

January 19, 2024

TO THE MAYOR AND MEMBERS OF COUNCIL:

A special meeting of Council – 2024 Operating and Capital Recommended Budgets will be held on **Monday, January 22, 2024 at 10:00 o'clock a.m., in the Council Chambers, 350 City Hall Square**, for the sole purpose of hearing delegations from the public and for Council to ask questions of the delegations. Administration, save and except for those that attend all regular meetings of Council, are not required to attend this meeting, as there will be no actual deliberations. The reports listed for this meeting are simply being tabled and will be considered at future meeting(s) earmarked for actual deliberations.

A meeting of the Striking Committee will be held on Monday, January 22, 2024, immediately following the special meeting of Council (budget), in Room 139, 350 City Hall Square. Council will at the Striking Committee meeting adopt a resolution to authorize Council to meet in closed session, and the resolution shall contain the general nature of the matters to be considered in the closed session. The resolution must be adopted by a majority of Council present during the open special meeting before the meeting may be closed. An agenda for this meeting is enclosed under separate cover.

BY ORDER OF THE MAYOR.

Yours very truly,



Steve Vlachodimos

City Clerk

/bm

c.c. Chief Administrative Officer

Consolidated Special Meeting of Council – 2024 Operating & Capital
Recommended Budgets

Date: Monday, January 22, 2024

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

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

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

MEMBERS:

Mayor Drew Dilkens

Ward 1 – Councillor Fred Francis

Ward 2 – Councillor Fabio Costante

Ward 3 – Councillor Renaldo Agostino

Ward 4 – Councillor Mark McKenzie

Ward 5 – Councillor Ed Sleiman

Ward 6 – Councillor Jo-Anne Gignac

Ward 7 – Councillor Angelo Marignani

Ward 8 – Councillor Gary Kaschak

Ward 9 – Councillor Kieran McKenzie

Ward 10 - Councillor Jim Morrison

ORDER OF BUSINESS

- | Item # | Item Description |
|--------|---|
| 1. | ORDER OF BUSINESS |
| 2. | CALL TO ORDER |
| 3. | DISCLOSURE OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF |
| 6. | COMMITTEE OF THE WHOLE |
| 7. | COMMUNICATIONS INFORMATION PACKAGE (This includes both Correspondence and Communication Reports) |
| 8. | CONSENT AGENDA |
| 9. | REQUESTS FOR DEFERRALS, REFERRALS OR WITHDRAWALS |
| 10. | PRESENTATIONS AND DELEGATIONS |

Delegations (5 minutes)

- a) Michelle Bishop, General Manager and Steffan Brisebois, Manager, Finance & Administration, Essex-Windsor Solid Waste Authority (available for questions) (in person) (See Item 11.6)
- b) Caroline Taylor, Ward 2 resident (via Zoom) (See Item 11.1)
- c) Alejandro Tamayo, Executive Director for the Arts Council Windsor & Region (in person)
- d) Maggie Chen, President, and Krista Gionet, Executive Officer, Windsor-Essex County Association of Realtors (via Zoom)
- e) Sierra Hodgson, ward 3 resident (in person)
- f) Sean Dixon, ward 3 resident (in person)
- g) Lana Talbot, Ward 2 resident (in person) (see Item 11.8)
- h) Leslie McCurdy, Performing Artist (in person) (see Item 11.8)
- i) David Petten, Union President, Local CUPE 543
- j) Chaouki Hamka, Community Leader, Mothers Against Drunk Driving (via Zoom)

- k) Rakesh Naidu, CEO Windsor Essex Chamber (in person) (Power Point)
- l) Chris MacLeod, Chair and Debi Croucher, Executive Director, Downtown Windsor BIA (In person)
- j) Mike Budinsky, Local filmmaker and photographer (in person)
- k) Karen Soulliere, Chair of the Board and Anne Ryan, Executive Director, IRIS Residential Inns and Services IRIS House (in person)
- l) Joshua Sankarlal, ward 8 resident (in person)
- m) Matthew Charbonneau, area resident (in person)

Written Submissions (*attached*)

- a) Mike Budinsky, Local filmmaker and photographer, letter dated January 17, 2024
- b) Rick Siu, area resident, email dated January 19, 2024
- c) Lana Talbot, Ward 2 resident, email dated January 19, 2024 (see Item 11.8)
- d) Chaouki Hamka, Community Leader, Mothers Against Drunk Driving, written submission dated January 19, 2024
- e) Karen Soulliere, Chair of the Board and Anne Ryan, Executive Director, IRIS Residential Inns and Services IRIS House, letter dated January 16, 2024
- f) Joshua Sankarlal, ward 8 resident, written submission dated January 19, 2024
- g) Irene Moore Davis-President, Essex County Black Historical Research Society submitting the letter dated January 12, 2024
- h) David Hanna, area resident, email dated January 19, 2024

11. REGULAR BUSINESS ITEMS (*previously distributed*)

TO BE TABLED:

- 11.1. 2024 Operating Budget Report - City Wide **(C 188/2023)**
- 11.2. 2024 10-Year Recommended Capital Budget - City Wide **(C 177/2023)**
- 11.3. Transit Windsor 2024 Operating Budget - City Wide **(SCM 337/2023) & (S 145/2023)**
- 11.4. Transit Windsor 2024 Operating Budget with Service Enhancements - City Wide **(SCM 338/2023) & (S 156/2023)**
- 11.5. 2024 Sewer Surcharge Budget - City Wide **(C 147/2023)**
- 11.6. Essex-Windsor Solid Waste Authority 2024 Budget - City Wide **(C 185/2023)**
- 11.7. WPL 2024 Annual Reserve Fund Expenditure Plan & List of Donations and Bequests received in 2023 - WPL Board - City Wide **(CM 1/2024)**
- 11.8. Jackson Park Bandshell Feasibility Study Update - Ward 3 **(C 189/2023) (*attached*)**
- 11.9. Festival Plaza Improvement - Update - Ward 3 **(C 182/2023) (*attached*)**

FOR CONSIDERATION AT THE JANUARY 22, 2024 COUNCIL MEETING:

- 11.10 Additional Information Regarding the Housing Accelerator Fund Application - City Wide **(C 9/2024) (attached)**

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)

- 13.1 **By-law 17-2024** A BY-LAW TO CONFIRM PROCEEDINGS OF THE COUNCIL OF THE CORPORATION OF THE CITY OF WINDSOR AT ITS SPECIAL MEETING HELD ON THE 22ND day of JANUARY, 2024.

14. MOVE BACK INTO FORMAL SESSION

16. THIRD AND FINAL READING OF THE BY-LAWS

21. ADJOURNMENT



Subject: Jackson Park Bandshell Feasibility Study Update - Ward 3

Reference:

Date to Council: January 15, 2024

Author: Samantha Magalas

EIC, Community Services

smagalas@citywindsor.ca

519-253-2300 x2730

Parks

Report Date: December 28, 2023

Clerk's File #: SR/14718

To: Mayor and Members of City Council

Recommendation:

- 1) **THAT** the report titled Jackson Park Bandshell Feasibility Study Update **BE RECEIVED** for information; and further,
- 2) **THAT** City Council **DIRECT** Administration on how to move forward with the revised scope of the Jackson Park Bandshell feasibility study and further;

Subject to council's direction on item 2:

THAT City Council **DIRECT** the City Treasurer to identify funding for the Jackson Park Bandshell feasibility study to an upset limit of \$300,000; and further,

THAT City Council **PRE-APPROVE** and **AWARD** any procurement(s) necessary that are related to the implementation of the Jackson Park Bandshell feasibility study, provided that the procurement(s) are within approved budget amounts, pursuant to the Purchasing By-Law 93-2012 and amendment thereto, satisfactory in legal content to the City Solicitor, in financial content to the City Treasurer and in technical content to the Executive Director of Parks and Facilities, and further;

THAT Administration **BE AUTHORIZED** to take any other steps as may be required to bring effect to these resolutions, and that the Chief Administrative Officer and City Clerk **BE AUTHORIZED** to execute any required documentation/agreement(s) for that purpose, satisfactory in legal content to the City Solicitor, in financial content to the City Treasurer and technical content to the Executive Director of Parks and Facilities, and further;

THAT the Purchasing Manager **BE AUTHORIZED** to issue Purchase Orders as may be required to effect the recommendation noted above, subject to all specification being

satisfactory in financial content to the City Treasurer, and in technical content to the Executive Director of Parks and Facilities, and further;

THAT Administration **BE AUTHORIZED** to use available funds within the project budget for any amendment(s) or change requirement(s)/directive(s) and additional documents relating to executed agreement(s), pursuant to the Purchasing By-Law 93-2012 and amendments thereto, satisfactory in legal content to the City Solicitor, in financial content to the City Treasurer, and in technical content to the Executive Director of Parks and Facilities.

Background:

On September 6, 2022, Councillor Kieran McKenzie asked the following question:

“Asks that Administration provide an update on the current status and condition of the Jackson Park Band shell and further comment on the viability of a Feasibility Study outlining the scope of work necessary to bring the Bandshell back into community access and usage within the Parks Department inventory of assets.”

Administration prepared a report which was presented to Council on November 27, 2023 and which contained information about the site, a preliminary estimate of the cost to conduct a feasibility study and outlined some of the risks associated with undertaking the project. At that November 27th meeting of City Council, Administration was directed to move forward with the following through CR 475/2023:

“That the report of the Executive Initiatives Coordinator dated August 21, 2023, entitled Response to CQ 18-2022 – Jackson Park Bandshell Update-Ward 3 **BE RECEIVED** for information; and further,

That administration **BE REQUESTED** to engage in a feasibility study (two Phases) including a Condition Study and a Vision and Rendering Phase along with public consultation with various community groups, including artist groups, the black community as well as the general public and other community stakeholders; and,

That the Community Consultation **INCLUDE** discussion with the public school board, to address property and land use challenges as it relates to the Bandshell; and,

That the study **BE FUNDED** from the Budget Stabilization Reserve Fund (BSR).”

This report is a follow up to that Council Direction as a revised upset limit of \$300,000 will be required to complete the work requested by Council.

Discussion:

After the November 27th meeting of City Council, Administration completed additional conversations with the School Board as directed by the Council Resolution. The School Board has reiterated its position that a sale of the land to the City to use the Windsor Stadium lands adjacent to the Bandshell property is not something they are willing to entertain at this time.

At the same time, Administration submitted the revised scope of work document to a rostered Engineering Consultant to complete the work as directed by Council including all of the public consultation. Upon the Consultant inquiring about supporting documents and clarifying the scope of work, it became apparent that the original estimate of \$100,000 to conduct this study was not going to be adequate to complete the project. As a result of the Bandshell structure being listed on the Heritage Registry, Administration learned that additional information will be required by the Consultant that was not fully anticipated during the original report to Council. Without this information, a full picture and scope of work for the project will not be possible.

A Heritage Consultant will now be required to evaluate each section of the building as well as the site thoroughly. This is in addition to having a detailed Environmental Analysis, Archeological Impact Study, Designated Substances Survey, Topographical Survey, Traffic and Transportation (due to required parking) and Crime Prevention through Environmental Design (CPTED) study. These, in addition to the Public and Stakeholders' consultations during both parts of the subject report, contribute to this cost increase. As such, and to ensure compliance with the Purchasing By-Law, Administration will need to put out a request for proposal (RFP) as the cost will be greater than \$100,000.

After additional investigation, and for Council's information, Administration gathered further historical details on the performances and history of the Bandshell from the Windsor Public Library. According to various articles about Emancipation Day celebrations in Windsor, many of the historically significant events occurred on the original stage and Bandshell. Jackson Park itself is significant as crowds would gather there for festivities after the Emancipation Day Parade, with the parade route ending at the park. The crowds that gathered at the park for the celebrations were growing in the 40's and early 50's and Martin Luther King Jr. spoke on the stage in 1956. Unfortunately, that original structure succumbed to the great fire in 1957. When the Bandshell and grandstand were rebuilt, it was done so at a different area of the park. Appendix A shows the map of the original Bandshell and stage and the current structure. While Emancipation Day festivities continued once the Bandshell was rebuilt, the numbers continued to decline and organizers faced financial challenges. Around the same time, the City of Windsor began to sponsor the International Freedom Festival. After facing many challenges with Emancipation Day events, including a few years of cancellations, the event continued to decline in numbers until it was eventually relocated to Mic Mac Park in 1976.

Risk Analysis:

There is a significant financial risk that without approving additional funding for this study, the \$100,000 of approved funding will not be adequate enough to complete the full scope of the study. Funding to an upset limit of \$300,000 would be required to ensure a full and complete study can be returned to Council for their consideration and direction.

Climate Change Risks

Climate Change Mitigation:

N/A

Climate Change Adaptation:

N/A

Financial Matters:

On November 27, 2023, through CR 475/2023 City Council directed Administration to utilize \$100,000 of Budget Stabilization Reserve (BSR) funding to conduct the Jackson Park Bandshell feasibility study. As noted in the Discussion section of this report, the funding of \$100,000 will not be adequate given the additional heritage studies, public consultation and related administrative time that will be required. As such, Administration would require total funding of \$300,000 to conduct the full scope of the work.

Feasibility Study	\$250,000
Project Management (8%)	20,000
Contingency (12%)	30,000
Total Budget	\$300,000

Currently there is no capital funding available in the budget to proceed with either a feasibility study or for any repair of the Bandshell to make it operable again. Further to this, the use of BSR should be reserved for matters that are transitional operational funding and/or for critical or unexpected expenditures where there is no alternative funding source available. Should Council Direct Administration to move forward with the revised scope for the Jackson Park Bandshell feasibility study, it is recommended that the City Treasurer be directed to identify an appropriate capital budget funding source in order to accommodate this request, to an upset limit of \$300,000.

Consultations:

Emilie Dunnigan – Manager, Development Revenue and Financial Administration

Natasha Gabbana – Senior Manager of Asset Planning

Conclusion:

The cost to conduct both phases of the feasibility study of the Bandshell at Jackson Park is estimated to be greater than the anticipated \$100,000. Subject to Council’s direction, Administration should be directed to identify additional funding and an appropriate funding source to ensure a full and complete report returns to Council.

Approvals:

Name	Title
Samantha Magalas	Executive Initiatives Coordinator – Community Services
Erika Benson	FPA, Parks
Wadah Al-Yassiri	Manager, Parks Design & Development
James Chacko	Executive Director, Parks & Facilities
Alex Vucinic	Manager, Purchasing & Risk Management
Wira Vendrasco	City Solicitor
Ray Mensour	Commissioner, Community Services
Dana Paladino	Commissioner, Corporate Services
Janice Guthrie	Commissioner, Finance & City Treasurer
Joe Mancina	Chief Administrative Officer

Notifications:

Name	Address	Email

Appendices:

- Appendix A - Jackson Park 1945 - Current Location Added

Current Location of Bandshell Constructed in 1959



Grandstand Destroyed in 1957

Bandshell Destroyed in 1957

Queen Elizabeth II Sunken Gardens

Tecumseh Rd East



January 12, 2024

His Worship, Drew Dilken, Mayor, and Members of Council
c/o Council Services
350 City Hall Square West, Room 530
Windsor, Ontario N9A 6S1
clerks@citywindsor.ca

To Whom It May Concern:

On behalf of the Essex County Black Historical Research Society, I am pleased to express our support for the proposed feasibility study to explore the potential refurbishment of the Jackson Park Bandshell as well as a comprehensive and meaningful community consultation process about its use. The Jackson Park Bandshell has tremendous potential as a community performing arts and gathering space and a site for ongoing engagement with the story of Windsor's historic Emancipation celebrations.

The Emancipation celebrations organized annually by Walter Perry ("Mr. Emancipation") and the British American Association of Colored Brothers (BAACB) from 1935 through the 1960s were designed not merely to commemorate the Slavery Abolition Act of 1833 and the legacy of the Underground Railroad in our region but to present people of African descent "in the light in which they deserve to be shown" and to "promot[e] amicable relations" between the Black community and other ethnocultural groups. It was an early, extraordinarily successful example of the cultural festivals for which Windsor is so celebrated to this day.

For decades, the Jackson Park bandshell was at the heart of the festival. The original bandshell, of course, was west-facing, and positioned to be seen by the occupants of the massive grandstand which was east-facing. Both the bandshell and grandstand burned down in 1957 amid mysterious circumstances. In 1959 the City approved the new bandshell for Jackson Park, the east-facing structure that currently faces Windsor Stadium.

Some of the great speakers and performers who appeared on the original bandshell, not the current one, included Adam Clayton Powell, Martin Luther King, Jr., Eleanor Roosevelt and Mary McLeod Bethune. Other luminaries such as Joe Louis, Jesse Owens, Dorothy Dandridge, and numerous gospel choirs were also at Emancipation prior to the era of the new east-facing bandshell.

However, those who utilized the stage of the current bandshell included performers such as the Temptations, the Supremes (under their previous name, the Marvelettes,) and Stevie Wonder, along with Civil Rights luminaries such as Fred Shuttlesworth, Wyatt T. Walker, Myrlie Evers, Daisy Bates, and Benjamin Hooks.

Just as importantly, talent shows, gospel concerts, performing arts of all kinds, speeches, and of course the Miss Sepia contest (trailblazing Black beauty pageant that presented women of African descent as elegant, dignified, stylish and accomplished in defiance of all the usual stereotypes) all took place on the stage of the current bandshell. It was at the core of the Emancipation celebration that continued to bring thousands of people to Windsor to join in our Black community celebration even after the devastating fire of 1957. Emancipation was a vast economic engine that benefited everyone, and it was an annual celebration of immense cultural significance for which Windsor was renowned far and wide.

