation Priority Projects**

Prepared by Engineering - Geomatics  
March 7, 2023



**Legend:**

**RTB** ● Retention Treatment Basin

STUDY TYPE	MARKING	PROJECT NAME	PRIORITY
FLOOD RISK STUDY		WEST WINDSOR FLOOD RISK ASSESSMENT	COMPLETE
ENVIRONMENTAL ASSESSMENT		ST.PAUL EA	COMPLETE
ENVIRONMENTAL ASSESSMENT		EAST MARSH EA	COMPLETE
FLOW MONITORING	●	DMAF FLOW MONITORING PROGRAM	PRIORITY 1
PILOT PROGRAM		MANDATORY DOWNSPOUT DISCONNECTION PROGRAM	PRIORITY 1
EDUCATION PROGRAM	CITY-WIDE	SEWER MASTER PLAN EDUCATION PROGRAM AND OUTREACH	PRIORITY 1
PILOT PROGRAM	CITY-WIDE	FOUNDATION DRAIN DISCONNECTION PROGRAM	PRIORITY 1
PILOT PROGRAM	CITY-WIDE	COLLABORATIVE LID PILOT PROJECT	PRIORITY 1
FLOW MONITORING	●	TRUNK SEWER FLOW MONITORING STUDY	PRIORITY 1
PILOT PROGRAM	CITY-WIDE	LOCATE AND MITIGATE I&I OF EXISTING NEIGHBOURHOODS	PRIORITY 1

**Schedule B: Sewer Master Plan Implementation Pilot Projects and Studies**

THE CITY OF WINDSOR ONTARIO, CANADA

GEOMATICS ENGINEERING DEPARTMENT CITY OF WINDSOR

Prepared by Engineering - Geomatics

March 7, 2023

E-410B

**Schedule C – Sewer Master Plan Approved Project and Status Update**

<b>#</b>	<b>Project Name</b>	<b>Year Approved</b>	<b>Approved Project Type</b>	<b>Planned Project Period (including 1 year maintenance)</b>	<b>April 2023 Project Status</b>
1.	Greenhouse Gas Mitigation Assessment & Climate Change Study	2018	Study	2019	Complete
2.	Matthew Brady, Phase 2 (Edgar to Tranby)	2018	Design and Construction	2018 - 2020	Complete
3.	Belle Isle View, Phase 1 (Wyandotte to St Rose)	2018/2019	Design and Construction	2019 - 2021	Complete
4.	Tranby Avenue Reconstruction (Parkview to Isabelle) and Tranby Park SWM	2019	Design and Construction	2019 - 2022	Complete
5.	Belle Isle View, Phase 2 (St Rose to Edgar)	2018/2019	Design and Construction	2020 - 2021	Complete
6.	West Windsor Flood Risk Assessment	2020	Study	2021 - 2023	Complete
7.	St Paul Pump Station Environmental Assessment	2020	Schedule C Environmental Assessment	2020	Completed under SMP Project.
8.	East Marsh Pump Station Environmental Assessment	2020	Schedule C Environmental Assessment	2020	Completed under SMP Project.
9.	* Jefferson Drainage Area Improvements and Sewer Separation Project	2021	Study, Design and Construction	2021 – 2025	Study Complete. Currently in Design Stage (Phase 1 – Jefferson Ave, South National to Coronation)
10.	Eastlawn Avenue (Wyandotte to Edgar)	2019	Design and Construction	2021 - 2023	Construction complete and under maintenance period.
11.	Seal Maintenance Hole Covers	2020	Design and Construction	2020 - 2023 (multi-phased)	Phase 1 complete. Phase 2 to commence in 2023.
12.	DMAF Flow Monitoring Program	2019	Monitoring and Reporting	2020 - 2028	Monitoring of LID's for DMAF projects initiated.
13.	Mandatory Downspout Disconnection Pilot Program	2020	Study and Pilot Implementation	2020 - 2024	Monitoring of downspout disconnection areas initiated.
14.	Sewer Master Plan Education Program	2020	Program	2020 - Ongoing	Education plan ongoing.
15.	Backflow Prevention Measures at Flood Protection Dike Crossings	2021	Design and Construction	2021 - 2023	RFT for construction services to be issued Spring 2023.
16.	Foundation Drain Disconnection Pilot Program	2021	Study and Pilot Implementation	2021 - 2028	Area investigation stage.
17.	Riverside Drive Vista & Barrier Landform, Phase 2A (Ford to St Rose)	2017/2018/ 2019/ 2021	Design and Construction	2018 - 2025 (includes advanced relocation)	Design/Expropriation stage.
18.	East Marsh Pumping Station Improvements	2018	Design and Construction	2024 - 2027	Design stage <b>Construction on hold</b>
19.	St. Paul Pumping Station Expansion	2020	Design and Construction	2021 - 2023	Design stage.
20.	East Marsh Drainage Area Redirection (3 Phases) (Menard, John M, Florence, Clover, Elinor & Clairview)	2018/2019/ 2021	Design and Construction	2019 - 2025 (multi-phased)	Design (Phase 1) complete. In design stage (Phase 2 – 3) <b>Construction on hold</b>
21.	Belleperche Storm Trunk Sewer (3 Phases) (Tranby Avenue to St Paul Pumping Station)	2018	Design and Construction	2021 - 2026 (multi-phased)	Design stage (Phase 1 – 3). <b>Construction on hold</b>