About the ECBHRS:

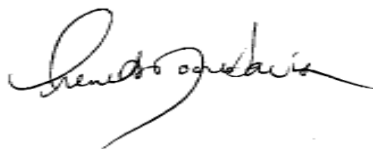
Founded in 2002, the Essex County Black Historical Research Society brings together individuals interested in the research, preservation, promotion, and advancement of the Black (African Canadian) history of Windsor-Essex County, Ontario.

Our organization, the Essex County Black Historical Research Society, has a keen interest not only in stimulating research regarding the history of people of African descent but ensuring that this history is disseminated to the public. We believe that Black history is an integral part of the story of Windsor and Essex County. To this end, on an ongoing basis, our organization has worked with our local school boards, the City of Windsor, Museum Windsor, Windsor Public Library, Tourism Windsor Essex Pelee Island, the University of Windsor, the Amherstburg Freedom Museum, the University of Michigan, the Harriet Tubman Institute (York University), Parks Canada, and a myriad of other organizations to increase public engagement with Black history across the region. Some of the methods whereby we share Black history widely with the community include presentations, public events, tours, curriculum resources, traveling displays, social media, exhibits at local museums, galleries, and libraries, media interviews, and short documentaries. We believe that Black history is not merely about information-sharing but that it can have transformative effects throughout communities and societies.

As the leading voice representing content experts on Black history in our region, the officers and members of the Essex County Black Historical Research Society urge the Mayor and Council to proceed with the feasibility study and community consultations related to the potential use of the Jackson Park bandshell.

If you have further questions for our organization, I may be reached most easily at [REDACTED] or [REDACTED] or at [REDACTED]

Sincerely,



Irene Moore Davis
President, Essex County Black Historical Research Society



Subject: Festival Plaza Improvement - Update - Ward 3

Reference:

Date to Council: January 15, 2024

Author: Joseph Dattilo

Project Administrator

(519) 255-6100 Ext. 6825

jdattilo@citywindsor.ca

Corporate Projects - Engineering

Report Date: December 20, 2023

Clerk's File #: SR/14229

To: Mayor and Members of City Council

Recommendation:

- I. **THAT** City Council **RECEIVE** the Festival Plaza Improvement – Update report dated December 20, 2023, along with the report from the consultant entitled “Festival Plaza Engagement” dated February 7, 2023, provided in Appendix A; and further,
- II. **THAT** City Council **DIRECT** Administration to proceed with the Detailed Design for Option 3 - No Canopy, outlined in the body of this report; and further,
- III. **THAT** City Council **PRE-APPROVE** and **AWARD** any procurement(s) necessary that are related to the above recommendation, provided that the procurement(s) are within approved budget amounts, pursuant to the Purchasing By-Law 93-2012 and amendment thereto, satisfactory in legal content to the City Solicitor, in financial content to the City Treasurer and in technical content to the Executive Director of Parks and Facilities and the City Engineer; and further,
- IV. **THAT** Administration **BE AUTHORIZED** to take any other steps as may be required to bring effect to these resolutions, and that the Chief Administrative Officer and City Clerk **BE AUTHORIZED** to execute any required documentation/agreement(s) for that purpose, satisfactory in legal content to the City Solicitor, in financial content to the City Treasurer and technical content to the Executive Director of Parks and Facilities and the City Engineer; and further,
- V. **THAT** the Purchasing Manager **BE AUTHORIZED** to issue Purchase Orders as may be required to effect the recommendation noted above, subject to all specification being satisfactory in financial content to the City Treasurer, and in technical content to the Executive Director of Parks and Facilities and the City Engineer; and further,

VI. **THAT** Administration **BE AUTHORIZED** to use available funds within the project budget for any amendment(s) or change requirement(s)/directive(s) and additional documents relating to executed agreement(s), pursuant to the Purchasing By-Law 93-2012 and amendments thereto, satisfactory in legal content to the City Solicitor, in financial content to the City Treasurer, and in technical content to the Executive Director of Parks and Facilities and the City Engineer.

Executive Summary:

N/A

Background:

At the October 2021 meeting, City Council directed Administration (CR475/2021 CR452/2021, Appendix B) to work with the consultant to undertake additional public and stakeholder consultations, and to develop different costing options for the design that vary in price, with the intent to give Council the opportunity to determine the level of investment that should be made at Festival Plaza.

This report is in response to that direction.

Some historical background information is provided below:

- The area of the Festival Plaza falls within the Central Riverfront Implementation Plan (CRIP) which was adopted by Council on September 5, 2000. The CRIP houses the Riverfront Festival Stage, which opened in 2011 and has become the premier location in the City for various outdoor events.
- In 2013, Landmark Engineers Inc. (Landmark) carried out a review and public consultation process for the original CRIP (adopted in 2000). The CRIP review final report (June, 2014) included recommendations to consider completing the “unfinished” areas of the riverfront and to revise the CRIP in order to facilitate more detailed concepts for areas of the park, most notably the Festival Plaza.
- In 2015 Landmark was retained to establish a concept plan for the Festival Plaza improvements based on the findings of the CRIP review. A Preliminary Concept Plan with a canopy option and estimated total project cost of \$13 Million was approved in principle by Council in February 2017 (CR 106/2017).
- In 2017, Landmark was retained to complete the Functional Design for the Festival Plaza improvements resulting in a Final Concept Plan that included a large permanent shade/canopy structure for the concert area and was approved by Council July 2018 (CR 430/2018). Landmark completed the Final Functional Design package including drawings and corresponding report in March 2020 with an estimated construction cost of \$20 Million.
- In 2020, the City put out a Request for Proposals (RFP 47-20) for Consulting Services for the design of the Festival Plaza Improvements. The successful consultant subsequently commenced work on design, which incorporated a large

permanent canopy structure consistent with the previous Council approved Concept Plan. Design work continued over the course of 2021 with a status update going before City Council in October 2021 (C123/2021). The consultant provided an estimated construction cost and phasing plan for the various components of the overall design. Their estimated total project cost in 2021 dollars for all phases of work was \$32,500,000 (including non-recoverable tax).

Subsequent to the October 2021 council meeting, the parties agreed that the consultant's work on the detailed design would be put on hold while they proceeded to lead the public & stakeholder engagement, and to develop costing options for the Festival Plaza Improvements (CAOP 98/2022). A copy of the consultant's final report entitled "Festival Plaza Engagement" is provided in Appendix A. The report included construction cost estimates which have been omitted from the attachment, as a more comprehensive project cost estimate is included within the financial matters section of this report.

At the same October 2021 meeting, Council directed Administration to create a connectivity plan, between the riverfront and the adjacent areas along the CRIP footprint with special consideration for downtown areas (to link the north-side of Riverside Drive, to the south-side of Riverside Drive).

Administration presented two (2) crossing options to City Council on May 29, 2023 as part of the Civic Esplanade Conceptual Design: 1) Bridge Crossing; and 2) At Grade Crossing. The location of the proposed future crossing is situated at the back of the house of the Riverfront Festival Stage within Festival Plaza, and thus either crossing option can reasonably be coordinated with any future Festival Plaza construction works. City council endorsed the Civic Esplanade Conceptual Design (CR229/2023), however the decision on the type of crossing was deferred.

Discussion:

Stakeholder & Public Engagement

Stakeholder and public engagement was conducted between July and December 2022. The engagement activities undertaken included stakeholder meetings, project website updates/surveys, social media outreach/surveys, advertising (i.e. signage at events), etc., all of which are detailed in the consultant's final report which is provided in Appendix A.

A project specific website was created (www.festivalplaza.ca) with the focus on obtaining feedback related to content, programming, landscape, canopy, arts & activation and supporting infrastructure. Over 2,000 unique visits were made to the project website.

An estimated 900 engagement responses were received (257 website survey responses, 39 stakeholder engagement meetings, 342 Social Media Comments and

262 Social Media Reactions). The feedback received yielded various responses, with general support of the following key aspects:

- Creating an active, accessible, meaningful and useful public space with improved connectivity and interconnected spaces.
- Expanding events & recreation programming, including flexible open space and supporting infrastructure (potential for modular structures).
- Expanding arts & activation, including improved lighting.
- Outdoor comfort and landscaping - making the site more flexible, varied and expandable, and more comfortable by introducing plants and trees for shading and cooling.

Design Options

Alongside the engagement activities, various design options were reviewed, and are outlined below in no particular order. Each option considers the key engagement aspects noted above.

Option 1 – Full Sized Canopy (current budget estimate \$67.2M)

This option closely matches the design concept previously presented to City Council (October 2021), and is for a permanent structure by a specialized canopy designer/contractor. This option provides for coverage of approximately 5,000 people standing, and includes site & canopy lighting with lighting activated programming, amenity facilities (potential for modular structures), a water feature, landscaping, site works etc..

The height of the proposed canopy is approximately 19m (subject to final design), which is roughly 14m over the crown of the adjacent Riverside Drive corridor, triggering the need to apply for a site-specific amendment to the Official Plan and Zoning By-law 8600 to allow any structures within the festival plaza area to extend above the crown of the pavement of Riverside Drive.

Option 2 – 50% Reduced Sized Canopy (current budget estimate \$48.1M)

This option includes for a canopy which is approximately 50% of the size of the canopy presented in Option 1 and is for a permanent structure by a specialized canopy designer/contractor. This option provides for coverage of approximately 2,500 people standing, and includes site & canopy lighting, landscaping, site works etc. This option does not include lighting activated programming, amenity facilities (potential for modular structures) or a water feature.

The height of the proposed canopy is approximately 19m (subject to final design), which is roughly 14m over the crown of the adjacent Riverside Drive corridor, triggering the need to apply for a site-specific amendment to the Official Plan and Zoning By-law 8600 to allow any structures within the festival plaza area to extend above the crown of the pavement of Riverside Drive.

City administration developed this costing option independent of the consultant, however in collaboration with a specialized canopy designer.

Option 3 – No Canopy (current budget estimate \$17.3M) - *Recommended*

This option includes for:

- Site improvements (new hardscaping, sewers, electrical, site lighting, stormwater management reducing run-off);
- Landscaping (including greenspace, large shade trees, shrubs, furniture, small shade features, etc.) to incorporate a level of cooling design to protect patrons from extreme heat and ultraviolet radiation exposure (per City's Environmental Master Plan, 2017). Note, survey respondents (72% Supportive and 18% Neutral) where supportive of new trees rising above Riverside Drive. Note: trees or landscaping that extend beyond Riverside Dr.do not require amending the Official Plan or Zoning By-Law.
- Amenity facilities (including potential for modular structures to expand events programming);
- Multi-function water feature; and other park amenities consistent with the CRIP and Parks Master Plans to provide greater activation and programming opportunities for the space both during and outside of events.
- Improved connections to Riverside Drive, etc.

There are no permanent buildings or structures being proposed in this option that extend above the crown of Riverside Drive, and thus an amendment to the Official Plan and Zoning By-law 8600 would not be necessary. As part of the Detailed Design of this option, consideration would be given to dedicating space in the overall site layout plans for a potential future canopy, however the design and placement of below grade infrastructure will not be included at this stage.

This option is being recommended by Administration as it supports all of the key engagement aspects (namely: expanded events & recreation programming, expanded arts, activation & lighting, provisions for outdoor comfort & landscaping, etc.) while being the most economical to implement and construct.

Planning Act Matters

For Options 1 & 2, because the canopy proposed will exceed above the crown of Riverside Drive, the project will require an amendment to the Official Plan and Zoning By-Law in order to proceed. Recommendation II of CR475/2021 CR452/2021 (Appendix B) provides direction to Administration to make the required Planning Act Applications should Council wish to pursue either Options 1 or 2. At a minimum this is anticipated to be 12-month process, however it could take longer if there is an appeal.

Risk Analysis:

If City Council chooses either Option 1 or 2, which include a canopy structure, Administration will commence the combined Official Plan and Zoning By-law amendment application and process to exceed the height of the crown of the pavement of Riverside Drive.

Although Council has the final decision on the Official Plan and Zoning By-law Amendment, the public would have the option to make an appeal through the OLT. However, there are no known similar Provincial Policies in place regarding the height restriction. The risk would be in the form of a project delay and inflationary costs since it is anticipated that the OP/Zoning Bylaw Amendment process would be at least 12 months, however could be up to 3 years with delays and OLT appeals.

Climate Change Risks:

Climate Change Mitigation:

N/A

Climate Change Adaptation:

Under a changing climate, the number of extreme hot days, days above 30°C, are expected to increase from the baseline of 22 days per year to 50 days in the 2040s and 72 days by the 2080s. Hot temperatures combined with hard surfaces, such as asphalt and concrete that absorb and retain heat contributes to increase in localized temperatures. Extreme heat is a known health hazard.

In the case of the existing Festival Plaza, the majority of the surface is asphalt. By converting the hard surface to landscaping such as grass islands and trees, we can expect a minor reduction in the heat retention. Planting of trees provides opportunity for festival attendees to seek shade during extreme heat.

Financial Matters:

A. Capital Budget Estimate

The Class D order of magnitude budget estimates for the three (3) design options is outlined in the table below. All estimates are in 2023 dollars, and hence may be subject to further inflationary adjustments depending on construction timing.

Item	Cost Estimate (incl NRT)		
	Option 1: Full-Sized Canopy	Option 2: 50% Reduced Sized Canopy	Option 3: No Canopy

General (permits, approvals, legal, advertising, communication, etc.)	\$315,000	\$230,000	\$90,000
External & Internal Professional Fees (including site investigation work)	\$5,535,000	\$4,020,000	\$1,130,000
Construction (including fit-up, soil remediation allowance, inflation factor & contingency allowances)	\$61,350,000	\$43,850,000	\$16,080,000
TOTAL ESTIMATED PROJECT CAPITAL COSTS	\$67,200,000	\$48,100,000	\$17,300,000

** Note: cost estimate does not include provisions for interim financing charges*

The budget estimates for each of the design options are preliminary and based on concepts. Cost estimates are further refined during Detailed Design which includes information on the site conditions, material selections, etc. Of particular concern at this site are the existing soil conditions. Based on previous works in the area, poor soil conditions are anticipated. Although some investigative works have already been undertaken, additional site investigation for excess and impacted soils is required which will help further refine the anticipated impacts and costs associated with this item.

Should City Council approve of the recommendations as presented herein (Option 3 - No Canopy design), then Administration will issue an RFP for consulting services to complete the Detailed Design. There are sufficient funds remaining in Capital Project ID 7232004 (Class 14209) to undertake Detailed Design for Option 3.

Once the Detailed Design is complete which will include the refined project cost estimate, Administration will report this information back to City Council to seek allocation of the appropriate funds from the Central Riverfront Improvement Plan & Civic Esplanade / Plaza for this work. In addition, operating costs related to the redesigned site will be brought forward as well. Administration will continue to aggressively pursue any grant opportunities that become available and investigate further funding opportunities as they arise.

Consultations:

- Carrie McCrindle – Finance
- Natasha Gabbana - Finance
- Jen Knights – Recreation & Culture
- Michelle Staadegaard – Culture & Events
- Mark Nazarewich – Legal
- Stefan Fediuk – Planning
- Greg Atkinson – Planning
- Karina Richters – Asset Planning
- Michael Dennis – Asset Planning

Conclusion:

Festival Plaza and Windsor’s Riverfront is a valued community asset enjoyed by both residents and visitors alike. Based on the feedback received from the engagement activities, specifically as it relates to the need for improvements to the Festival Plaza space, Administration is recommending to proceed with the Detailed Design for Option 3. Although this option does not include for a large permanent canopy in the immediate timeframe, it supports all of the key engagement aspects of expanding events & recreation programming, expanding arts, activation & lighting, and provisions for outdoor comfort & landscaping.

Approvals:

Name	Title
Colleen Middaugh	Manager of Corporate Projects
Stacey McGuire	Executive Director of Engineering / Deputy City Engineer
Mark Winterton	Commissioner, Infrastructure Services
James Chacko	Executive Director of Parks & Facilities
Ray Mensour	Commissioner, Community Services
Neil Robertson	City Planner
Alex Vucinic	Purchasing Manager
Wira Vendrasco	City Solicitor
Dana Paladino	Commissioner, Corporate Services
Janice Guthrie	Commissioner, Finance & City Treasurer
Joe Mancina	Chief Administrative Officer

Notifications:

Name	Address	Email

Appendices:

- 1 Appendix A - Festival Plaza Engagement Report, (February 7, 2023)
- 2 Appendix B - CR 475/2021, CR 452/2021

Festival Plaza Engagement

FINAL REPORT

February 7, 2023

PARTISANS

A- Approach

Goals

Context - Past Media Coverage

Stakeholder Engagement

Public Engagement

Reach

B - What We Heard

- 1. Context**
- 2. Programming**
- 3. Landscape**
- 4. Canopy**
- 5. Arts & Activation**
- 6. Supporting Infrastructure**
- 7. Other Feedback**

C - Recommendations

D – Construction Cost Estimates

Section D of Partisans' report is excluded.
A detailed cost estimate breakdown is
included in Administration's update report.

+

Approach

Goals

PARTISANS, the lead consultant for the Festival Plaza Finalization project, led an engagement process for the City of Windsor. This engagement process was initiated by Council Resolution CR475/2021 dated October 25, 2021 stated “That City Council DIRECT Administration to work with the consultant to develop different costing options for the final detailed design of the Festival Plaza that vary in price, and once completed, undertake public and stakeholder consultations on those designs.” The engagement process started in July 2022 at the CanAm Games at Festival Plaza, and ended in early December, 2022. There were four primary goals of this engagement process:

A) To present the proposal of Festival Plaza accurately to the public;

In late September and early October 2021, the proposal for Festival Plaza was published widely in the media where coverage focused heavily on the canopy at the expense of other components of the project which lead to a number of misconceptions about the project based on what we read in the media and what we heard from stakeholders and the public (see **Context – Past Media Coverage**). As part of this engagement process our goal was to make the entirety of the proposal available to the public and stakeholders to present the entire proposal accurately, and to be available to address questions and concerns about the project.

B) To get feedback from the public and stakeholders about the proposal for Festival Plaza;

We wanted to hear what the public and stakeholders thought about the proposal, understand concerns about the proposal, and to hear ideas. We met with stakeholders one on one.

C) Meet with delegates who did not get a chance to speak at the City Council meeting on October 4, 2021; and,

There were a number of delegates lined up to speak about Festival Plaza at the City Council meeting on October 4, 2021 who did not get a chance to speak after the decision was deferred. We wanted to hear from those who planned to speak and get their input.

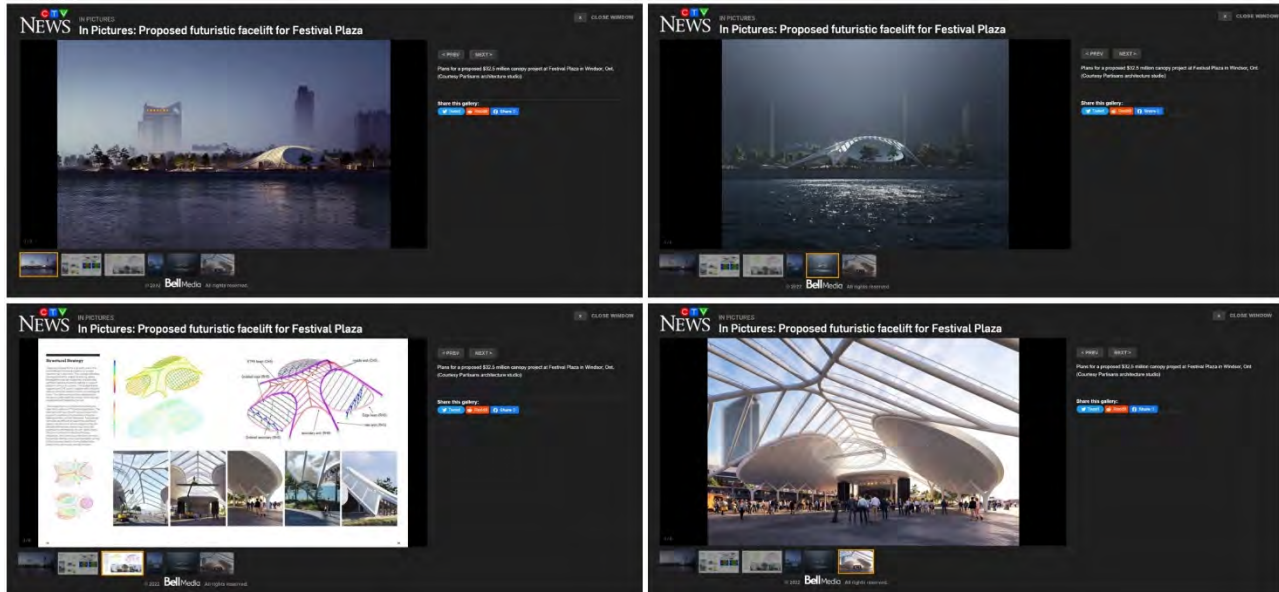
D) Build excitement for the project

As a significant public space on the riverfront, we wanted to build excitement for the project as something that can be transformative for the City.

Context - Past Media Coverage

CTV – September 28, 2021

CTV only published renderings and drawings of the canopy for their news story.



CBC - July 23, 2018

Full site shown, price of the canopy excluded from the overall project cost



Landmark Engineering Inc. presented the proposed development plan for Riverfront Festival Plaza to city council Monday evening. (Landmark Engineering Inc.)

CBC – September 28, 2021

The site is cropped to focus only on the canopy. Headline suggests the project is only about a canopy, and the cost of the canopy is the only cost mentioned.



The proposed canopy over Riverfront Festival Plaza is shown in an illustration created by architecture firm Partisans. (Windsor City Council)

Stakeholder Engagement

We reached out to a wide variety of stakeholders, including event organizers who have used Festival Plaza in the past, event organizers in Windsor who have never used Festival Plaza, community groups, environmental groups, BIAs, arts groups, neighbours, and economic development organizations (tourism and investment attraction). The stakeholders we reached out to started with a list provided by the City of Windsor and grew over time as we met with stakeholders and identified further groups who were important to involve in the process. We also worked to reach out to the delegates for the October 4, 2021 council meeting but didn't have a chance to speak (including those who wrote letters). Some stakeholders we reached out to we did not meet with. Reasons for this include not receiving responses, scheduling issues, or declined invitations. For the stakeholders who did not respond to our outreach, we tried numerous outreach strategies, including multiple emails, phone calls, and social media messages.

Stakeholders we met with	Stakeholders who we reached out to but did not meet with
<ol style="list-style-type: none"> 1. Ribfest Northern Heat Series (Keith Roth) 2. World's Finest Shows (Barry Jamieson) 3. Windsor Eats (Adriano Ciotoli) 4. Element Entertainment/Border City Boxing (Renaldo Agostino*) 5. Running Flat (Chris Uszynski) 6. Windsor Symphony Orchestra (Sheila Wisdom) 7. Busker Fest (Jay Hendersen) 8. Windsor Parade Corporation (Maggie Durocher) 9. WIFF (Vincent Georgie) 10. Arts Council Windsor & Region (Alejandro Tamayo & Madeline Doornaert) 11. Art Windsor Essex (Jennifer Matotek & Nadja Pelkey) 12. Windsor Endowment for the Arts (Stephanie Barnhard) 13. Arts Collective Theatre (Moya McAllister) 14. Bike Windsor Essex (Lori Newton) 15. Festival Tent (Lea Ann Suzor) 16. Hotel Dieu Grace Foundation (Barb Sebben) 17. Can-Am Indian Friendship Centre (Sharon George) 18. Rally for our Riverfront (Mike Cardinal) 19. Black Council of Windsor-Essex (Leslie McCurdy) 20. Royal Astronomical Society of Canada – Windsor Centre (Mahayarrahh-Starr Livingstone) 21. Citizens Environment Alliance (Derek Coronado) 22. Detroit River Canadian Clean-Up (Paul Drca) 23. Caesars Windsor (Susanne Tomkins) 24. Tourism Windsor-Essex (Gordon Orr) 25. Invest Windsor Essex (Sabrina DeMarco) 26. Dave Battagello (son of former city Councilor Roy Battagello) 27. Chris Ryan (past CEO of Tourism Windsor Essex, Coordinator of Red Bull Air Races) 28. Windsor Police Services (Barry Horrobin) 29. University of Windsor (Veronika Mogyorody) 30. University of Windsor - Center for Cities (Anneke Smit) 31. University of Windsor - School of Creative Arts (Lee Rodney) 32. Downtown Windsor Business Improvement Association (Debi Croucher, Rino Bortolin, Jeffery A Patterson, Pap Papadeas) 33. Artcite (Kristina Brandt) 34. Howard Weeks (son of former Mayor Bert Weeks) 35. Elev8 Productions (Erin Zonta) 36. Harvesting the F.A.M. (Murad Erzincliglu) 37. Bloomsbury House Stage Productions (Martin Ouellette) 38. Encore Productions (Robert Tymec) 39. Neil Mens (past director of Windsor Pride Community) 	<ol style="list-style-type: none"> 1. Poutine Feast (James Doucet) 2. Corvette Club of Windsor (Bryan Hansen) 3. Windsor Pride/Pride Fest 4. Windfest Productions 5. Run for the Cure Windsor 6. Khalsa Day Organizers 7. LiUNA!625 / Yunity (Rob Petroni) 8. Rotary Club Windsor 1918 (Allan Kidd) 9. Multicultural Council of Windsor (Mirjana Gordic & Fred Francis) 10. Windsor Fork & Cork Festival (Chris Mickle) 11. Festivals & Events Ontario (Debbie Mann) 12. Jones Entertainment Group (Brad Jones & Myriah Kay) 13. Via Italia BIA (Brandi Myles) 14. Via Italia International Bike Races (Pete Diponio) 15. Showtime Productions (Paul Bonventre) 16. Make A Wish Foundation Windsor (Erin Bhatia) 17. Elaine Weeks (daughter of former Mayor Bert Weeks) 18. Chrysler Theatre (Veronica Mancini) 19. Walkerville Brewery (Mike Brkovich & Natalie Dolman) 20. Lisa Schwab (daughter of former city Councilor Roy Battagello) 21. Unifor Local 444 (Rick Labonte) 22. University of Windsor (Beverly Jacobs) 23. Media City Film Festival (Oona Mosna) 24. Zalent Creatives (Queen Amina)

*We spoke with Renaldo Agostino on August 26, prior to the municipal election and his subsequent appointment as City Councillor of Ward 3 on November 15, 2022

Let's Scroll ▾

This is Festival Plaza



We want to design with you

Click through each Part below to participate. Be sure to take the surveys at the end of each Part, and join the conversation on Facebook & Instagram

Each week a new part will be released—check back regularly

[Part 1](#) [Part 2](#) [Part 3](#) [Part 4](#) [Part 5](#) [Part 6](#)



Public Engagement

Public Engagement was approached through four primary avenues, with the goals of presenting the project in its entirety, accurately, to the public, to create avenues to receive feedback, thoughts, ideas, and concerns, and to raise awareness about the engagement process to reach as many Windsorites as possible.

1. Festivalplaza.ca website (with surveys)

A project website was developed to present the project in its entirety accurately to the public. It was structured on the strategy of breaking down the proposal into its component parts to ensure a comprehensive and accurate presentation of the project to the public. Each component had its own webpage and survey. Each survey featured a number of questions, followed by an open-ended question, “Is there anything else you’d like to tell us,” and the option to sign-up for email updates. The components were made public sequentially over the course of the engagement phase, being released every few weeks. The components were:

1. Context
2. Programming
3. Landscape
4. Canopy
5. Arts & Activation
6. Supporting Infrastructure

2. Festival Plaza social media accounts

As another avenue for feedback, and as a way to generate awareness of the engagement process, we developed Facebook & Instagram accounts where content was posted regularly as another means of informing the public about the project, and to receive feedback. Additionally, these social media accounts were one of the primary advertising avenues for the engagement process.

3. Advertising at Festival Plaza events

We developed signage for placement at events held at Festival Plaza in the summer that announced the public engagement process. Signs had QR codes to link to the project website

4. City of Windsor’s social media accounts

The engagement process was also advertised on the City of Windsor’s social media accounts.

The following are how the components of the project were presented to the public via the website and our social media account. It also includes stats on the reach and response for each component.

Phase	Description	Reach
1	Context	
	Description of the site context and history, as well as project history (relation to the Central Riverfront Implementation Plan (CRIP), the council-approved 'Final Concept Plan' for Festival Plaza by Landmark Engineers in 2018), typical annual events schedule, and a survey focused on peoples past experience at Festival Plaza.	4,198 unique ad views 115 survey responses 9 Social media comments 8 social media reactions
2	Programming	
	Outline of the programming goals of the project, examples of similar projects from around the world, outlining the current barriers to event hosting at Festival Plaza and preliminary site plan strategies for addressing them, ideas for new kinds of programming, benefits of expanded programming, and a survey asking about what kinds of activities people would like to see at Festival Plaza	<i>(Programming was released at the same time as Context—numbers are as shown above)</i>
3	Landscape	
	Outline of the overall landscape strategy, including preliminary site plans, landscape details for the various areas of the site, connectivity and accessibility of the Riverfront Trail, programming ideas for the landscaped areas, renderings, and a survey asking about the importance of connections and feedback on the proposed landscape plan.	3,400 unique ad views 33 survey responses 9 Social media comments 8 social media reactions
4	Canopy	
	Explanation of the purpose and design strategy of the canopy, outdoor comfort strategies, proposed materials, examples from around the world including where the canopy is used in non-event times, canopy height rationale, structural and acoustic strategies, views of the canopy, a virtual reality model that allowed the public to walkthrough the proposal, and a survey asking about the importance of outdoor comfort, expanded event schedules, and gauging support or opposition to the canopy rising higher than the height of Riverside Drive.	9,392 unique ad views 79 survey responses 180 Social media comments 80 social media reactions
5	Arts & Activation	
	Outline of the strategy for Festival Plaza to become a year-round outdoor arts platform, highlighting its two main features: The Eddy and the dynamic, site-wide lighting strategy. Also included a survey.	2,987 unique ad views 20 survey responses 33 Social media comments 10 social media reactions
6	Supporting Infrastructure	
	Outline of the proposed supporting infrastructure for Festival Plaza, including the flexible support modules, shipping containers, and VIP area.	2,532 unique ad views 10 survey responses 19 Social media comments 13 social media reactions

Part 1 - Context



Part 2 - Programming



cial Meeting

Part 3 - Landscape



2024 Oper

Part 4 - Canopy



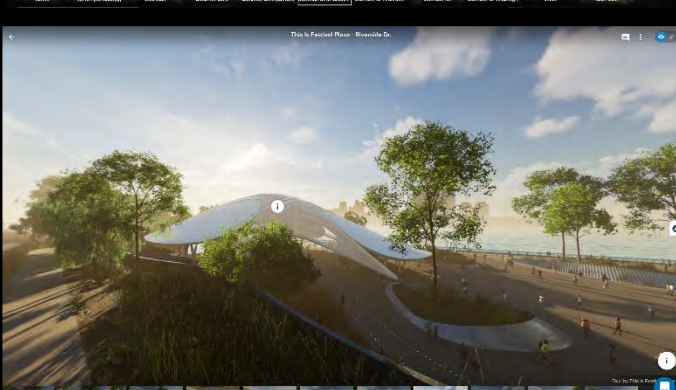
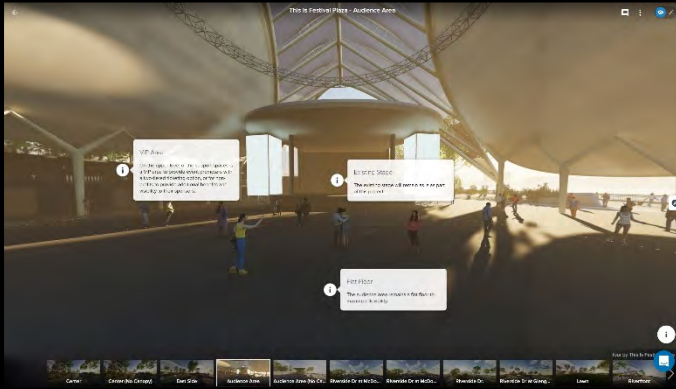
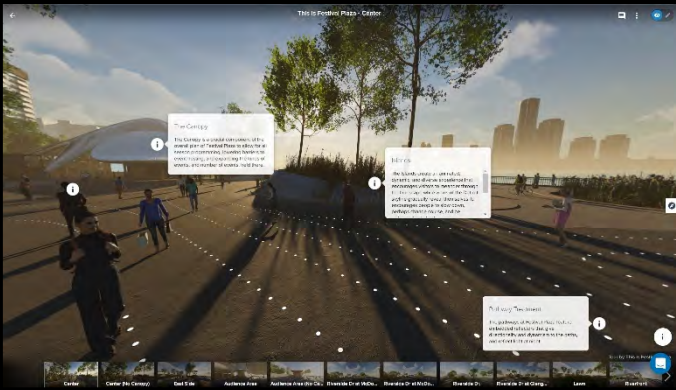
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Part 5- Arts & Activation



Part 6 - Supporting Infrastructure





Virtual reality model embedded on the website allowed the public to navigate around the proposal on foot, view details, assess views, and compare version of the project with and without the canopy.