**Schedule C – Sewer Master Plan Approved Project and Status Update**

<b>#</b>	<b>Project Name</b>	<b>Year Approved</b>	<b>Approved Project Type</b>	<b>Planned Project Period (including 1 year maintenance)</b>	<b>April 2023 Project Status</b>
22.	** Lauzon Parkway Sewer & Road Rehabilitation (Hawthorne to Cantelon)	2020	Design	2021 - 2025	Design stage. Construction to begin Spring 2024.
23.	Matthew Brady, Phase 3 (Wyandotte to St Rose)	2018	Design and Construction	2021 - 2024	Construction stage.
24.	Giles Blvd. Storm Relief Sewer (Langlois to Gladstone)	2021	Design and Construction	2021 - 2024	Construction to be completed in Spring 2023.
25.	Prince Rd. Storm Relief System Outlet to Detroit River	2021	Schedule C Environmental Assessment, Design & Construction	2021 - 2026	Design stage.
26.	St. Rose Pumping Station	2021	Schedule C Environmental Assessment, Design & Construction	2023 - 2026	Environmental Assessment stage.
27.	Little River Pollution Control Plant Overflow Improvement	2019	Schedule C Environmental Assessment, Design & Construction	2021 - 2026	Environmental Assessment stage. Completion scheduled in Spring 2023. Design to begin Summer 2023.
28.	Cedarview Storm Trunk Sewer (Watson to Brumpton Park)	2019	Design and Construction	2024 - 2026	Planning stage. RFP for design services to be based on resolution of DMAF-1 Funding.
29.	Brumpton Park Stormwater Storage	2019	Design and Construction	2024 - 2026	Planning stage. RFP for design services to be based on resolution of DMAF-1 Funding.
30.	Tecumseh/Dorchester Rd. Sewer Separation	2021	Design and Construction	2022 - 2029	Design stage.
31.	Felix/Marlborough Sewer Separation	2021	Design and Construction	2029 - 2032+	RFP for design services deferred to 2029.
32.	Collaborative LID Pilot Project	2021	Study and Pilot Implementation	2022+	Letter(s) sent out to potential development and residential partners. Pilot locations currently. Further consultation with potential collaborators to continue in 2023.
33.	Trunk Sewer Flow Monitoring	2021	Study	2022 - 2028	RFP for consultant monitoring services awarded. Project to commence in Spring 2023.
34.	Locate and Mitigate I&I of Existing Neighbourhoods	2021	Study and Pilot Implementation	2022 - 2027+	Area investigation stage.

**Note:** \* Funds for Design and Construction beyond Phase 1 NOT included in approved Budget.

\*\* Funds for Construction NOT included in approved Budget.

**Subject: Organizational Structure Changes - Office of the CFO/City Treasurer - City Wide**

**Reference:**

Date to Council: April 3, 2023  
Author: Marco Aquino  
Executive Initiatives Coordinator  
519-255-6100 ext 6477  
maquino@citywindsor.ca  
City Treasurer  
Report Date: March 3, 2023  
Clerk's File #: AS2023

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

**Recommendation:**

THAT in order to comply with mandatory legislative and regulatory requirements under Payment Card Industry (PCI) Standards, City Council **APPROVE** a permanent Senior Treasury Analyst position to be funded in 2023 from monies which are available within the existing PCI capital project (Project ID 7211036); and further,

THAT ongoing funding for the permanent position of Senior Treasury Analyst **BE APPROVED** as a pre-commitment to the 2024 Operating budget; and further,

THAT as a result of the enhanced investment strategy resulting in increased investment yields, funding for the existing position of Manager of Treasury & Cash Management **BE APPROVED** as a recovery from the Corporate Interest budget; and,

THAT City Council **APPROVE** a permanent position of Manager of Administration Corporate Services to be funded on a cost neutral basis through the existing Corporate Services operating budget.

**Executive Summary:**

N/A

**Background:**

The Office of the Commissioner of Corporate Services, Chief Financial Officer/City Treasurer is comprised of five departments: Financial Accounting & Corporate Controls, Financial Planning, Taxation, Treasury & Financial Projects, Asset Planning, and Human Resources & Employee Relations.

Regulatory and legislative responsibilities with regards to receipt of payment for services through credit cards have evolved and, if not met and maintained, will result in significant fines and service restrictions being imposed on the City.

Distribution of tasks and responsibilities within and amongst the Corporate Services area has evolved over the past several years, partly because of Covid related considerations, with many additional responsibilities being layered onto already stretched resources. The budget changes requested in this report are required in order to meet newly mandated regulatory and legislative requirements, and to enhance opportunities to realign the duties and responsibilities within the departments in order to gain efficiencies, especially as it relates to increasing investment yields. The addition of these positions will not increase the City's tax levy requirements for the 2023 budget.

## **Discussion:**

### **Payment Card Industry (PCI) Standards** – addition of one (1) regular full-time non-union position

In 2018 the City was put on notice by Chase Paymentech (Chase) that certification as to compliance with Payment Card Industry (PCI) standards as it relates to security over processes and technology used to protect cardholder data through the acceptance of credit card payments was required. Breaches of private information can cause undue financial burden on cardholders in addition to fines and penalties for vendors. Over the past four years a project team, comprised of both Finance and IT staff, have been assigned the task of implementing changes in both operational business process as well as technology security in order to achieve PCI certification by December 31, 2023. Administration's actions have been supported through an agreement with MNP LLP who have dedicated a team of qualified security assessors on staff. MNP has undertaken a review of the City's existing security environment and provided recommendations which must be met for certification. MNP will further provide a final assessment of the City's credit card environment and provide certification when we have demonstrated 100% compliance. Funding for the work performed by MNP has been approved through a capital project (project id# 7181045).

As a result of being close to finalizing the required changes, a moratorium which limited implementation of new enhancements within payment card programs has been in place. Once certification is attained, this moratorium will be lifted and new programs and processes will be able to be assessed and, where deemed appropriate, implemented under the new business processes and controls.

Annual compliance with PCI standards is a mandatory requirement to maintain certification. In terms of PCI compliance, there is no room for any deviations from the standards. In other words, 100% compliance must be demonstrated. Failure to achieve and/or maintain certification can result in significant fines imposed by the credit card companies. A further consequences of non-compliance can include the withdrawal of the ability to accept credit cards as a method for payment of services. To put this consequence into context, for the period October 2021 through to September 2022, the

City processed in excess of 336,000 transactions receiving more than \$24 million in credit card payments through Chase merchant accounts. Additional revenue is received through other merchant accounts held by third party vendors such as ActiveNetworks which processes transactions on behalf of the City using their own technology. PCI compliance is also a requirement for the continued use of these third party vendors. The loss of use of credit cards as a payment option would have a very material impact on service delivery.