Reach

Unique Views

Number of Windsorites who saw our social media ads at least once (unique views only, does not include multiple views of the same ad)

16,843

Post Engagement

Shares, reactions, saves, comments, likes, photo views, link clicks

2,362

Feedback

Total of all points of feedback received, including social media comments & reactions, survey responses, and engagement meetings

900

Survey Responses

Total number of survey responses

257

Email Subscribers

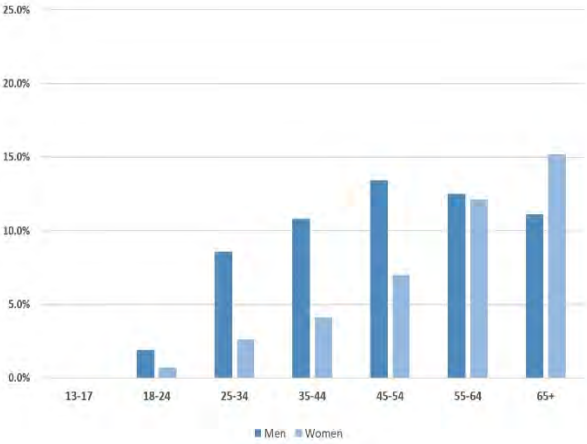
Number of people who opted in for email updates about the project

55

<h2 style="margin: 0;">Facebook</h2> <p style="margin: 0;">Windsor Festival Plaza</p>	<h2 style="margin: 0;">Instagram</h2> <p style="margin: 0;">windsorfestivalplaza</p>
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Audience

*note that these platforms only provide data with the given genders



16,207 accounts reached
41 followers

Content

58 posts
5 ad campaigns

Reactions

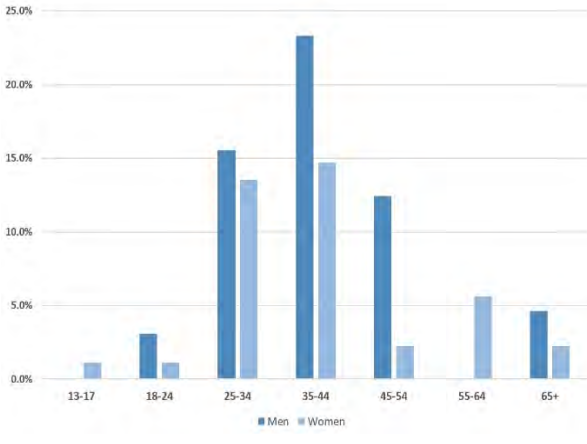
325 comments (does not include comments from shares)
141 reactions
27 shares

Like	68	Love	9
Haha	1	Wow	1
Sad	2	Angry	5

**These reaction results are representative of reactions to ads and posts, not reactions to comments made in response to ads or posts*

Audience

*note that these platforms only provide data with the given genders



631 accounts reached
113 followers (69.2% from Windsor-Essex region)

Content

38 posts
85 stories
4 reels

Reactions

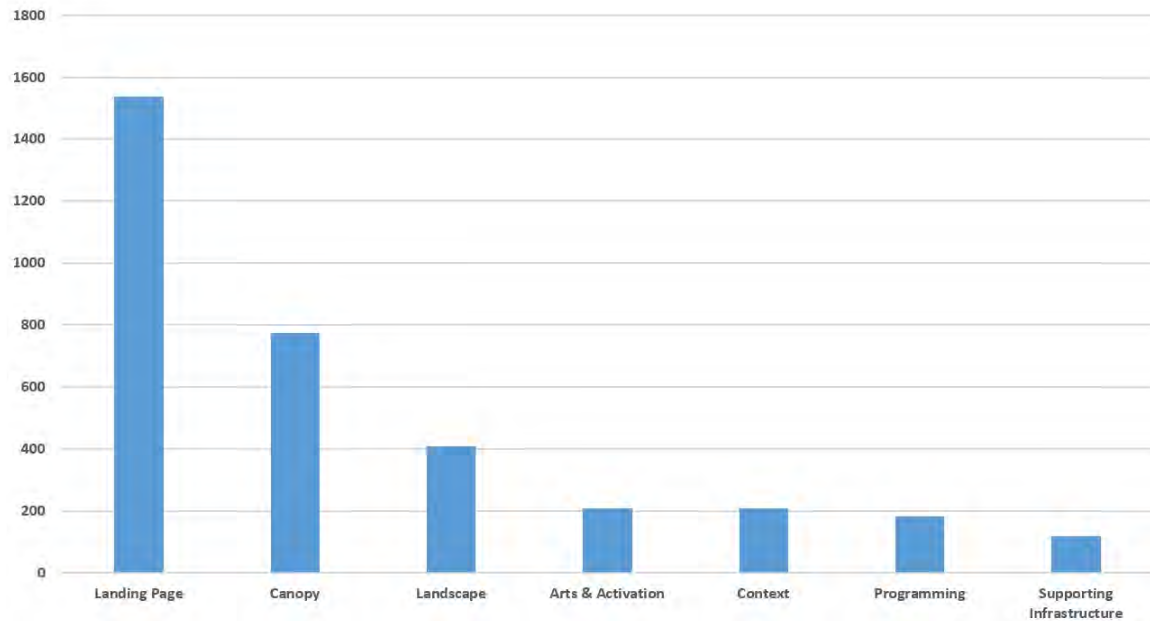
17 comments
121 likes
3 shared reels

Website visitors

As of early December 2022, the www.festivalplaza.ca website had more than 2,000 unique visits throughout the course of the engagement process.¹ 79.3% of visitors were from Canada, and 19.9% were from the United States. Of those unique visitors:

- 45.7% were from Windsor;
- 7.9% were from surrounding regions, including Kingsville, LaSalle, Amherstburg, and Tecumseh; and
- 13.4% were from Toronto.

The following graph shows the number of views of each page on the website. Aside from the landing page, the Canopy page was by far the most visited subsection of the website, having nearly double the views of the next most visited page.



¹ The Click Through Rate (CTR, clicks per impression) averaged across all the ads run for this engagement process is more than double the Facebook average CTR (3.46% vs. 1.54%)

What We Heard

1 - Context

2 - Programming

1/2.1 - There are a number of barriers & risks to event hosting at Festival Plaza which limits the number of events

We heard from event organizers and organizers that there are a number of barriers and risks for event organizers to hosting events at Festival Plaza in its current state:

- The existing site is too large for most organizations to host events at the site. Windsor has many more medium and small-scale events than large-scale events, and hosting those at Festival Plaza in its current state would make these events feel underwhelming, poorly attended, and lacking atmosphere if the event cannot occupy the majority of the site.
- The lack of weather protection presents a significant risk to event organizers, and we heard of at least one instance where an event promoter’s business failed because of bad weather during an event at Festival Plaza. Multi-day events are a strategy used to reduce this risk, but it also results in higher costs for event organizers (longer rentals and staffing). Furthermore, Windsorites tend to not buy tickets in advance to events at Festival Plaza because of weather risks which makes event hosting even more precarious. If an event does experience bad weather, event organizers having to manage refund requests can be a significant problem. Late starts to events to manage heat in the summer is not advantageous to event organizers either—they want to be able to host programming throughout the day.
- It’s very difficult and expensive to create a sense of atmosphere at the existing site, resulting in most events looking and feeling the same.
- Many events in Windsor rely on sponsors, and there is a lot of competing requests for sponsors in Windsor.
- The need for event organizers to provide and erect their own infrastructure—washrooms, tents and shelter, audio, visual, lighting, generators, among many others—is a significant expense which can be either prohibitive to event hosting completely or reduce the number of events. The lack of provided infrastructure also contributes to multi-day events as its difficult to make the numbers work for rental and load-in and load-out for a one-day event. For event organizers who have flexibility in their venue choice, this often results in selecting indoor venues as much of this infrastructure is provided, with easier (and cheaper) set-up, even though hosting their event outdoors is preferable and seen as a strong selling feature.
- Some events have regulating bodies that have specific infrastructure requirements that are either prohibitively expensive for one-off events, or only allow one event a year rather than multiple events that could be possible if the infrastructure was provided.
- Existing operational expenses and permitting requirements set by the City are cost prohibitive and red-tape heavy for many event organizers, especially non-profits and community organizations. This includes:
 - Flat-rate venue fees & permits with 2-day minimums
 - Requirement to use city contractors contributes to costs
 - Power carts, insurance, police service fees contribute to costs (other regional public venues do not charge fees for police services for events)
 - Challenges with the City’s legal department to get permits

1/2.2 - Festival Plaza plays a unique and critical role in the Windsor events venue ecosystem

Although Festival Plaza has a stage, it should be considered a multi-purpose, community-led public space for events, rather than strictly a concert venue. From event organizers we heard it's difficult to get big name concerts at Festival Plaza due to the state of the site, the excellent indoor facilities in the area (Caesars Windsor, WFCU, Little Caesars Arena etc.), and competition and non-compete clauses in the much larger Detroit region (some concerts which will play in other Southern Ontario venues will not play Windsor for these reasons). Rather than trying to attract those kinds of events, Festival Plaza should diversify its events programming. Windsor's most prolific event organizers have lots of ideas for events that could be programmed at Festival Plaza – boxing, street hockey, dog shows, Canadian Cow Girls, highland games, children's festivals, tall ships, Irish festivals, dance events and competitions, night-time marine parades, Christmas events, to name a few that were discussed. Additionally, the idea of hosting concurrent, collaborative events at the site was discussed by a number of event organizers.

We heard from the public a lot of interest in seeing a wider variety of events and programming at Festival Plaza, including community activities, local wine & beer festivals, live theatre, storytelling festivals, Red Bull events (BMX), Ironman races, beach volleyball tournaments, speeches, plays, basketball tournaments, seniors fitness, mom & baby programming, battle of the bands, ice sculptures, fire pits with Muskoka chairs, holiday markets, library story time, farmers markets, buskers, exhibitions, pop-up skating rink, cultural festivals, film, more concerts, art fairs, programming for families, food trucks, New Year's Eve programming (recalling Dieppe Park in the 80s), jazz nights, poetry readings, local dance companies, Halloween and Christmas events, and smaller local events.

1/2.3 – Scalability is crucial

We heard from stakeholders the proposed design strategy of making the site flexible in scale so that it can accommodate both the large scale events that currently take place there, as well as smaller events that Windsor has many of, is crucial. Allowing for concurrent events with multiple stages of different sizes is also something that has a lot of support from the Windsor events organizing community.

1/2.4 - Beneficial for tourism & investment attraction

We heard from tourism and investment attraction stakeholder organizations that Festival Plaza as proposed is seen as a benefit for tourism and investment attraction in Windsor.

Windsor has many more medium and small-scale events than large events that currently occupy Festival Plaza. Festival Plaza's location and proposed improvements could make it an excellent location for corporations and to host events—and that organizations are always looking for unique event space. Examples include corporate team-building exercises and functions, weddings, conference 'off-site' events & welcome receptions. Without weather protection however these events are harder to sell as the risk of being rained out or being too hot is significant. The more infrastructure that is provided by the site, the easier it is for these organizations to host their events there.

From an investment attraction perspective, several advantages were identified:

- It's a show of optimism in Windsor broadly and downtown Windsor specifically.
- It's an opportunity to grow the arts and culture sector in Windsor as there is not enough venue space for emerging artists.
- The current state of the site is not advantageous from a business attraction perspective as it's difficult to sell empty and underdeveloped areas of the city.
- Opportunity to address safety in downtown by drawing more people.

1/2.5 - Economic benefits of increased programming

The kind of events held at Festival Plaza have several economic benefits for the surrounding community. Events often require bringing in talent or expertise into the City. We heard from a number of event organizers about how they have previously brought artists to the city for their events programming. Touring events (those that travel from city to city every week or so around southern Ontario in the summer season) usually require travelling staff (in one instance, up to 80 people) which has positive benefits for local hotels, restaurants, and services. Event rental services also benefit from increased event programming. More can be done to leverage these benefits to surrounding local businesses however (see **Recommendations**).

1/2.6 - Number of entrances & exits desired by event organizers varies by kind of event

We heard from event organizers that different event types prefer different number of entrances and exits. Multiple entrances are beneficial for ticketed concerts to help with the throughput of large number of attendees at specific times, and to manage security screening lines. Non-ticketed events that remain fenced for liquor licensing prefer to have fewer entrances and exits as it makes monitoring and control of the licensed area easier and cheaper.

1/2.7 - Issues with existing conditions & operations

We heard from some event organizers that the current state of the existing stage and site facilities is poor—the interior of the stage facilities are not great. Bathroom maintenance is poor, and event organizers have found it challenging during events with non-responsive help to immediate issues. We've also heard that the City's processes for permitting events is challenging due to a lack of set policies or procedures, numerous layers of bureaucracy and long approval timeframes, and a lack of collaboration.

1/2.8 - Concerns about future operations

We heard from some event organizers a few concerns about what the proposal for Festival Plaza would mean for their future use of the space, specifically:

- Disruptions to the events calendar due to construction—a one season disruption was seen as understandable, however multiple season disruptions were seen as problematic, and some event organizers may get comfortable at a new site.
- Increased fees—there is some worry that a 'jazzed-up' venue may result in higher fees. Additional costs get passed on to event goers through increased ticket and food costs, though the amount of the increase that can be absorbed by any particular market varies city to city. As a point of comparison, we heard that a typical three-day food-event for venues around southern Ontario could cost between \$15,000 - \$25,000. Toronto's Yonge & Dundas Square costs \$150,000.

1/2.9 - Atmosphere & authenticity are important, both in the design of the space itself, as well as how event organizers can tune the space to their unique events

We heard from some event organizers that Festival Plaza as it exists today is very difficult to create a sense of atmosphere, and results in most events looking and feeling the same. The site is too large for single event organizers to do comprehensive lighting, signage, and branding across the entire site, and the vast openness of the site means attendance has a big impact on atmosphere (too few people makes the event feel like a failure due to the inability

to fill the space). Accessibility, safety, comfort, and vibes are important. The site needs to feel inviting and provide stimulation for people to encourage longer stays by attendees. If attendees don't want to stay, the spend is lower, and overall enjoyment of events tends to be lower. Authenticity is also key in this regard—how the site is resonant with its surroundings, how it's programmed, the meaning it has to the community, and how it integrates history. Sites with palpable meaning and history have additional selling power to event organizers for their unique narratives and atmospheres.

1/2.10 - Indigenous communities face barriers to event hosting in Windsor generally, and the Riverfront specifically, despite being a place of great importance to Indigenous communities

Indigenous event organizers face a number of barriers to hosting events at Festival Plaza—there are a lot of expenses for event hosting that are prohibitive for organizations with limited funding. Additionally, parking and transportation are notable barriers for surrounding Indigenous communities to attend events there. There are examples of municipal support for Indigenous events in other southern Ontario cities where venues are provided at low or no cost—these are appreciated and lower barriers to event hosting. There is a lot of interest in developing more programming, including fundraising events, arts events to draw Indigenous artists and singers from around Turtle Island to Windsor (which was done once previously), as well as recreational programming such as snow snake.

Indigenous programming at Windsor's Riverfront does happen on occasion, including events for National Truth and Reconciliation Day at Great Western Park, and a Sisters in Spirit vigil for murdered and missing Indigenous women, girls, and 2spirit+ at Dieppe Gardens. Many Indigenous events in Windsor are internal to the region's Indigenous communities, but Windsorites in general don't know the Indigenous population. Festival Plaza could be an opportunity to make their community and programming more visible to a larger audience.

1/2.11 - Concerns about displacing existing events

Some stakeholders (though not event organizers) and members of the public have expressed concern that some of the events that currently take place at Festival Plaza would not be able to use the site as proposed, notably World's Finest Shows. The concern is that displacing World's Finest Shows, which runs for two weeks (over three weekends) could have a detrimental economic impact.

Some event organizers suggested there may be sites better suited to World's Finest Shows elsewhere in the City that don't require the infrastructure provided at Festival Plaza (The stage). Additionally, the space requirements for travelling midway programming (which requires large open paved space for rides, and equal space to store trucks and trailers) limits the possibility of addressing the majority of the challenges other event organizers face at Festival Plaza, and also limits the possibility of addressing other facets of the project, such as greening the plaza. In speaking with Barry Jamieson, owner of World's Finest Shows, there didn't seem to be a concern with having to find another site in Windsor.

Other event organizers we spoke with said they have to be adaptable to different venues by the nature of their business. Some of the event organizers who use Festival Plaza are touring events that travel throughout the summer to dozens of towns and cities in Southwestern Ontario, and they have to adapt their programming and layouts to numerous different venues.

1/2.12 - Concern about effects on existing efforts to activate downtown

The Downtown Windsor Business Improvement Association (DWBIA) had a number of concerns about the project, some of which are captured elsewhere in this report. The primarily unique concern raised by the DWBIA is they see the project as competition, both in their efforts to program downtown and to draw people and business to their members, and in potential available funding (considering both capital costs and operating costs of Festival Plaza).

The reasons for these concerns are:

- Most events at Festival Plaza do not make local business support a priority. Typically only those run by members of the DWBIA incorporate such efforts (ie. WIFF Under the Stars, Oullette Car Cruise). The City does not require any support for local businesses from organizers for their events at Festival Plaza, unlike other similar venues around the world (see **Recommendations**).
- Poor existing pedestrian and cycling connections between Festival Plaza and downtown discourage people from visiting downtown businesses when visiting Festival Plaza for events.
- Event parking in downtown is indirectly discouraged by expensive street parking costs. Most people tend to park at Caesars, avoiding downtown businesses entirely.
- The DWBIA goes to great lengths to actively program events in their jurisdiction to draw people downtown and support local businesses. There is concern expanded event programming at Festival Plaza could detract from their programming. Festival Plaza is also not officially within the DWBIA's jurisdiction.

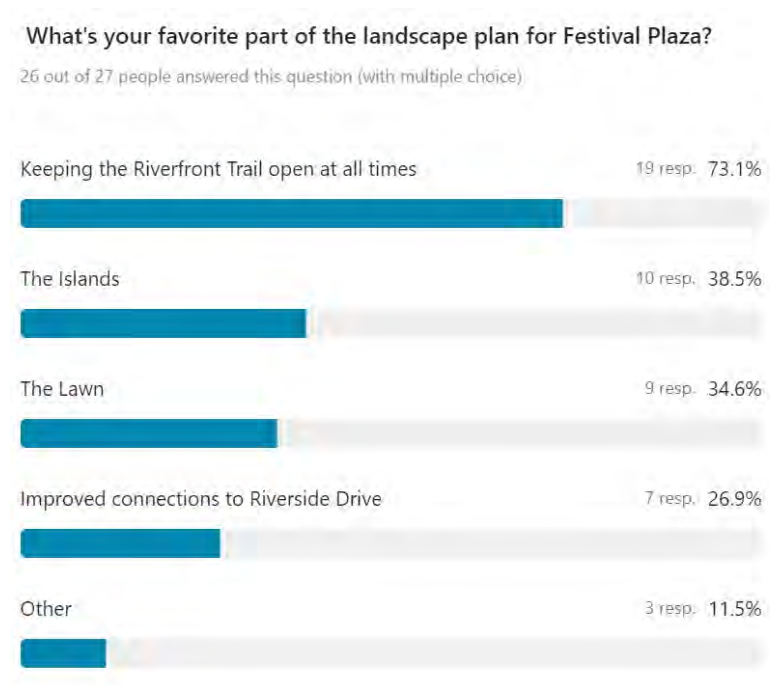
3 – Landscape

Almost all stakeholders and public respondents are generally supportive of the proposed landscape strategy. We heard many comments about the importance of and support for introducing trees, grass, and plantings at Festival Plaza in general. The following are some of the specific feedback we’ve heard:

3.1 - Keep the Riverfront Trail open and provide public amenities for pedestrians & cyclists

We heard that keeping the Riverfront Trail open at all times, including during events, is crucial. The following points were raised through the engagement process:

- The Riverfront Trail is used by a wide variety of pedestrians and cyclists, some of whom rely on the path as a commuter route, as well as a recreational route—closing it for any length of time not only takes away from the Riverfront Trail as a public amenity, it inconveniences those who rely on it to move around the city.
- Keeping Riverfront Trail open during events is advantageous to event organizers—a centrally located and accessible site where passerby’s can discover events they didn’t know were happening is advantageous.
- Providing public amenities for pedestrians and cyclists along the Riverfront trail is desired by a number of stakeholders and the public. This includes water fountains, benches/seating, bike racks, bike repair stations, and publicly accessible washrooms.
- Make space for bicycle parking during events, and non-event times, and design it to be safe and well lit. Currently event organizers will sometimes hire local non-profit bike organizations to run bicycle valets at events. The more that cycling to the site is encouraged and barriers reduced, the better for the environment, as well as the likelihood of event goers exploring areas in downtown.



3.2 - Improved connections and accessibility to and from Festival Plaza is important

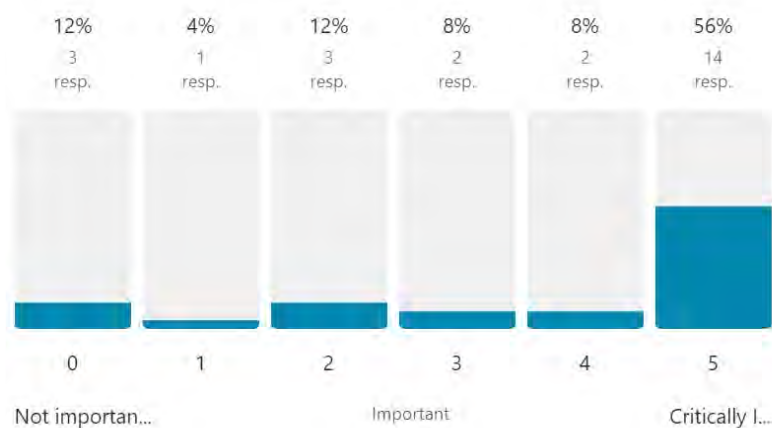
The majority of stakeholders and the public support greater connections from Festival Plaza to downtown. Connections were seen as beneficial for helping local businesses by making clear, easy connections from the site to downtown. For event organizers, a more connected site increases the likelihood of event attendance by passerbys who did not know about the event. We heard that the more central and more connected a site, the less event organizers have to spend on marketing.

We heard from cycling interest groups that connections to and from Festival Plaza and the Civic Esplanade project should consider the larger framework of pedestrian and cycling movement around Riverside Drive, as there are parts of Riverside Drive downtown that don't have sidewalks which decreases accessibility. Crossing Riverside Drive itself is perceived as dangerous and efforts should be undertaken to improve actual and perceived safety of crossing the street.

There were no specific comments from the public or stakeholders about the connections proposed in the plan for Festival Plaza, or the connection to Civic Esplanade, just that the idea of more and better connections is broadly supported.

How important do you think it is to connect pedestrians and cyclists from Festival Plaza (riverfront) to the Civic Esplanade? Avg. 3.6

25 out of 27 people answered this question



3.3 - Align material decisions with environmental goals

There were a number of questions by environment-focused stakeholders about the material details of the project that will be developed in later phases of the project, looking to make sure that decisions about materials are considered from an environmental perspective to support a range of environment-focused goals at Festival Plaza, including: reducing heat island effect, reducing stormwater runoff, reducing water usage, among others. Some of the items discussed include:

- Material for the lawn
- Irrigation requirements for planting
- Stormwater plan
- Albedo and permeability of site surfaces

3.4 - Indigenous reburying in the vicinity

Can-Am Indian American Friendship Center mentioned they involved with an archeological study of the area around Festival Plaza when it was first converted from the rail yard. At that time there was a reburying of some artifacts and remains in the area with a ceremony led by an elder. It was planned that a plaque or marker be added, however this wasn't done and the exact location of the reburying is not known at this time. It may or may not be within the bounds of the Festival Plaza site.

3.5 - Landscape details, and landscape operations, should integrate CPTED principles

We heard from the Windsor Police Service that the design, construction, and maintenance of the landscaping could have an impact on addressing Crime Prevention Through Environmental Design (CPTED). Such spaces possess a high "nook & cranny coefficient" that creates expanded opportunities for loitering refuge and litter disposal, and the landscape should be considered to ensure their visual accountability is maximized, which in turn helps prevent problematic activity from establishing and persisting. The risks associated with these spaces would be highest during off hours.

The design and, importantly, placement of any and all refuse and recycling receptacles is critical from a public safety perspective. This is because scavenging and looting has become the primary nuisance problem throughout the city, but most notably within our downtown sector. When this problem becomes visible to the public, it quickly erodes public confidence in how safe they feel attending there so this issue needs to be addressed carefully during the detailed design phase.

Design of site elements, as well as operations, should integrate strategies to discourage misuse, loitering and overnight sleeping by street persons seeking some form of discreet refuge during off-hours and less-busy daytime periods. Some approaches to this could include intermediate arm rests in benches that would make it difficult for someone to comfortably lay down for extended periods.

3.6- Landscape as programming and activation

We heard from some stakeholders ideas about how the landscaping could be used as a programming element at the site, either using the islands as community gardens, and/or indigenous medicinal gardens. Additionally, the landscape could be used as a site of activation for arts programming and/or socially engaged residencies, creating a space for artists and/or community groups to work within or respond to.

3.7 - Make use of Great Lakes Protection Initiatives & funding

We heard from environmental groups that the project should make use of Federal & Provincial environmental initiatives where funding is available for projects which incorporate environmental remediation and/or improvements or protections to the Great Lakes. This includes shoreline naturalization, tree planting, stormwater management, pervious paving, among many others. Festival Plaza already incorporates a number of these strategies, and some of the costs of Festival Plaza may be eligible for funding by these grants.

4 - Canopy

4.1 - The Canopy is crucial for expanding programming and reducing barriers to event hosting

We've heard from event organizers the importance of the canopy for expanding programming at the site and reducing barriers to event hosting.

- The canopy reduces weather-related risks for event organizers and event goers. For event organizers it allows events to be organized and run regardless of weather conditions, and allows for single-day events rather than more involved multi-day events. We heard that rain insurance for events can be very expensive, adding 35% to 40% of event hosting costs. For event goers it provides an assurance that the event will run regardless of the weather, and may be more inclined to purchase tickets ahead of the event.
- The canopy expands the programming window at Festival Plaza—it makes the site more comfortable for longer periods of time, allowing earlier start times for events, and a longer events season. Without the canopy a similar events schedule to Festival Plaza's current events schedule is likely.
- Improved footfall—when the site is too hot or uncomfortable event goers tend to stay for shorter periods of time which reduces enjoyment, overall spend, and likelihood of exploring other parts of downtown as part of their event going experience.
- Canopy as infrastructure—the canopy as a shade structure is an infrastructure that reduces expenses and logistical challenges for event organizers, reducing barriers to event hosting. Additionally, the canopy integrates additional infrastructure within it, including rigging points, a catwalk, FOH position, to further reduce barriers to event hosting.

4.2 - The canopy provides climate resiliency by helping to address climate change driven health & safety concerns, and aligns with the City’s Environmental Masterplan

We heard from some environmental groups that the canopy would help address health and safety concerns at the site within the context of increasing temperatures and extreme weather due to climate change. With increasing effects of climate change expected in the coming decades, providing protection from the heat is an important health and safety requirement, more so for specific demographics (elderly, young children, and those with specific medical conditions). This is in alignment with the City of Windsor’s Environmental Master Plan (2017), specifically:

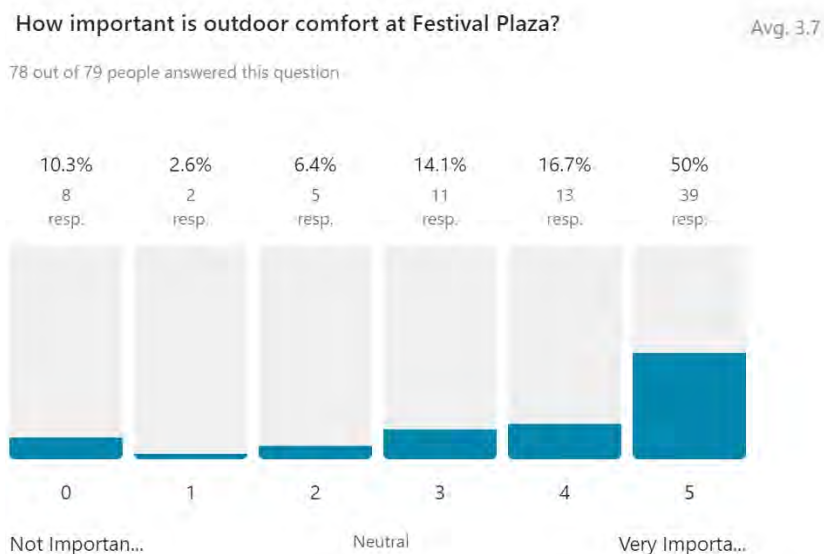
City of Windsor Environmental Master Plan (2017)

Objective C12: Incorporate cooling designs and features into public spaces to protect residents from extreme heat and ultraviolet radiation exposure

Actions:

- Increase the number of artificial shade structures in public places.
- Plan for shade (shadow casting) to fall where needed during peak ultraviolet radiation exposure intervals.
- Improve access to drinking water facilities in public spaces.
- Consider the environmental and health effects of plastic, rubber or other materials when designing and installing playgrounds, splash pads and road medians.
- Increase the number of splash pads, cooling stations, water bottle re-fill stations and other water features in public places.
- Work with Federal and Provincial governments to maximize funding opportunities.

In the public survey, respondents largely agreed that outdoor comfort is important at Festival Plaza:



4.3 - A majority support the height of the canopy as proposed, though the canopy is the most controversial component of the project

Our public survey received 79 responses following a canopy-specific ad campaign which was seen by 9,392 people. For the question of “How receptive are you to the idea of a portion of the canopy rising above Riverside Drive at Festival Plaza?” 50% were either supportive or conditionally supportive, 41% opposed, and 9% neutral.

How receptive are you to the idea of a portion of the canopy rising above Riverside Drive at Festival Plaza?

78 out of 79 people answered this question



- **Conditional Support** – Those who expressed conditional support were looking for strategies for the canopy to not block views from adjacent residences or from Riverside Drive, and for the canopy to blend seamlessly into the surrounding landscape.
- **Opposed** – 30 respondents indicated their reasons for their opposition to the canopy rising above Riverside Drive. The most common responses were:
 - 40% of opposed comments cited concerns about blocked views of the river and skyline
 - 23% of opposed comments disagreed with exceeding the existing height bylaw
 - 10% of opposed comments thought the canopy was ugly

Other issues mentioned (<5%) were concerns about setting precedents for other developments along the riverfront, taking away from the natural beauty of the area, not respecting the original waterfront vision, that it would be underused, there are more pressing priorities in Windsor, concerns about birds, concerns about the expense, and concerns about homeless people using the space.

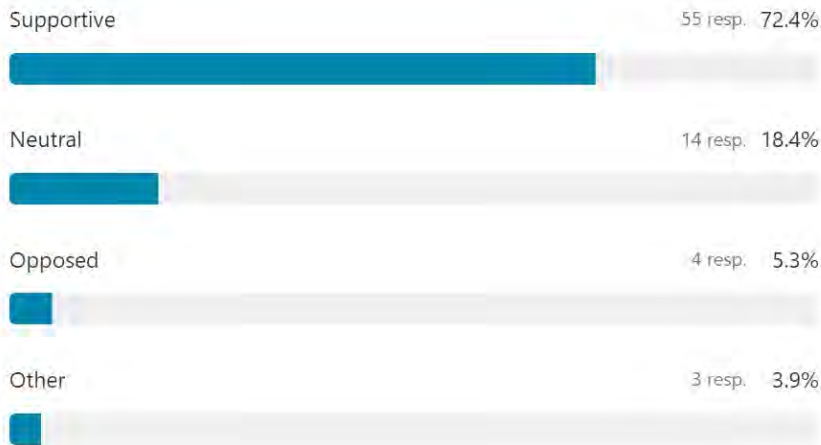
Of the stakeholders we met with, six raised concerns about the height of the canopy. The specifics of their concerns varied from stakeholder to stakeholder. The concerns included:

- Canopy potentially impacting views from their property
- Incongruency with the original vision for the Riverfront public park system
- Incongruency of the canopy with the natural areas of the Riverfront
- Conflicts with existing city policies and bylaws (ie. the Riverside Vista project, height bylaw)

In matters of height of the proposed elements at Festival Plaza, the public survey also asked **“How do you feel about trees at Festival Plaza rising above Riverside Drive?”** and found the majority are supportive:

How do you feel about trees at Festival Plaza rising above Riverside Drive?

76 out of 79 people answered this question



4.4 - The events infrastructure (lighting, rigging, etc..) proposed for the canopy is exciting, and greatly expands what's possible

We heard from events organizers and equipment rental companies their excitement about the proposed events infrastructure for the canopy as it makes for many new possibilities for the kinds of lighting and effects that are possible at events. The transparent portion of the canopy was also seen as full of potential for having drone-shows visible to event attendees under the canopy. In general, the more technical back-end that's provided, the better for event organizers and equipment rental companies in terms of expanding what's possible, and making install and tear-down easier.

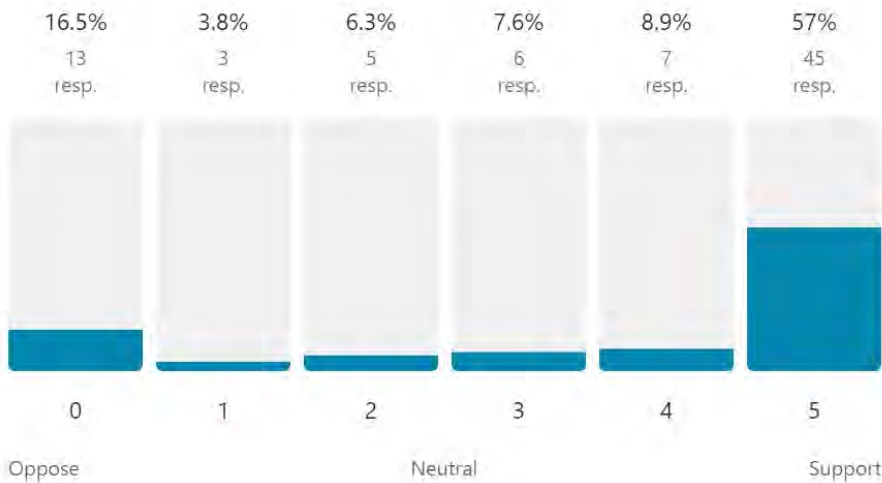
4.5 - Expanding events programming at Festival Plaza, all year-round, has a lot of support. Windsorites have lots of ideas and desires about how to program under the canopy

Survey respondents were largely supportive of expanded programming, and an expanded events schedule, at Festival Plaza to be year-round. From a separate but related question, “What kinds of programming and events would you like to see under the canopy?” we heard a lot of ideas from the public and stakeholders about how the area under the canopy could be programmed, all year round:

- Family oriented programming
- Music & concerts, including more both large scale concerts, local bands, Christian music concerts
- Food and drink festivals and events, including food trucks, wine
- Car shows
- Exhibitions
- Conferences
- Community events, including Canada Day & other holiday celebrations
- Fireworks night
- Boating events
- Cultural festivals, including Octoberfest
- Films and film festivals
- Festivals
- Craft shows
- Comedy events
- Theatre & plays
- Boxing & MMA events
- Buskers
- Markets
- Gardening festivals
- Recreational programming, including roller skating, ice skating, start/finish location for races
- As well as anything and everything that is entertaining and that makes people happy

Do you support an expanded programming schedule for Festival Plaza where events can take place all year round? Avg. 3,6

79 out of 79 people answered this question



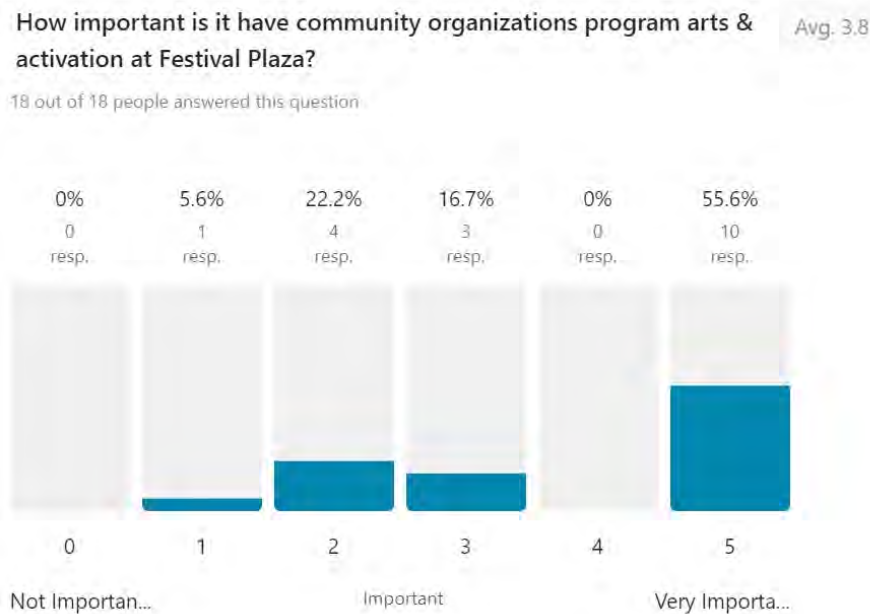
5 – Arts & Activation

5.1 - Expanding opportunities for public art in Windsor is needed—Festival Plaza is a great opportunity to address it

We heard from all artists across art forms (visual, performing, music) that there are very few public art opportunities for Windsor artists, be it commissions or venues. Small acts, emerging artists, and community theatres do not have many venues in which to perform their work, and where venues do exist, they often have high barriers. The goals of Festival Plaza to foreground Arts & Activation, as well as expanded community-focused programming, was widely appreciated among arts groups. Given the event-focused and culture-focused programming at Festival Plaza the redevelopment of the site is seen as an opportunity to provide these kinds of spaces to support the Windsor arts community.