Following certification, the project team will be dissolved and staff will be reassigned other projects and priorities. The contract with MNP will also cease with the exception of the annual recertification. Additional staffing will be required to ensure that there is ongoing expert internal support from the Finance Department available to all other departments who may wish to explore new and enhanced methods for accepting credit card payments as well as to ensure that required controls, training and development is maintained. Staff will need to be trained in PCI compliance as it requires specialized knowledge and expertise which is not currently available in our existing staff complement.

Administration is recommending that a new permanent non-union position, Senior Treasury Analyst, be added to the Treasury staff complement to undertake this required role on a regular full time basis.

In 2021, funding of \$250,000 was approved for capital project 7211036 to be used for PCI related technology. To date, approximately \$233,000 remains in the project. Therefore, one-time funding for this position is being recommended to come from a transfer of monies available within this existing capital project for the balance of 2023; this will avoid an increase to the tax levy requirement in the 2023 budget. However, ongoing funding will need to be pre-committed and annualized as part of the 2024 operating budget approval process.

### **Manager of Administration – Corporate Services**

The administrative support for the area of Finance was decentralized many years ago in an effort to meet budget targets with the duties and responsibilities distributed throughout the Finance department and elsewhere where deemed appropriate. As an interim measure, the Senior Manager of Administration position within the Office of the CAO assumed some oversight for certain services however a significant portion of the work remained being allocated amongst several of the Finance managers taking on the management and co-ordination of day to day functions These include such matters as the management of customer services initiatives, onboarding of new staff, managing the filing and storage of key financial records, ordering of departmental supplies, coordination of equipment needs, dealing with third party vendors, mail issues, etc. Additionally, as a result of the lessons learned from the pandemic, other very critical administrative planning functions such as Business Continuity Planning, Corporate Contingency Planning, Health and Safety compliance/training, was assigned to the position of Executive Initiatives Co-ordinator as an interim but unsustainable solution.

It should be noted that the position of Manager of Administration continues to exist in many areas providing ongoing administrative support to the key operating areas of

Public Works Operations, Recreation & Facilities and Social & Health Services. In reviewing the current organizational structure for Corporate Services which is now inclusive of Human Resources, there is a necessity to reintroduce the Manager of Administration for Corporate Services that would take on oversight of the administrative responsibilities. This position will be accountable for the provision of essential administrative support services for the Office of the Commissioner of Corporate Services inclusive of the Financial Accounting & Corporate Controls, Taxation, Treasury & Financial Projects, Financial Planning, Asset Planning, and Human Resources & Employment Relations departments. This position can be funded on a tax levy neutral basis from the annual operating budget. Without approval for this position, administrative tasks will continue to remain disbursed amongst other Finance managers severely limiting their ability to focus on key projects and priorities aimed at improving financial support to the public as well as the operating departments.

### **Manager of Treasury & Cash Management – existing position**

The impact of the pandemic, having to withstand significant cash out flows with uncertainty as to financial support from upper levels of government, emphasized the need for prudent cash management policies & procedures and fiscal sustainability. Furthermore, cuts to lending rates by the Bank of Canada during the pandemic which have now been reversed to combat inflation have resulted in significant annual yield swings as it relates to municipal investment portfolios. The division of Treasury & Cash Management is tasked with the responsibility to ensure that the City remains liquid in terms of meeting daily operational requirements while at the same time balancing available cash reserves so as to maximize investment yields. Given the heightened importance of cash management to both daily and long-term financial sustainability, the roles and responsibilities of the Manager of Treasury & Cash Management have been refocused to the development of long-term investment strategies and reserve enhancements. As such Administration is recommending that funding for this position be approved as a recovery from the Corporate Investment revenue given the expected increase in investment revenues made possible by this dedicated focus. This transfer will free up funding within the Office of the Commissioner of Corporate Services to support the addition of the Manager of Administration position noted above without a financial impact on the tax base.

### **Risk Analysis:**

As a result of recent changes within the Office of the City Treasurer/Corporate Services enhanced staffing resources are required in order to address key efficiencies and to better align the functions within the department.

Until such time that approval is received for the changes outlined within this report, there is an ongoing efficiency and effectiveness risk as the increased workload will need to continue to be distributed in an ad hoc and non-sustainable manner amongst already stretched resources.

As previously indicated failure to achieve and/or maintain PCI certification can result in significant fines imposed by the credit card companies and/or removal of the ability to accept credit cards as a method for payment of services. The withdrawal of payment card services will significantly impact operating departments and customer services.

**Climate Change Risks**

N/A

**Financial Matters:**

As demonstrated below, budgetary impacts associated with the changes noted in this report are estimated to be cost neutral to the tax Levy for the 2023 operating year. Annualized funding as it relates to the position of Senior Treasury Analyst will however require a pre-commitment to the 2024 Operating Budget.

**Senior Treasury Analyst (PCI)**

The position of Senior Treasury Analyst is currently rated at a Grade 9 within the non-union salary band. For budgeting purposes, the anticipated 2023 annual salary and fringe budget impact is \$92,813. Funding in 2023 is being recommended to come from monies available within the existing PCI capital project (Project ID 7211036). Due to the timing of this approval and related recruitment, the 2023 annual cost associated with salary and benefits can be reduced resulting in a one-time funding transfer in 2023 of \$73,827. This amount is inclusive of \$11,286 which will be utilized for mandatory PCI compliance training.

	<b>Dept ID</b>	<b>Annual Cost</b>	<b>One-Time Funding</b>
Base Salary	0123609	\$68,972	\$46,211
Fringe Benefits	0123609	\$22,761	\$15,250
Computer Cost	0123609	\$1,080	\$1,080
PCI Training	0123609		\$11,286
<b>Total Cost:</b>	<b>0123609</b>	<b>\$92,813</b>	<b>\$73,827</b>

For purposes of the 2024 operating budget, the salary and benefit cost noted above will be annualized and considered a pre-commitment.