5.2 - Programming strategy & partnerships are key

Developing a programming strategy for the arts & activation program at Festival Plaza is crucial to its success. A clear set of goals and guidelines is necessary (which could include criteria such as inclusivity, where the artist is from, site specificity, among many others). Additionally partnerships with local art groups is key to program and potentially fund arts activities at the Eddy/Festival Plaza. Unlike the City, non-profit arts groups are eligible for different funding streams and grants that the City would not be eligible for. Similarly arts groups often have robust donor networks of arts supporters that can help fund arts programming.



5.3 - Incorporate Indigenous representation, both physically and in programming

We heard from indigenous stakeholders, as well as a number of arts groups, that there’s a lack of representation of Indigenous peoples and Indigenous history in the City of Windsor, and Festival Plaza would be a good opportunity to address this. This could include indigenous specific arts programming, descriptive plaques or signage describing the indigenous history of the site, using indigenous planting strategies in the landscape plan, among others.

5.4 - Lowering barriers for arts programming at Festival Plaza is key

To achieve regular arts activation at Festival Plaza, lowering barriers for arts groups is key. The following barriers were identified through the engagement process:

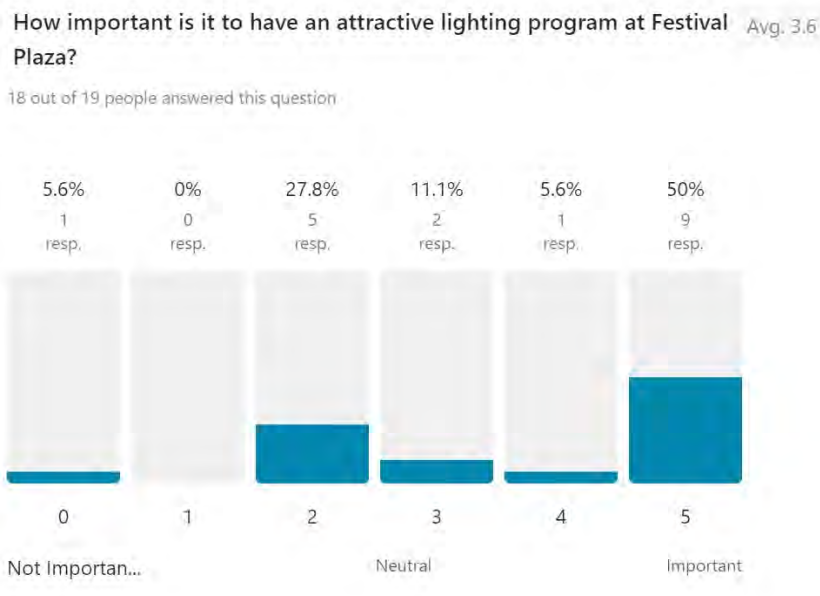
- Affordability, especially given the limited sponsorship support of the arts in Windsor. Venue rentals fees and infrastructure rental costs often represent a significant portion of arts programming funds, reducing funding available for other kinds of arts investments (ie. new or more work).
- Venue availability – There are a lot of arts organizations in Windsor all competing for the same few venues. While Windsor has some beautiful large theatres and performance venues, venues at the mid- and small-scale range are few.

5.5 - Design non-event lighting to limit light pollution. Short-term event lighting is not a big concern for light pollution.

We heard from the Royal Astronomical Society of Canada–Windsor Center, that lighting should be designed to reduce light pollution by avoiding light trespass into the river, and by dimmer lighting with lower colour temperatures when possible. The biggest concern is consistent light pollution–event specific lighting that takes place for short periods of time isn't a big concern from a light pollution perspective.

5.6 - Lighting & CPTED

The Windsor Police Service indicated they would like to review the full lighting plan, including fixture types and net illumination levels across the entire site to help address public safety, as well as operational plans about how specific aspects of the site are to be used and/or securely maintained during off hours. Other key technical elements associated with lighting and its security impact include colour temperature and colour rendering index (CRI) values that should be optimized for safety and security.



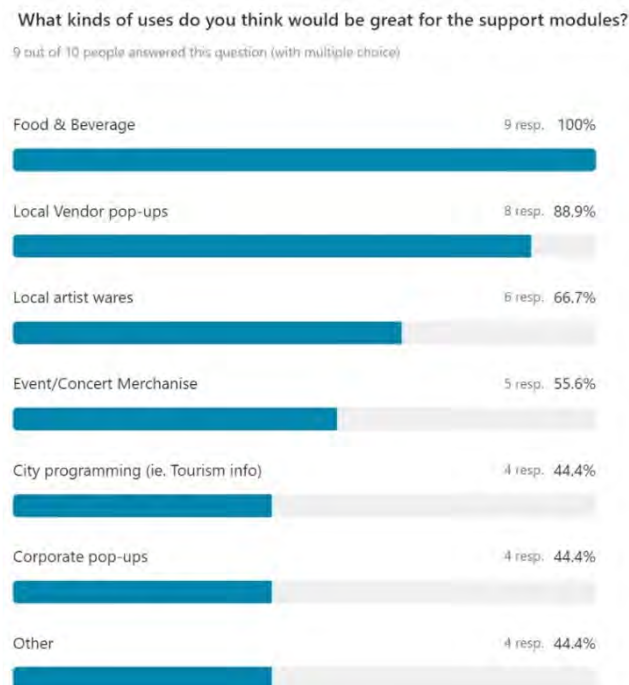
6 – Supporting Infrastructure

6.1 – Small, movable, temporary, and modular supporting infrastructure is a key component of expanding events programming

Several arts groups and event organizers, especially theatre companies, saw the support modules as crucial to program small events or plays throughout Festival Plaza, assuming the support modules had a mobile stage option. Additional modules could help store supporting equipment and make it easier to host multi-day shows when only needing to store their equipment on site, rather than load-in and load-out every day. Providing the infrastructure to support smaller, multi-stage events such as fringe festivals. Some stakeholders who oppose the idea of any permanent structures at Festival Plaza appreciated these flexible, moveable, and temporary components.

6.2 - Shipping containers

There were few reactions to the proposal for the shipping containers among the public. Some indicated they appreciate the flexibility of the system and the idea of providing those kinds of spaces for events. Some thought they would look too ‘cheap’ relative to the other elements of the proposal.



Among stakeholders there wasn't much specific feedback on the use of shipping containers as the modular elements. Those from arts groups saw them as a low-cost public art opportunity, and that their movability around the site created an interesting context in which to work.

We heard from some event organizers that for many local restaurants having an off-site kitchen at Festival Plaza is difficult due to added costs of equipment, staffing, and logistics management, and as such there may be limited interest from local restaurants to use those spaces.

7 - Other Feedback

7.1 - There is a lack of trust in the City's processes, delivery, and operation of large public projects

We heard from a number of stakeholders and the public that there is a lack of trust for the City to deliver the project as proposed, and to be able to maintain and operate the site in a way that is proposed. These comments are based on past and current issues, including:

- The existing stage at Festival Plaza which exceed the height bylaw along the Riverfront, was a compromise with the community based on the promise of installing a green roof. This feature was cut, and some feel duped. Concerns of similar issues on other projects, and a lack of meaningful public engagement, contribute to the distrust.
- Some projects are perceived to not be living up to promises made at their design phase, such as the Adventure Bay water park. There is also concern that some of these public projects are not accessible to all Windsorites, despite the level of municipal investment.
- There are a number of concerns about existing maintenance and upkeep of parks and parks facilities today (including poorly maintained or frequently closed washrooms, inoperable water fountains, etc..) and that the proposal for Festival Plaza would be either subject to similar issues, or the City would have to redirect funding, or find new revenue streams to fund operations.

7.2 - There are concerns about funding priorities in the City, and the perceived benefits of the Festival Plaza project

We heard from some stakeholders and members of the public concerns about a large spend on Festival Plaza. The two main strains of thought we heard were:

1. Money is better spent on other City needs, especially roads, housing, homelessness, and basement flooding.
2. The money would be better spent serving stakeholders in their existing initiatives, rather than on Festival Plaza's multi-platform, multi-use public space capital investment.

There is a consistent assumption among some stakeholders and members of the public that the City would be responsible for funding the majority of the project, as there has been no public discussion about funding strategies, and that funding for Festival Plaza would come at the expense of other city funding priorities or result in increased taxes. Some also expect a degree of cost recovery in the operations of the project, based on the assumption that the site primarily caters to for-profit event organizers.

The goals of the project are difficult to measure and quantify, and some Windsorities value projects that proport visible and immediate transformation (additional housing, good roads, less homelessness), rather than projects which address more diffuse, long-term goals such as addressing the recommendations in the Windsor Works report (ie. Riverfront revitalization, economic diversification, talent attraction & retention), supporting downtown, and supporting and growing Windsor's arts, culture, and events community.

7.3 - Legacy interests

There are at least two families who have expressed a clear legacy interest in the development of Windsor’s Riverfront due to their past family members roles as local politicians having had a significant impact in the vision and development of the Riverfront as it stands today. Some stakeholders, as well as some members of the public, rely on the voices of these legacy interests to guide their support or opposition to the project.

Weeks Family	Battagello Family
<p>We spoke with Howard Weeks, son of former mayor Bert Weeks. Howard is strongly opposed to the canopy. There were no specific comments made about the other elements of the proposal, however the idea of greening the site was supported.</p>	<p>We spoke with Dave Battagello, son of former city councillor Roy Battagello. The landscape plan, activation goals, and temporary and movable supporting modules were generally supported, however Dave is strongly opposed to a permanent canopy. The idea of a temporary canopy that can be erected and dismantled on an as-needed basis was suggested. There were concerns the project leaned too much towards supporting events hosting at the expense of other qualities of the Riverfront.</p> <p>Nancy Battagello, wife of Roy Battagello passed away during this engagement phase before we were able to speak with her.</p>

Recommendations

Recommendations

Based on the feedback we received and what we heard from the public and stakeholders throughout this engagement process, we have the following recommendations:

C1 - Better develop and articulate how the project contributes to broader city goals

It's crucial for the City to articulate how Festival Plaza will have an economic benefit and how the investment will support the City's broader goals. Many similar projects around the world are built as catalysts for downtown renewal (ie. the Downtown Detroit Partnership and their park network), encouraging private development, and revitalizing waterfronts (ie. the Shipyards District) for instance. As a design team we have included in project messaging how Festival Plaza can contribute to a number of pressing Windsor issues (ie. alignment with the Windsor Works plan, contributing to the revitalization of downtown, support for the arts and events hosting communities). This recommendation is, in part, in response to a number of criticisms of the project that we've heard from this engagement process: "shiny-object syndrome," "build it and they will come," and any other argument about funding being better spent on projects with self-evident public benefits (roads, housing etc..). It's also important to reiterate the project is an expansion of public space, intended as an accessible venue for all different kinds of events for all Windsorites, not just a concert venue or a place for for-profit event organizers.

C2 - Consider how to best address bylaw changes at Festival Plaza given concerns some stakeholders and members of the public have

Among those concerned about the height of the canopy rising above Riverside Drive, one of the concerns is that it would set a precedent for potentially opening the door to development along the Riverfront. How bylaw changes are addressed, such as the approach of revisiting the height bylaw for the entire riverfront, may play into these concerns. There should be strategies built into any bylaw amendments that address concerns about drastic changes across the riverfront parks system, or anything that could be perceived as creating opportunities for drastic change in the future.

C3 - Involve Indigenous communities in further design development

We heard from the Indigenous stakeholders we spoke with, as well as a number of arts organizations, that Indigenous communities do not have much representation or inclusion in public spaces, and certainly not along the riverfront which is an area of great importance to these communities. There are a number of opportunities to involve Indigenous communities in the planning and operational model of Festival Plaza. Indigenous communities are often called upon for engagement in a wide variety of projects, from multiple levels of government which can be burdensome. Developing a thoughtful, meaningful, and compensated outreach and engagement strategy, led by the City, will be crucial to this process.

C4 - Develop, and clearly articulate community cycling amenities

In further design development, provide public amenities for pedestrians and cyclists along the Riverfront including water fountains, bike racks, bike repair stations, and bicycle parking solutions for events, and non-event times, that are safe and well lit. Review these with cycling stakeholder groups.

C5 - Look at Federal and Provincial grants to help fund the project

A significant number of concerns and opposition to the project assume the full cost of the project would be borne by the City of Windsor, which subsequently raises questions about City funding priorities and concerns about increased taxes. There are a number of grants available from the Federal Government that Festival Plaza could be eligible for. The proposal for Festival Plaza is multi-faceted which opens the door to a variety of different funding opportunities, such as environmental initiatives, cultural infrastructure, recreational infrastructure, and attraction funding which could significantly reduce the cost to the City. Outlined here are **some examples** of grants for which Festival Plaza could be eligible (the numbers and details here are approximate):

Great Lakes Protection Initiative	Canada Cultural Spaces Fund (CCSF)	Investing in Canada Infrastructure Program Community Culture, and Recreational Infrastructure Stream
Up to \$1.1 million	Up to \$15 million , or 50% of project costs, which ever is less (though in special circumstance could be up to 75% of project costs)	Up to 40% of project costs; requires a minimum of 33.3% contribution by the Province
Funding for environmental remediation and/or improvements or protections to the Great Lakes. This includes shoreline naturalization, tree planting, stormwater management, pervious paving, among many others. Festival Plaza already incorporates a number of these strategies	Funding for improved physical conditions for professional arts and heritage related collaboration, creation, presentation, preservation, and exhibition; and increased and improved access for Canadians to arts and culture, including the construction and/or renovation of arts and/or heritage facilities, including creative hubs. Landscaping costs are ineligible for funding in this stream. Projects which foreground Indigenous inclusion and programming are valued in this stream.	Funding to improve cultural infrastructure, like museums and Indigenous heritage centres; support upgrades to recreational facilities, like arenas and both indoor and outdoor recreational spaces; and improve community infrastructure. All projects will be evaluated through a 'climate lens' which evaluates how the project help combat climate change; reduce energy costs; and provide Canadians with safer and more resilient communities.

As part of the engagement process our team worked with landscape architects SLA to look at opportunities that would contribute to the Great Lakes Protection Initiatives:



Building upon existing opportunities

Looking at the site and its context, we notice the site’s strong connection to both Downtown Windsor and the Detroit River. The site represents a unique chance to connect these two and to add a layer of biodiversity and city nature to the whole Central Riverfront Implementation Project-CRIP.

One of Windsor’s greatest assets and a huge point of differentiation from Detroit, is that Windsor has kept its riverfront open and “intact”. There is a massive value to the city (in identity, biodiversity, climate mitigation, and quality of life) of unlocking that potential.

We see this as a great source of nature value to be utilized and brought together on the Festival Plaza - as a beacon of inspiration, as a local identity marker, but first and foremost as sources of local biodiversity and ecology. Here a deep mapping of the river, the local nature, and urban wildlife would form a baseline for a biodiversity strategy and is essential in securing a good project for both nature and people.

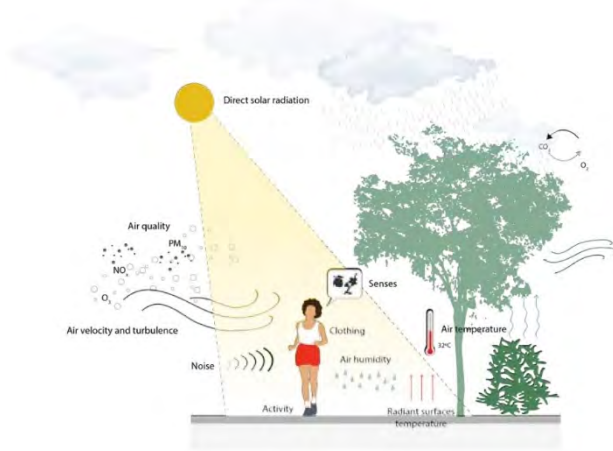
Special attention should be put on the site’s opportunity, together with the Windsor Civic Esplanade project, for creating a vibrant lush connection between the Detroit River and downtown Windsor City.



Bridging the site’s barriers

The site is strongly characterized by its barriers. Located between Downtown, Riverside Drive (a 4 lane road), and the





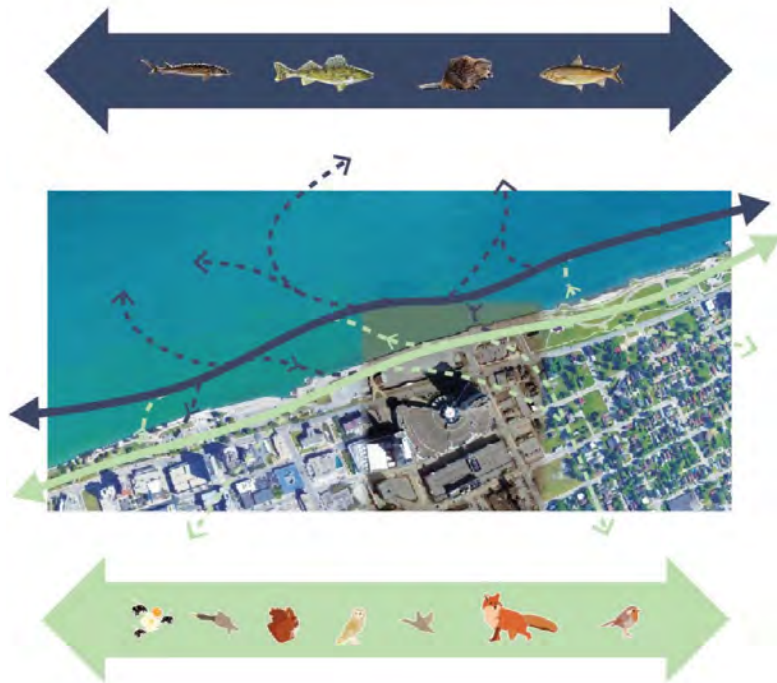
Detroit River. Festival Plaza is a unique stop along the Riverside - here a history of industry meets nature. The site sits between two different ways of meeting the river: A stony “natural” way to the northeast; and a fenced-off river to the southwest. The site provides an exciting opportunity to give Windsor a new urban way of approaching the waterfront, bringing people closer to nature.

Utilizing nature’s ecosystem services

Utilizing natural ecosystem services is important to address the site’s challenges and potentials. This is partly because such a nature-based approach (as opposed to a tech-oriented approach) creates a host of added values with regards to life-quality, social cohesion, property value, etc; and partly because a design approach based on ecosystems naturally will ensure a landscape led development.

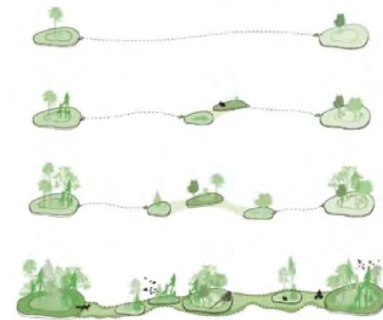
Natural optimizing of microclimate

Optimizing the site’s microclimate, and finding ways to integrate landscape and nature design in the design of year-round and pleasant public space allow for a good and active social life for all visitors. By naturally regulating the microclimate in the Festival Plaza, an optimal foundation for an active public life can be created which not only will act as a year-round attractor of visitors, but which will also increase the health, the activity and the economic potential of the site.

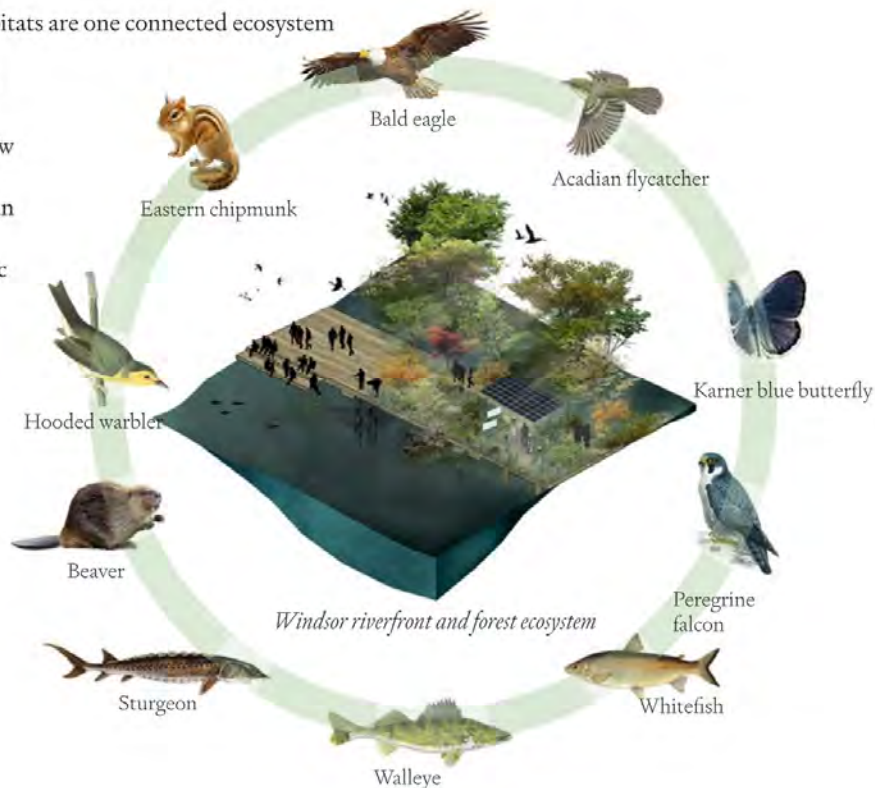


A green and blue connector/corridor

Festival Plaza is located uniquely on the Detroit River riverfront. The river is a natural barrier for humans - but functions as a connector and corridor for nature and wildlife. In a biodiversity approach, the project can draw in the biodiversity in and around the river and function as a biological node and connector for the rest of Windsor’s river parks.



- All habitats are one connected ecosystem
- Forest
- Meadow
- Riparian
- Aquatic
- City



C6 – Include smaller, mobile, and temporary stages

Providing smaller, mobile stages that can be moved around the site to accommodate smaller arts performances, or be part of concurrent programming at the main stage, is something we've heard from a number of arts groups. These would create more flexibility for accommodating different scales of programming at Festival Plaza, and open up opportunities for different kinds of programming. One or a few of the support modules could be designed as a mobile stage that can easily be moved, and open up into a temporary performance venue.

C7– Continue to work with the Windsor Police Service to optimize for Crime Prevention through Environmental Design (CPTED)

Continue to work with the Windsor Police Service to optimize design details for CPTED. Many of these items will be developed in later stages of the design, including specific lighting plans, planting plans, bench and refuse details, among others.

C8 - Mandate, and create, support for local businesses at events

There is currently no mandate for event organizers to support local businesses as part of their event hosting—something that other similar venues around the world do. Some current event organizers go to great lengths to support local businesses as part of their own mandates (ie. WIFF, DWBIA), however all events should incorporate multiple forms of support. Some of the examples we heard include:

- Reserved seating where feasible to allow time before an event to eat at downtown restaurants without worry about getting a bad seat/spot.
- Require event organizers to reserve a number of vendor booths for local businesses.
- Encourage food deliveries to site from downtown restaurants. For many restaurants having an off-site kitchen at Festival Plaza is difficult due to added costs of equipment, staffing, and logistics management.
- Require ad space at events, and in event marketing materials, to promote local businesses, through signage, audio messaging & announcements, and/or video advertisements.
- Consider incentives to encourage event parking downtown so event goers interact with and pass through downtown, rather than parking at Caesars and avoiding downtown businesses.
- Work closely with the DWBIA in event planning to find synergies and support their event and programming schedule.

Event organizers we spoke to are open to these kinds of collaborations with the City and local BIAs. It's common for events to have tents/stalls for City initiatives (ie. Tourism, vaccinations etc..), and many event organizers recognize the impact they have on local restaurants. It was even suggested by an event promoter that vendor tents/stalls at their event for local restaurants could be provided free of charge. Unless the event organizer has support for local businesses as a core tenant of their operation, they will look to the City and/or BIA to require and coordinate these arrangements.

C9 - Develop a community-focused, partnership-driven operational model

We heard from stakeholders and the public concerns about how the site would be operated, including operational funding, and questions of how to lower barriers to event hosting from an operations perspective (such as venue fees, reducing bureaucracy, streamlining applications), vastly expanding community accessibility, among others. The value, and acceptance, of the project by some stakeholders and members of the public may be in part contingent on co-developing a clear organizational model concurrent with the design of the site itself. We heard a lot of criticism and concerns about the City of Windsor building infrastructure only for it to be underutilized— there are concerns about investing millions and not getting the returns in terms of a really well programmed site that works to also achieve the larger goals of the project.

To address this, we spoke with the leaders of a number of similar sites from around the world, including:

- Greg Holmes, Executive Director of the Shipyards District BIA, North Vancouver, BC;
- Bob Gregory (Senior Advisor) & David Cowan (Chief Public Space Officer) of the Downtown Detroit Partnership, Detroit MI; and,
- Kit Sawers, President of Klyde Warren Park, Dallas, TX

We have included case studies of these sites in this report which describe their operational models, funding structures, and best practices and strategies. The following are recommendations for the City of Windsor based on these discussions, as well as discussions with Festival Plaza stakeholders. The City should initiate a process to develop a Windsor-specific, community focused operational model that is designed to achieve the operational and programming goals of the project. This includes:

- Develop a clear operational mandate, in partnership with key community organizations, including the DWBIA and arts groups.
- Develop specific programming goals, and evaluation criteria to gauge success across a range of criteria:
 - Develop relationships with a wide range of community groups to develop programming with
 - Set specific mandates for diversity, equity, and inclusion (DEI) in programming
 - Develop mandates for local business support with all event programming
 - Develop strategies to incentivize sponsorship and corporate activations
 - Take an active role in creating and encouraging programming (not just facilitating programming)
 - Move some City programming to the site (ie. recreational programming from community centers, outdoor library events etc...).
 - Develop a framework for evaluating and responding to programming needs in the City (ie. which demographics and/or communities is the programming targeted towards). Sometimes programming can also be about bringing things in that people didn't expect or know they needed.
- Find the right people to run the community-focused operational model—passionate project advocates with the requisite experience in business, marketing, and fundraising. Include a programming director.
- Explore and evaluate different funding models and strategies.

Importantly, the operational model should consider a much wider jurisdiction than just Festival Plaza to encompass the entire central Riverfront, as well as downtown Windsor, to maximize the use of public space in these areas, and to align strategic goals and programming initiatives among the various actors and communities in these spaces.

The City should consider working with a consultant to help develop such an operational model such as [Project for Public Spaces](#) who works collaboratively with municipalities, community partners, and stakeholders to develop these operational models.



Shipyards District, North Vancouver, BC

City funded operations; close collaboration with the BIA

The Shipyards District is operated by the City of North Vancouver (population 59,500; region 2.46 million), in close collaboration with the Lower Lonsdale Business Improvement Area (600 members across 18 city blocks). The City manages operations (permits, public safety, etc..) and works with the BIA in a close, though informal, manner to support their activation goals.

The BIA works to secure opportunities to bring special events (and lots of people) to the area to support their members through a number of strategies, such as:

- They have an extensive local business marketing strategy for events, including requirements for promotion of the BIA on all event signage and advertising, allocations at events for local business stalls, and 'soft sell' promotion of local business at events via audio and video messaging.
- Marketing the area and its events to surrounding communities. As the site is well connected by transit, they target their marketing efforts at communities and developments close to transit.
- Fund some costs of event hosting for smaller priority events (ie. Indigenous programming), either with their own levy-based funding, or through sponsorships they organize.

The City of North Vancouver directly funds operations and programming at the Shipyards District, through their Community & Partner Engagement department (comprised of 18 staff), within which they have a specific 'Shipyards & Waterfront' division whose offices are located at the Shipyards (something seen as crucial by the BIA). In 2022, expenses for operating the Shipyards district totaled \$2.04 million, and revenue totaling \$1.13 million (including about \$380,000 annually from leasing the land to the site's development partner, venue rental fees, film permits etc..), resulting in a net contribution of \$905,000 per year. Their expenses break down as follows: administration (14%), events & programming (22%), marketing & promotion (2.5%), operations & maintenance (58%), and site hosts (3.5%). The City is planning to spend \$1 million over the next two years on capital improvements to the site.

Source:

Interview with Greg Holmes, Executive Director of the Shipyards District BIA, August 24, 2022 via Zoom

City of North Vancouver. *2022 Operating Budget*. March 16, 2022

City of North Vancouver. *2022 – 2031 Capital Plan*, March 16, 2022



Downtown Detroit Park Network, Detroit MI

Self-funded operations; close collaboration with the DDBIZ

When Detroit's (population: 630,000, region: 4.4 million) Campus Martius Park opened in 2004, it was one of the few of these heavily programmed public spaces. Their operational model is based on the Central Park Conservancy model (many of these sites use this as their model) which was presented to mayor and council for approval. Their mandate has since expanded to include six downtown Detroit parks and public spaces, collectively more than 9 acres in size. They are one of the most programmed areas in the country with more than 1,600 events annually (avg. 4.4 per day). To accomplish this they rely heavily on community partnerships. Their programming is estimated to draw 4 million people per year to their sites, many of which are tourists.

While the DDP is responsible for programming, managing and operating several of Downtown Detroit's parks and public spaces, they operate with a larger mission to advance Detroit by driving engagement, development and programs that benefit businesses, residents and visitors throughout Downtown's urban core. The DDP strengthens and supports Downtown Detroit through strategic initiatives that evolve with the changing needs of the community. They engage in goal setting, and regularly measure their progress against their goals in an effort to continuously optimize their programming strategies and operational mandate to best support their mission.

The DDP is separate from the Downtown Detroit Business Improvement Zone (DDBIZ), which is made up of local business owners, however their jurisdictions overlap, are mutually beneficial, and work closely together to further their shared interests. The DDBIZ contracts with the DDP to manage its day-to-day operations

The DDP is a self-funding, non-profit organization—raising all its operational capital every year to cover programming, security, maintenance, and cleaning. Their annual operating budget varies from \$1 million to \$7 million a year, funded through corporate partnerships, grants, philanthropy, and earned revenue. They employ a number of programming experts in house, such as a position with a focus strictly on shops & markets, or expertise in technical operations such as audio/visual.

Source:

Interview with Bob Gregory (Senior Advisor) & David Cowan (Chief Public Space Officer) of the Downtown Detroit Partnership, September 14, 2022 via Zoom



Klyde Warren Park, Dallas TX

Self-funded operations; operating agreement with the City

Located in Dallas, Texas (population: 1.3 million, region: 7.6 million), Klyde Warren Park is operated by a self-funded, non-profit foundation. The site was developed with a mix of private and public funding, and the private donors wanted to develop a model to program the site that wouldn't be subject to municipal budget cuts or downturns. The site, which is open from 6am to 11pm daily, hosts 1,300 events annually (avg. 3.6 per day), including food trucks, recreational programming (ie. bootcamp, tai chi), museum programming, community programming (ie. te Dallas Historical Society), pet-focused programming, concerts, corporate activations, among many others which is advertised via weekly newsletter to their 60,000 subscribers. Their programming schedule is carefully curated, with periods of intensity when they expect people are looking for something to do (ie. spring break). Through their programming they estimate their economic impact on the surrounding community to be \$4 billion to date, with \$500 million in added tax revenue for the City, and a population increase in the neighbourhood (through residential development) of 8.8%.

They have a full-time office staff of 17, answer to a board of directors, and employ numerous others for 24/7 security, operations and maintenance of the site. Klyde Warren Park's annual operating budget is \$5 million, which the Klyde Warren Park organization self-funds through a number of streams, all of which contribute roughly equally: a voluntary tax on the neighbourhood, an annual fundraiser, earned revenue (restaurant income, 12% cut of gross food-truck sales), donations & memberships (which provide VIP perks, member-only parties etc.), and corporate activations and sponsorships. Klyde Warren Park's leadership have backgrounds in fundraising which is a crucial skill-set at the leadership level to maintain their operations.

Klyde Warren Park has developed strategies for attracting and incentivizing corporate sponsorship and activations at the site, including offering VIP perks for sponsors ("Friends of the Park"), and networking with marketing agencies to make the site 'a venue of choice'. The site is appreciated by the community, and companies see it as positive PR to host programming there. Local businesses host promotional activations, such as food sampling by local bakeries, or fitness classes by private gyms, for which they pay a fee but from which they receive exposure and good PR.

Source:

Interview with Kit Sawers, President of Klyde Warren Park, August 31, 2022 via Zoom

Construction Cost Estimate

This section of Partisans report is excluded.

A detailed cost estimate breakdown is included in Administration's update report.



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Special Meeting of Council Decision Monday, October 25, 2021

Moved by: Councillor Bortolin
Seconded by: Councillor Holt

Decision Number: CR475/2021 CR452/2021

- I. That City Council **DIRECT** Administration to work with the consultant to develop different costing options for the final detailed design of the Festival Plaza that vary in price, and once completed, undertake public and stakeholder consultations on those designs. This will give Council the opportunity to determine the level of investment that should be made at Festival Plaza; and,
- II. That City Council **DIRECT** the Manager of Parks Development to apply for a site-specific amendment to the Official Plan and Zoning By-law 8600 to allow the necessary buildings and structures within Festival Plaza to extend above the crown of the pavement of Riverside Drive as all potential options will require an amendment; and,
- III. That City Council **DIRECT** Administration to create a detailed connectivity plan, including public consultation, between the riverfront and the adjacent areas along the CRIP footprint with special consideration for downtown areas. The plan should not include tunnels underneath Riverside Drive but rather should have multiple access points to link the northside of Riverside Drive to the southside of Riverside Drive focusing on pedestrian safety and include options for physical design changes to Riverside Drive; and further,
- IV. That City Council **DIRECT** Administration to prepare a comprehensive Council report that incorporates all of the above recommendations.

Carried.

Councillor Gignac voting nay.

Report Number: C 123/2021

Clerk's File: SR/14229 11.3

Anna Ciacelli

Deputy City Clerk

November 22, 2023



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From: Howard Weeks <
Sent: January 12, 2024 11:07 AM
To: clerks <clerks@citywindsor.ca>
Subject: Written Submission, Item No. 11.3, Council Meeting 150124

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Your honor and members of Council

I am gratified and happy to see the city administration is recommending option 3 which does not involve any violation of the bylaw and keeps the waterfront view barrier free. At a time when the taxpayer's dollar is stretched to the point that there is talk of selling off city assets to meet city expenses, choosing option 3 at 50 million less is an obvious no brainer.

However, 17.3 million is certainly not chump change and in the light of all the other pressing social and infrastructure crises facing the city it might be prudent to make certain that there are not even less expensive options.