## Manager of Treasury & Cash Management Funding Recovery

The current Manager of Treasury & Cash Management is compensated at a Non-Union Grade 12, Step 5. Inclusive of fringe benefits, the 2023 Annual salary for this position is \$140,506. As a result of an increased and strategic focus on investment yields, Administration is recommending that this cost be recovered and fully funded from Interest on Investments which are directly driven by this position.

	<b>Dept ID</b>	<b>Annual Cost</b>
Base Salary	0123609	\$104,831
Fringe Benefits	0123609	\$34,595
Computer Cost	0123609	\$1,080
<b>Total Cost:</b>	<b>0123609</b>	<b>\$140,506</b>

---

---

## Manager of Administration

The position of Manager of Administration is compensated at a Non-Union Grade 12. The 2023 annual salary and benefits for this position at NU12 Step 2 is \$121,520. This cost will be fully funded from existing budget operating approvals.

	<b>Dept ID</b>	<b>Annual Cost</b>
Base Salary	0123339	\$90,557
Fringe Benefits	0123339	\$29,883
Computer Cost	0123339	\$1,080
<b>Total Cost:</b>	<b>0123339</b>	<b>\$121,520</b>

---

---

## Summary of Changes

In summary, as a result of the redirection of funding for the position of Senior Treasury Analyst from monies available within the existing capital project and the dedicated funding for the position of the Manager of Treasury & Cash Management, there will be sufficient funding available to support the position of Manager of Administration and therefore there will be no tax levy increase in the 2023 budget with regards to the request for additional staffing being proposed. The impacts are summarized below.

	Amount	Department ID	FTE Impact
Revenue - Interest on Investments	(\$140,506)	0143112 - Interest On Investments	
Transfer - Internal Salary	\$140,506	0143112 - Interest On Investments	
Recovery - Internal Salary	(\$140,506)	0123609 - Treasury & Cash Mgmt	
Manager of Administration	\$121,520	0123339 - Financial Services	1
Senior Treasury Analyst	\$92,813	0123609 - Treasury & Cash Mgmt	1
Recovery – Internal Salary (Capital Project)	(\$73,827)	0123609 - Treasury & Cash Mgmt	
<b>Total - 2023 Net Tax Levy Impact</b>	<b>\$0</b>		<b>2</b>

## Consultations:

Deputy Treasurer – Financial Accounting & Corporate Controls  
 Deputy Treasurer – Financial Planning  
 Deputy Treasurer – Taxation, Treasury & Financial Projects  
 Senior Manager Asset Planning  
 Financial Planning Administrator – Finance  
 Human Resources Business Partner

## Conclusion:

Given the ongoing evolution and changes that impact municipal finance, it is necessary to evaluate and adjust the organizational structure and various position requirements from time to time. Given that the recommendations contained in this report will achieve operational efficiencies and legislative compliance without an impact to the current year budget levy, Administration is recommending that City Council approve the additions to the staffing compliments.



**Planning Act Matters:**

N/A

**Approvals:**

<b>Name</b>	<b>Title</b>
Marco Aquino	Executive Initiatives Coordinator
Muhammad Masri	Financial Planning Administrator
Janice Guthrie	Deputy Treasurer Taxation, Treasury and Financial Projects
Dana Paladino	Executive Director Human Resources (A)
Joe Mancina	Commissioner, Corporate Services/CFO
Onorio Colucci	Chief Administrative Officer

**Notifications:**

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

**Appendices:**

**Subject: Per Diem Rate Increase for the Residential Services Homes Program – City Wide**

**Reference:**

Date to Council: April 3, 2023  
Author: Jennifer Tanner  
Manager, Homelessness and Housing Support  
519-255-5200 ext 5250  
jtanner@citywindsor.ca  
Housing and Children's Services  
Report Date: 03/09/2023  
Clerk's File #: SS/13026

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

**Recommendation:**

**THAT** the report from the Manager of Homelessness and Housing Support regarding the per diem increase for the Residential Services Homes program **BE RECEIVED**; and,

**THAT** the Commissioner of Health and Human Services **BE AUTHORIZED** to increase the per diem rate to \$60.00 effective April 1, 2023 for the Residential Services Homes program in Windsor and Essex County, which will require an increase in the annual municipal funding up to \$600,000 from the City of Windsor and up to \$400,000 from the County of Essex that will be prorated in 2023 for nine months (\$450,000 City, \$300,000 County); and further,

**THAT** the Commissioner of Health and Human Services **BE AUTHORIZED** to pursue an increase to the annual funding allocation from the County of Essex up to \$400,000 for the Residential Services Homes program; and further,

**THAT** the Chief Administrative Officer and City Clerk **BE AUTHORIZED** to execute, amend, and terminate agreements with the County of Essex related to the Residential Services Homes program and other homelessness programs funded through the provincial Homelessness Prevention Program (HPP) and the federal Reaching Home funding streams, provided such agreements are in a form satisfactory to the City Solicitor, satisfactory in financial content to the City Treasurer and satisfactory in technical content to the Commissioner of Health and Human Services and the Executive Director of Housing and Children's Services; and further,

**THAT** the Manager of Homelessness and Housing Support be **DIRECTED** to review the Residential Services Homes program per diem rate and/or funding model every three years and provide recommendations to City Council; and further,

**THAT** Council Resolution CR235/2018 SDHC 565 which established the previous Residential Services Homes program per diem rate **BE RESCINDED**.

### **Executive Summary:**

N/A

### **Background:**

The Residential Services Home program, formerly known as the Housing with Supports Home program, offers supportive housing for eligible low income individuals and is currently funded at a \$55 per diem rate, as approved by City of Windsor Council (CR235/2018 SDHC 565). This per diem rate was also supported by County Council (2018-0516-CCS-R005-MB). This per diem rate came into effect on April 1, 2019.

The program is funded primarily through the provincial Homelessness Prevention Program (HPP), as well as municipal funding from the City of Windsor and County of Essex. As the Consolidated Municipal Service Manager (Service Manager), the City of Windsor is legislatively responsible for managing the HPP funding stream for the Windsor-Essex region and provides an annual allocation to the County of Essex to administer the Residential Services Home program for homes located in the County. A previous report to City Council on the HPP delegates authority to City Administration to establish the annual HPP budget, administer this funding stream and enter into agreements with Purchase of Service agencies, among other responsibilities (CR153/2022)

Residential Services Homes must adhere to a number of laws and regulations including the following:

- The Residential Tenancies Act (RTA)
- City of Windsor Business Licensing By-law which governs in part, the operation of Class 2 Lodging Homes located in the City of Windsor
- The HPP Guidelines and more specifically, Appendix B: Guide to the Residential Services Homes Standards Framework
- Standards and service agreements established by the City of Windsor and County of Essex
- Some homes are also subject to the Retirement Homes Regulatory Authority (RHRA)

There are 10 Residential Services Homes with 339 subsidized beds in Windsor and 10 homes with 226 subsidized beds in the County of Essex. These homes provide 24/7 staffing, meals, distribution of medication, referrals to community and health services, and other supports (e.g. laundry) for their residents. The Homes are operated by a

mixture of for-profit and non-profit organizations which have both subsidized residents and private paying residents.

Residents' income sources vary and may include Ontario Works (OW) or Ontario Disability Support Program (ODSP) Board and Lodge rates, Old Age Security (OAS), Canada Pension Plan (CPP). When an individual is approved by City or County Administrative staff for a subsidized bed based on their medical needs and low income eligibility guidelines, the resident is responsible for paying all their income, less a Personal Needs Allowance (PNA) of \$149 per month, to the home to cover the cost of rent, food and care. The City or County then pays a monthly subsidy for that resident up to the maximum of \$55 per day. For example, the maximum payable on a 31-day month is \$1705 (\$55 x 31 days). If the resident contributed \$1000 toward this cost, the subsidy payment would be \$705. The financial reconciliations for each Residential Services Home is done monthly.

In 2022, City Administration engaged with a consulting firm to conduct a review of the Residential Services Homes program in Windsor and Essex County with the goal of improving service delivery and outcomes for residents. This review will be finalized during the first half of 2023 and the recommendations and implementation plan will be presented to City Council through a separate Council Report. It should be noted that the review did not include a financial analysis of the program or any funding recommendations.

### **Discussion:**

These recommendations and a request to increase the per diem rate for the Residential Services Home program is coming before City Council at this late stage in the 2023 budget process as a result of a number of new pieces of information that were not known when the 2023 budget issues were prepared in the summer of 2022.

Administration was aware of funding pressures in this program and had been advocating to the provincial level of government for increased funding for homelessness programs. In early February 2023, the City received a letter from the Ministry of Municipal Affairs and Housing (MMAH) advising that the planning allocation for the HPP was not going to be increased for the 2023 - 2024 fiscal year. Without an increase to the HPP allocation, it is not possible to increase the Residential Services Homes per diem rate unless new municipal and county funding is secured. It is not recommended that funding be reallocated from other homelessness programs under the HPP budget to fund the per diem increase, as this would have negative impacts on many people in Windsor and Essex who rely on these programs to prevent homelessness (e.g. rent and utilities assistance), to stabilize housing (e.g. Housing First program), and to provide emergency shelter, among other supports.

Starting in late summer of 2022, both City and County Administrative staff began to receive requests from Residential Services Home administrators and owners to increase the per diem rate and several homes began advocating to elected officials at the municipal and provincial levels of government. From April 2020 to December 2022, these homes had received temporary provincial funding through SSRF which helped

offset COVID-related costs such as staffing and PPE supplies. Now that this temporary funding stream has ended, allocations have reverted back to pre-pandemic levels which have put added pressures on these homes.

Around the same time, upper levels of government were announcing that increases were coming for certain social assistance programs, but the exact amount and other details of these increases were not announced until several months later. For example, ODSP announcements were made in October 2022 and OAS, CPP and Guaranteed Annual Income System (GAINS) announcements were made in January 2023. Administration has been conducting analysis and financial modelling in the hopes that as social assistance income rates increased, the amount of subsidy payments would decrease and this would result in a surplus in this budget line of the HPP budget that could self-fund a per diem increase. However, given other variables that impact the subsidy payments, such as a large number of Residential Support Homes residents being in receipt of OW which has not been increased, Administration has not seen significant savings in the subsidy payments made to the homes to date.

### **Request to Increase the Per Diem**

There are two interrelated challenges facing the Residential Services Homes program that can be significantly mitigated by increasing the per diem rate from \$55 to \$60.

#### Increasing Cost of Living

The increased cost of living is making it more difficult for Residential Services Homes to operate without incurring a deficit while continuing to deliver quality supports for residents. A number of homes have met with City and County Administrative staff and expressed that with the rising cost of food and other expenses they are no longer able to operate at a break even point and some are incurring deficits. One non-profit home has been able to make up for the funding short fall through fundraising and donations and has estimated the actual cost per day is approximately \$62. The for-profit homes often try to offset budget deficits by increasing rental revenues from private paying residents, but not all homes have the amenities or space that would attract a large number of private paying residents.

Staffing costs are also putting pressure on these homes. Since they are limited in the salary ranges that can be offered for positions such as Personal Support Workers, it is difficult to recruit and retain staff which creates a level of instability that is difficult and costly to manage.

### **Existing Senior Residents Ineligible for the Program**

Senior residents are at risk of being deemed ineligible for the Residential Services Homes program due to recent increases in their social assistance rates (e.g. OAS, CPP) which puts their income above the \$55 per diem. If an existing senior resident is discharged from the program they will also lose out on other related-benefits including a guaranteed Personal Needs Allowance (\$149 per month), eligibility for free incontinence supplies and free transportation to medical appointments under Ontario Works Discretionary Benefits, and support from a City or County Caseworker. Additionally, these residents may not be able to afford the private rental rates at their current homes, which ranges from \$1900 to \$3000 per month, putting them at risk of eviction and homelessness.

The number of senior residents impacted by this issue is 59 or 80, depending on the number of days in the month. City and County Administration have agreed that none of these existing residents will be discharged from the program until this budget request comes before City and County Councils.

<b>Number of Existing Senior Residents Ineligible at \$55 Per Diem as of Jan 31, 2023</b>				
	Number of Subsidized Beds	Total Number of Senior Residents	Number of Ineligible Senior Residents (31 day month)*	Number of Ineligible Senior Residents (30 day month)**
City	339	56	26	30
County	226	68	33	50
<b>Total</b>	<b>565</b>	<b>124</b>	<b>59</b>	<b>80</b>

\*Income is greater than \$1705 + \$149 = \$1854

\*\*Income is greater than \$1650 + \$149 = \$1799

If the per diem rate was increased to \$60, seniors earning up to \$2009 per month (\$1860 per diem + 149 Personal Needs Allowance), would still be eligible for the program. This is an increase to the previous income ceiling of \$1854 (\$1705 per diem + \$149 Personal Needs Allowance).

If the per diem rate was increased to \$60 per day, the number of existing residents impacted would be 7 (based on a 31-day month) and 19 (based on 30-day month). City Administration is currently developing a strategy to address the seniors who will still be impacted, and consulting with County Administration on this plan.

It should be noted though, that additional quarterly social assistance increases are expected for programs such as OAS and CPP throughout 2023 which may increase the number of existing senior residents who may exceed the new income ceiling, even at a \$60 per diem. Also, other existing residents may age into seniors' social assistance programs, which will increase these numbers.

An increase in the per diem rate would also open the program up to more low-income seniors in the community who require this type supportive housing.

**Comparator Municipalities**

City Administration is in regular contact with other municipalities that deliver Residential Services Homes programs funded by provincial and municipal funding. Based on information from seven other communities<sup>1</sup> the average per diem rate is \$56.36. All other municipalities are under similar pressure to increase their per diem rates, with one of their homes stating that if the increase is not brought up to at least \$63, they will have to close their doors.

The one community which provides the highest per diem rate also adds to their allocation by up to another \$50 per resident per month for expenses incurred by the home to improve the residents' quality of life (e.g. recreational programming,

<sup>1</sup> Includes Hamilton Region, Halton Region, Lanark, Norfolk, Prescott-Russell, Simcoe County, and York Region

entertainment). This community also provides a 2 to 3% increase to the per diem rate every year.

### **Risk Analysis:**

If the per diem rate is not increased to \$60 with the support of additional municipal funding from the City and County, there are a number of risks including:

- Some Residential Services Homes may have to close their doors which puts low-income residents who need supports with their activities of daily living, at increased risk of homelessness. This then puts additional pressure on an already strained emergency shelter system, affordable housing market, social housing waitlist and the healthcare system.
- There is a greater risk that quality of services and food provided to residents will be negatively impacted and that the Residential Services Homes operators will be more challenged in meeting the legislative and regulatory requirements of the program. City Administrative staff are already receiving more complaints from residents, their families and even staff at some homes that have required investigations by the Housing Services and By-Law Enforcement departments.
- The impacts on seniors will be immediate with up to 59 existing residents being deemed ineligible for the Residential Services Homes program. These residents may not be able to afford the private rates at their current homes and may have significant challenges finding other low cost supportive housing options until they are eligible for Long Term Care.

If the provincial funding allocation under the HPP is increased in 2024 – 2025, there are still other programs that are facing funding pressures that would need to be considered and not all provincial funding increases will automatically be allocated to the Residential Services Home program. For example, the Housing Stability Plan (HSP) which offers eligible Windsor and Essex County residents with utilities and rental assistance (i.e. arrears payments to avoid evictions and first/last months rent to secure affordable housing) is seeing significant expense increases as the cost of rent rises. Without these important homelessness prevention programs, our community will see an increase in homelessness and the related pressures outlined in the first bullet point above.

If municipal funding is not approved for a per diem increase, and there was a request by City Council to utilize the existing HPP allocation to fund this increase, the number of subsidized beds in the program would have to be reduced by up to 110 beds in the City and County. This reduction would be implemented through attrition and there would be costs incurred until the reduction is achieved.

Another option that was considered in order to mitigate the financial risk was a phased-in per diem increase. For example, the per diem increase could start at \$2 in 2023 and then increased by \$1 every year thereafter, until the per diem rate reach \$60. However,

after reviewing the financial analysis, a phased-in approach would not immediately address the concern of the existing seniors who are ineligible.

Finally, there are operational risks if the request for additional municipal funding is not supported by both City Council and County Council. If only one party approves the funding request, there is a risk of creating a two-tiered Residential Services Home program that offers a different quality of service depending on the location of the home in Windsor or Essex County. This risk has been mitigated through discussions between City and County Administrative staff who both support this approach and recommendations of in this report. County Administration will seek approval for additional municipal funding at the County Council meeting on April 5, 2023.

## **Climate Change Risks**

### **Climate Change Mitigation:**

N/A

### **Climate Change Adaptation:**

N/A

### **Financial Matters:**

The Residential Services Homes in both the City of Windsor and County of Essex are primarily funded through MMAH's HPP, which also provides funding for other regional homelessness programs including Community Outreach and Supports, Emergency Shelters, Supportive Housing, and Housing Assistance programs.

In 2022-23, MMAH provided \$12,470,100 in provincial HPP funding. The balance of the \$15,293,018 HPP budget is funded from municipal contributions of \$2,822,918 (City \$2,374,278, County \$448,640).

MMAH has announced no new Provincial HPP funding will be allocated for 2023-24, therefore a municipal budget increase is being requested to fund the additional cost of providing a per diem rate increase for subsidized beds to \$60.00 as of April 1, 2023. The current per diem of \$55.00 has been in effect since 2019. The increasing cost of living is making it more difficult for Residential Services Homes to continue to operate and deliver quality supports.

As the current provincial and municipal contributions are not sufficient to fund the projected cost of the rate increase, it is estimated that for the 565 subsidized beds at current utilization levels in the City and County would require an additional annual municipal contribution of up to \$1 million as summarized below.



<b>Additional Cost of \$5 Per Diem Rate Increase – Effective April 1, 2023</b>			
	Number of Subsidized Beds	Projected Annual Cost	Prorated Cost for Apr to Dec 2023 (9 months)
City	339	\$600,000	\$450,000
County	226	\$400,000	\$300,000
<b>Total</b>	<b>565</b>	<b>\$1,000,000</b>	<b>\$750,000</b>

Municipal contributions to the HPP program are discretionary and not included as part of the arbitrated weighted assessment agreement. Therefore, in addition to the current City and County contributions, an annualized funding request up to \$600,000 for the City and up to \$400,000 from the County is being brought forward to each of the respective Councils in order to assist with the budget pressure related to Residential Service homes in Windsor and Essex County. The actual cost may vary from the projections due to vacancy rates or changes to residents' income.

**Consultations:**

Sarah Taylor, Housing Support Supervisor  
Linda Higgins, Manager Intergovernmental Funding and Human Services Integration  
Joshua Meloche, Legal Counsel  
Craig Robertson, License Commissioner and Deputy City Clerk

**Conclusion:**

The rising cost of living is impacting all Canadians but low-income earners are impacted more deeply, as are community services that support this segment of the population. The Residential Services Home program has not seen an increase in the per diem rate since 2019. The program requires an increase to a \$60 per diem in order to continue operating at the current number of homes and subsidized beds, and to mitigate the risk of homelessness for its existing senior residents.

**Planning Act Matters:**

N/A

**Approvals:**

<b>Name</b>	<b>Title</b>
Jennifer Tanner	Manager, Homelessness & Housing Support
Kirk Whittal	Executive Director, Housing & Children's Services
Joe Mancina	Chief Financial Officer
Andrew Daher	Commissioner, Human & Health Services
Onorio Colucci	Chief Administrative Officer

**Notifications:**

<b>Name</b>	<b>Address</b>	<b>Email</b>
Mary Birch, County of Essex, Acting CAO	360 Fairview Ave W Essex, ON N8M 1Y6	<a href="mailto:mbirch@countyofessex.on.ca">mbirch@countyofessex.on.ca</a>
Vino Patel, Bruce Villa	539 Bruce Ave Windsor, ON N9A 4X1	<a href="mailto:vpatel77474@gmail.com">vpatel77474@gmail.com</a>
Earle Baker, Devonshire Lodging Home	511 Devonshire Windsor, ON N8Y 2L7	<a href="mailto:devonshireebaker@gmail.com">devonshireebaker@gmail.com</a>
Tigrena Domi, Devonshire Seniors Residence	901 Riverside Dr W, Windsor, ON N9A 7J6	<a href="mailto:tigrena.domi@responsivegroup.ca">tigrena.domi@responsivegroup.ca</a>
Anne Ryan, Iris Residential Inns	1280 Ouellette Ave, Windsor, ON N8X 1J5	<a href="mailto:iris@irisinns.ca">iris@irisinns.ca</a>
Douglas Rosete La Maison Royale	1016 Pelissier Windsor, ON N9A 4L7	<a href="mailto:lamaisonwindsor@gmail.com">lamaisonwindsor@gmail.com</a>
Thomas Ji, Manor House Lodge	1520 Ouellette Ave, Windsor, ON N8X 1K7	<a href="mailto:jhaizhang@icloud.com">jhaizhang@icloud.com</a>
Sami Jaber Marentette Rest Home	1758 Marentette Ave, Windsor, ON N8X 4E6	<a href="mailto:onesamijaber@yahoo.ca">onesamijaber@yahoo.ca</a>
Danny Pinksen, Salvation Army	355 Church St Windsor, ON N8X 3E6	<a href="mailto:Danny_Pinksen@can.salvationarmy.org">Danny_Pinksen@can.salvationarmy.org</a>
Pri Uthayakumar, Victoria Manor	759 Victoria Windsor, ON N9A 4N3	<a href="mailto:pri.loventures@gmail.com">pri.loventures@gmail.com</a>
Dusan Numasi, Victoria Manor	759 Victoria Windsor, ON N9A 4N3	<a href="mailto:dusan.loventures@gmail.com">dusan.loventures@gmail.com</a>
Lakya Scott, Willistead Inn	580 Devonshire Windsor, ON N8Y 2L7	<a href="mailto:Lakya.scott@yahoo.com">Lakya.scott@yahoo.com</a>

**Appendices:**

**Subject: Roseland Golf and Curling Club - Redevelopment - Ward 1**

**Reference:**

Date to Council: 4/3/2023

Author: Dan Seguin

Deputy Treasurer - Financial Accounting and Corporate Controls

(519) 255-6100 #1663

dseguin@citywindsor.ca

Financial Accounting

Report Date: 3/6/2023

Clerk's File #: SR2023

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

**Recommendation:**

THAT City Council **DIRECT** Administration to bring back options for Council's consideration regarding the redevelopment of the Roseland parking lot, clubhouse and the future of Curling; and,

THAT City Council **DIRECT** Administration to begin public consultation and the results be included in the report back to Council regarding the various options.

**Executive Summary:**

N/A

**Background:**

Roseland Golf and Curling Club ("Roseland" or "the Club"), located at 455 Kennedy Drive West, consists of an 18-hole championship "Donald Ross" course, a short par 3 course and an approximately 50,000 square foot clubhouse which houses an approximately 14,000 square foot six-sheet curling rink. Roseland also operates the 9-hole Little River golf course. The clubhouse, curling arena and parking lot were built in the 1970's and have had minimal maintenance and updating since that time.

The property was designated under Part IV of the Ontario Heritage Act in 2003 (By-law 281-2003). The designation was created to recognize the golf course as a cultural heritage landscape (CHL). The original club house was demolished in 1978 and replaced with the current.

Roseland is operated by an independent Board of Directors which consists of 3 City Councillors and 2 members at large. Roseland leases the land and facilities from the City, and also purchases some administrative services from the City. The lease requires Roseland to fund maintenance and improvements of the buildings and courses from their operations.

Based on an internal audit recommendation, Roseland contracted with an international golf course consulting firm, CGA Partners (“CGA”), to develop a Strategic Business Plan.

## **A. Strategic Business Plan Findings**

The Plan, which was finalized in 2020, identified the following key observations:

- The clubhouse is old with major capital expenditures looming and is too large for current demands. The curling operation and the food and beverage operation also create an overall operating loss for the facility. These cost centres impact the ability for the golf operation to be successful and limits the reinvestment into the golf course.
- The golf operation and related food and beverage operation needs to be more aligned to golfers and homeowners demands in the community.
- The existing 50,000 square foot clubhouse, which includes servicing curling, needs to be demolished and a new 7,500 to 10,000 square foot golf only clubhouse should be constructed, with significant outside patio space.
- It was recommended that a Clubhouse Feasibility Study be completed as soon as possible.

In late 2020, Roseland further engaged consulting firm CGA to support the development of a Clubhouse Feasibility Study. The intent of the Study was to determine the optimal facility to support the Strategic Business Plan. CGA conducted extensive market research and surveyed the community regarding the status of Roseland, as well as future amenities that may be appreciated.

## **B. Feasibility Study Findings**

The Feasibility Study report was finalized in March 2021, and endorsed by the Roseland Board of Directors in April 29, 2021.

The key Study findings are as follows:

- Revenue from curling operations can support direct costs, but may not be sufficient to cover the long-term capital required to maintain the curling rink, nor to support losses in the clubhouse when maintaining a full service restaurant over the winter
- Desired and recommended amenities in a new clubhouse include:

- Patio space with casual seating and fire-pits;
- Tournament/Banquet space to host up to a 200-person event;
- A meeting room or boardroom to host both internal and external meetings;
- An updated bar area;
- A new kitchen built to service a limited-service dining operation;
- A place or room to show off the history of being the only public Donald Ross course in Canada;
- Office space for the General Manager and administrative staff;
- Storage space, and;
- Updated bathroom facilities.

As part of the Study, a community survey was facilitated to the public to determine the current satisfaction as well as wishes for Roseland Golf and Curling Club. The survey received 1,131 responses and a good cross section of respondents. The average respondent was a Windsor resident living near the golf course, 55–64 year-old male who golfs 26-40 rounds a year with 1-10 of those rounds being at Roseland and never uses the curling facilities. In general, the survey results indicated the community is generally very satisfied with the golf course itself, but the event, patio, and restaurant amenities are unsatisfactory.

### **Discussion:**

City Administration will review various alternatives to determine the optimal facility to support the Strategic Business Plan and subsequent Feasibility Study.

The following include some of the considerations:

- Ability to renovate and continue using all or part of existing clubhouse and curling rink
- Ideal size and location of clubhouse
- Potential alternative venues for the Curling operations
- Condition of current parking lot
- Optimal size and location of parking lot
- Other risks of aging equipment (irrigation, etc.)

- Results of public consultation

## **Risk Analysis:**

While detailed information on the condition of the existing facility and equipment would assist in assessing the options, there is a strong likelihood for large emergency capital repairs in both the existing clubhouse and the aging curling rink.

Additionally, the inefficient and unappealing building will continue to impact Roseland operating results in the future.

Further, there is a reputational risk, as the clubhouse is a City asset that is not well maintained and does not provide an acceptable experience to the public.

There is an overarching risk relating to the unknown effects of the pandemic on the hospitality industry and whether it is a temporary or long term change which could impact on facility needs.

The decision to create a new space at the Roseland site would have costs associated with the change. A future report will identify funding alternatives for the various options regarding clubhouse, parking lot and curling. Further financial details are below.

The Roseland site was designated under Part IV of the Ontario Heritage Act. A new clubhouse design would need to be reviewed by the Heritage Committee and obtain Council decision, in accordance with the Ontario Heritage Act.

## **Climate Change Risks**

### **Climate Change Mitigation:**

Climate change impacts will be considered in a future report as options are developed and recommendations made to Council.

### **Climate Change Adaptation:**

Climate change impacts will be considered in a future report as options are developed and recommendations made to Council.

## **Financial Matters:**

There is a current capital project 7184003 Roseland/Little River Golf Courses Asset Replacement/Improvements that has uncommitted funding of approximately \$4.9 million through 2026 that could be directed towards some of the objectives of this report.

Various alternatives to be explored may have estimated costs well above the amount available in the identified capital project. Recommended funding sources for any additional needed funding will be identified in a future report.

**Consultations:**

David Deluzio, Roseland Golf & Curling Club

France Isabelle Tunks – Executive Director of Engineering, Deputy City Engineer

Colleen Middaugh – Manager of Corporate Projects

**Conclusion:**

The Roseland Board of Directors has endorsed the Feasibility Study and the recommendation to pursue a new clubhouse, as well as consider options for curling. The aging clubhouse, curling and parking facilities at Roseland are inefficient, at the end of their useful lives and not conducive to Roseland having sustainable operations now or in the future.

Administration recommends moving forward with community consultation and bringing to Council options regarding the redevelopment of the Roseland parking lot, clubhouse and the future of Curling.

**Planning Act Matters:**

N/A

**Approvals:**

Name	Title
Dan Seguin	Deputy Treasurer, Financial Accounting and Corporate Controls
Ray Mensour	Commissioner of Community Services
Joe Mancina	Commissioner, Corporate Services CFO/City Treasurer
Onorio Colucci	Chief Administrative Officer

**Notifications:**

Name	Address	Email

**Appendices:**

P&C Memo provided to Mayor and Members of Council only.