I heartily endorse option 3 and compliment the city on following proper democratic process including extensive citizen consultation, carefully assessing all the collected data, and providing an appropriate and somewhat reasonable response.

Howard Weeks

Ward 4,

From: Howard Weeks
Sent: January 19, 2024 9:46 AM
To: clerks <clerks@citywindsor.ca>
Subject: Written submission re: 11.3 - Festival Plaza Improvement

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Your Honor and Members of Council

I heartily endorse option 3 and compliment the city on following proper democratic process including extensive citizen consultation, carefully assessing all the collected data, and providing an appropriate and reasonable response.

Howard Weeks

Ward 4

Subject: Additional Information Regarding the Housing Accelerator Fund Application - City Wide

Reference:

Date to Council: January 22, 2024
Author: Joe Baker
Senior Economic Development Officer
519-255-6100 ext6459
jbaker@citywindsor.ca
Economic Development & Innovation
Report Date: 1/18/2024
Clerk's File #: GH/14271

To: Mayor and Members of City Council

Recommendation:

WHEREAS the City of Windsor adopted the *Home, Together: Windsor Essex Housing and Homelessness Master Plan* on December 2, 2019 (CR612/2019) as a comprehensive approach to delivering a system of housing and homelessness service solutions to Windsor-Essex that spans the entire housing continuum;

WHEREAS the City of Windsor submitted its Housing Pledge to the Provincial Government committing to supporting the creation of 13,000 new housing units by 2031;

WHEREAS the Federal Government announced the \$4 billion Housing Accelerator Fund in March 2023 to fast-track at least 100,000 new homes for people in towns, cities, and Indigenous communities across Canada over the first three years;

WHEREAS Windsor City Council endorsed its Housing Accelerator Fund Action Plan ("Action Plan") on July 10, 2023 in accordance with the detailed program guidelines provided by the Canada Mortgage and Housing Corporation (CMHC), and that the Action Plan represents a comprehensive, strategic, and balanced approach to meeting the housing supply targets across the range of housing types city wide;

WHEREAS in the Action Plan, Windsor City Council approved a commitment to add an additional 2,135 residential dwellings units to the already anticipated development of 1,765 units over the next three years;

WHEREAS the City of Windsor commissioned an independent Housing Needs Assessment Report that supports the projected housing growth numbers identified in Windsor's HAF application;

WHEREAS on August 18, 2023, the City of Windsor submitted its application to the Housing Accelerator Fund to increase the supply of housing at an accelerated pace and enhance the processing and certainty in the planning approval and building permit processes;

WHEREAS the City of Windsor adopted a comprehensive amendment to its Official Plan and Zoning Bylaw on June 13, 2022 that identified “Intensification Priority Areas” made up of Mixed Use Centres (260 ha.), Mixed Use Corridors (50 km) and Mixed Use Nodes (137 ha.) as the primary focus of the City’s efforts towards meeting its Housing Accelerator Fund and Provincial Housing Pledge targets;

WHEREAS the City’s current “Intensification Priority Areas” can accommodate the construction of new residential units far in excess of the additional 2,135 units identified Housing Accelerator Fund Action Plan;

WHEREAS the City of Windsor currently permits as of right building permits for up to 3 residential units on a parcel of urban residential land wherever the zoning permits single detached, semi-detached, or street townhomes in accordance with provincial Bill 23;

WHEREAS the City of Windsor currently provides direct financial incentives from the municipal tax base and has eliminated development charges for the creation of a mix of housing forms in targeted areas for intensification;

WHEREAS the Government of Canada's Housing Accelerator Fund (HAF) grant program represents an opportunity for the City to review, take additional action and accelerate actions to achieve more housing supply faster;

WHEREAS the Canada Mortgage Housing Corporation (CMHC), who is managing the Housing Accelerator Fund, recently requested that the City of Windsor consider ways to be more ‘ambitious’ in terms of its approach to creating more housing; even though the City put forward an Action Plan that met the HAF guidelines;

WHEREAS the Federal Government added additional requirements under the auspices of ‘best practices’, including four units as of right in all low density zoning districts city-wide, after the City’s application was submitted and supporting documentation was complete;

WHEREAS the CMHC has requested that the City demonstrate its commitment to being more ambitious by agreeing to permit four residential units as-of-right in all low density zoning districts city-wide;

WHEREAS Windsor’s City Council reaffirmed its commitment to meeting its HAF housing targets on December 13, 2023 by directing Administration to proceed with the initiatives as proposed in the Housing Accelerator Fund Action Plan approved by Council on July 10, 2023;

WHEREAS Administration has had ongoing discussions with the CMHC and Minister of Housing, Infrastructure and Communities’ staff about the merits of Windsor’s HAF Action Plan;

WHEREAS the Federal Government remains steadfast on their funding eligibility requirement that the City of Windsor allow four residential units as-of-right in all low-density zoning districts city-wide.

WHEREAS each successful HAF applicant has worked to tailor their approach to meet their municipality's unique needs, and Windsor proposes the same approach;

Therefore, should the City of Windsor be successful and receive an allocation of funding through the Housing Accelerator Fund, **BE IT RESOLVED:**

1. **THAT** City Council **REAFFIRM** its support for increasing the supply of “missing middle” housing, and in order to achieve the targeted number of units directs Administration to:
 - a. Prepare a report for Council's consideration identifying areas of the city currently zoned for single detached; semi-detached and townhouses where four units as-of right can be supported subject to lot sizes, the availability of supporting infrastructure, servicing capacity, and access to transit, and public engagement, and further;
 - b. That City Council commit to a minimum of four units as-of right on serviced residential lots for all properties identified as “Mixed Use Corridor” and “Mixed Use Node” in the City's Official Plan; and further,
2. **THAT** City Council **REAFFIRM** its support of targeted intensification by increasing the supply of medium to high density housing options, and in order to achieve the targeted number of units directs Administration to:
 - a. prepare Official Plan and Zoning By-law Amendments permitting increased densities and building heights of 4 storeys or greater for all properties identified as “Mixed Use Corridor”, “Mixed Use Node” and “Mixed Use Centre” in the City's Official Plan, including targeted height permissions of:
 - Mixed Use Corridors, ranging from 4 to 8 storeys;
 - Mixed Use Nodes, ranging from 4 to 8 storeys; and
 - Mixed Use Centres, ranging from 6 to 10+ storeys.
 - b. prepare Zoning By-law Amendments permitting medium residential development with building heights ranging from 4 to 6 storeys for specific areas of the city designated as “residential” in the City's Official Plan, subject to lot sizes, the availability of supporting infrastructure, servicing capacity, and access to transit;
 - c. work with the University of Windsor and St. Clair College to increase density and create opportunities for student housing on and in close proximity to their campuses; and
 - d. work with the University of Windsor and St. Clair College to identify land to allow for the development of additional residential units; and further,

3. **THAT** Administration **BE DIRECTED** to prepare Official Plan policies and criteria for reducing the minimum parking requirements for medium and high-density affordable purpose-built rental housing projects; and further,
4. **THAT** Administration **BE DIRECTED** to develop a Community Improvement Plan and associated financial incentives that will facilitate and support the construction of attainable and affordable residential units; and further,
5. **THAT** Administration **BE DIRECTED** to adopt a single technology for providing a digital portal for development services (services provided by the Building, Planning and Right of Way departments) to improve business processes, streamline approvals, and improve customer access to services and information; and further,
6. **THAT** Administration **BE DIRECTED** to review the existing Disposal of Land policy and propose amendments that support the disposition of municipally owned properties to facilitate housing projects, including student housing; and further,
7. **THAT** Administration **BE DIRECTED** to prepare a policy to advance the strategic acquisition of property that supports and facilitates the development of new attainable and affordable housing, including student housing; and further,
8. **THAT** Administration **BE DIRECTED** to begin the process to create a Green Development Standards Community Improvement Plan that will provide guidance and financial incentives for sustainable development projects.

Executive Summary:

N/A

Background:

As authorized by City Council in July 2023 (CR289/2023), Administration submitted an application to the Federal Government's Housing Accelerator Fund (HAF) Program for \$40 million in base funding over the period of 2023 to 2027 to address the housing crisis and increase the number of residential units in Windsor.

The City of Windsor's HAF application was submitted to the Canada Mortgage and Housing Corporation (CMHC) by the August deadline, and in late November the Commissioner and Senior Economic Development Officer were contacted by CMHC looking for Windsor's commitment to enhance its original Action Plan. Specifically, CMHC noted that the Federal Minister of Housing, Infrastructure and Communities requested that Windsor City Council pass a resolution making a commitment to allow four residential units as-of-right city wide.

The Minister was pressing for a timely response on this additional commitment in order to render a decision on Windsor's HAF application prior to the holiday break.

At a special meeting on December 13, 2023, City Council considered a further report (C179/2023) on this request and through CR522/2023 approved:

*That the report from the Senior Economic Development Officer dated December 13, 2023 providing a status update on the Housing Accelerator Fund Grant Application **BE RECEIVED**; and further,
That City Council **APPROVE** Option #1 being that City Council **DIRECT** Administration to proceed with the initiatives as proposed in the Housing Accelerator Fund Action Plan approved by Council through CR289/2023.*

Subsequent discussions have occurred since the December meeting, allowing for further exchange of information between the City of Windsor, the Federal Government and CMHC. The additional time has also allowed City Administration to further refine the proposed HAF initiatives while respecting City Council's decision of December 13, 2023.

Discussion:

The initial request from the Federal Government/CMHC after the holidays was for Administration to convert the initiatives proposed in the City's HAF application to Council Resolutions for Council's endorsement as soon as possible. This mirrors the approach of other municipalities, setting a precedent for submitting information. Discussions at both the political and administrative levels ultimately focused on finding common ground on the issue of four residential units as-of-right city wide.

The City of Windsor's HAF application adhered to all of the original criteria and committed to concrete actions to support the goals of the program, which are actions to increase housing units in order to address the housing supply issue, and included investigating any opportunities that would allow for four or more residential units as-of-right.

The Minister continues to advocate for four residential units as-of-right city wide, which runs contrary to City Council's decision and the original HAF submission.

Administration has spoken with several municipalities that were successful in securing HAF funding and reviewed their council resolutions at length to determine if there were opportunities to enhance Windsor's submission while respecting City Council's direction of December 13th.

Our shared position is that consideration of four residential units as-of-right should support growth and intensification efforts while considering Council direction, the needs of the community, and the capacity of the infrastructure in each location under consideration to support additional growth. The City must also consider the provincial legislation governing land use planning and its own Official Plan and Zoning By-law. Due diligence should be undertaken and four units as-of-right permitted only where deemed appropriate within the city of Windsor.

Respecting Council's direction on December 13th, City Administration has reviewed and discussed with the Federal government/CMHC additional intensification measures surrounding four units as of right including:

- committing to study the feasibility and impact of a Zoning Bylaw Amendment (ZBA) that would permit four units as of right in low density zoning districts;
- working with the local post-secondary institutions to increase the density and housing options for students on and in close proximity to their campuses; and,

- committing to a minimum of four units as-of right on serviced residential lots for all properties identified as “Mixed Use Corridor” and “Mixed Use Node” in the City’s Official Plan.

Risk Analysis:

The risks as noted in previous reports remain. The City has gone to extreme lengths to accommodate the Minister’s requests while adhering to City Council’s direction. Regardless of whether Council accepts or rejects the recommendations contained in this report, there is a risk that the City may not receive the full amount, or any, of the requested HAF funding.

Climate Change Risks

Climate Change Mitigation:

As noted in previous reports.

Climate Change Adaptation:

As noted in previous reports.

Financial Matters:

As reported to Council in report C88/2023, the HAF Working Group projected that the total number of “HAF incented units” for each of the individual initiatives listed in the HAF Action Plan could result in an additional 2,135 residential dwelling units beyond regular growth by 2026. Based on this projection, it was estimated that the City would be eligible to receive over \$40 million in base funding.

At the time, it was also noted that this estimate did not account for any additional top up or bonus funds that may be awarded per HAF Program eligibility requirements.

If the City were awarded all eligible base, top up, and bonus projections, the total funding with HAF support is estimated to amount to \$32,473.50 per residential dwelling unit created. Based on a review of comparator municipalities across Canada that have already been awarded HAF funding, the range of funding to date is roughly between \$28,000 and \$40,000 per residential dwelling unit created. Further, and out of 17 total comparator municipalities, Windsor ranks 8th highest with our housing target of 2,135 residential units and 14th highest with our estimated funding of \$32,473.50 per dwelling unit.

All of that said, it has been reiterated by CMHC on a number of occasions that funding amounts are subject to adjustment based on the overall number of applications received, and total program funding available. At the time of the writing of this report, the total funding amount being considered for Windsor has not been disclosed.

Consultations:

N/A

Conclusion:

Discussions between the federal government and City of Windsor representatives have been ongoing and extensive in an effort to find common ground to enable a positive response to the City of Windsor’s HAF application and unlock funding to address the housing crisis and benefit our community. The City of Windsor remains committed to reaching our housing supply growth targets and will engage the development community lockstep moving forward to ensure a successful outcome for both the current and future residents of our city.

Approvals:

Name	Title
Joe Baker	Senior Economic Development Officer
Neil Robertson	City Planner (A)
Natasha Gabbana	Senior Manager of Asset Planning
Jelena Payne	Commissioner, Economic Development
Wira Vendrasco	City Solicitor (A)
Mark Winterton	Commissioner, Infrastructure Services and City Engineer (A)
Janice Guthrie	Commissioner, Finance and City Treasurer
Joe Mancina	Chief Administrative Officer

Notifications:

Name	Address	Email

Appendices:



January 12, 2024

His Worship, Drew Dilkens, Mayor, and Members of Council
c/o Council Services
350 City Hall Square West, Room 530
Windsor, Ontario N9A 6S1
clerks@citywindsor.ca

To Whom It May Concern:

On behalf of the Essex County Black Historical Research Society, I am pleased to express our support for the proposed feasibility study to explore the potential refurbishment of the Jackson Park Bandshell as well as a comprehensive and meaningful community consultation process about its use. The Jackson Park Bandshell has tremendous potential as a community performing arts and gathering space and a site for ongoing engagement with the story of Windsor's historic Emancipation celebrations.

The Emancipation celebrations organized annually by Walter Perry ("Mr. Emancipation") and the British American Association of Colored Brothers (BAACB) from 1935 through the 1960s were designed not merely to commemorate the Slavery Abolition Act of 1833 and the legacy of the Underground Railroad in our region but to present people of African descent "in the light in which they deserve to be shown" and to "promot[e] amicable relations" between the Black community and other ethnocultural groups. It was an early, extraordinarily successful example of the cultural festivals for which Windsor is so celebrated to this day.

For decades, the Jackson Park bandshell was at the heart of the festival. The original bandshell, of course, was west-facing, and positioned to be seen by the occupants of the massive grandstand which was east-facing. Both the bandshell and grandstand burned down in 1957 amid mysterious circumstances. In 1959 the City approved the new bandshell for Jackson Park, the east-facing structure that currently faces Windsor Stadium.

Some of the great speakers and performers who appeared on the original bandshell, not the current one, included Adam Clayton Powell, Martin Luther King, Jr., Eleanor Roosevelt and Mary McLeod Bethune. Other luminaries such as Joe Louis, Jesse Owens, Dorothy Dandridge, and numerous gospel choirs were also at Emancipation prior to the era of the new east-facing bandshell.

However, those who utilized the stage of the current bandshell included performers such as the Temptations, the Supremes (under their previous name, the Marvelettes,) and Stevie Wonder, along with Civil Rights luminaries such as Fred Shuttlesworth, Wyatt T. Walker, Myrlie Evers, Daisy Bates, and Benjamin Hooks.

Just as importantly, talent shows, gospel concerts, performing arts of all kinds, speeches, and of course the Miss Sepia contest (trailblazing Black beauty pageant that presented women of African descent as elegant, dignified, stylish and accomplished in defiance of all the usual stereotypes) all took place on the stage of the current bandshell. It was at the core of the Emancipation celebration that continued to bring thousands of people to Windsor to join in our Black community celebration even after the devastating fire of 1957. Emancipation was a vast economic engine that benefited everyone, and it was an annual celebration of immense cultural significance for which Windsor was renowned far and wide.

About the ECBHRS:

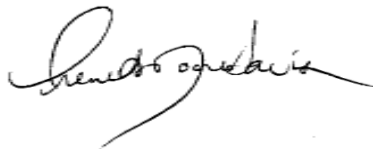
Founded in 2002, the Essex County Black Historical Research Society brings together individuals interested in the research, preservation, promotion, and advancement of the Black (African Canadian) history of Windsor-Essex County, Ontario.

Our organization, the Essex County Black Historical Research Society, has a keen interest not only in stimulating research regarding the history of people of African descent but ensuring that this history is disseminated to the public. We believe that Black history is an integral part of the story of Windsor and Essex County. To this end, on an ongoing basis, our organization has worked with our local school boards, the City of Windsor, Museum Windsor, Windsor Public Library, Tourism Windsor Essex Pelee Island, the University of Windsor, the Amherstburg Freedom Museum, the University of Michigan, the Harriet Tubman Institute (York University), Parks Canada, and a myriad of other organizations to increase public engagement with Black history across the region. Some of the methods whereby we share Black history widely with the community include presentations, public events, tours, curriculum resources, traveling displays, social media, exhibits at local museums, galleries, and libraries, media interviews, and short documentaries. We believe that Black history is not merely about information-sharing but that it can have transformative effects throughout communities and societies.

As the leading voice representing content experts on Black history in our region, the officers and members of the Essex County Black Historical Research Society urge the Mayor and Council to proceed with the feasibility study and community consultations related to the potential use of the Jackson Park bandshell.

If you have further questions for our organization, I may be reached most easily at [REDACTED] or [REDACTED] or at [REDACTED]

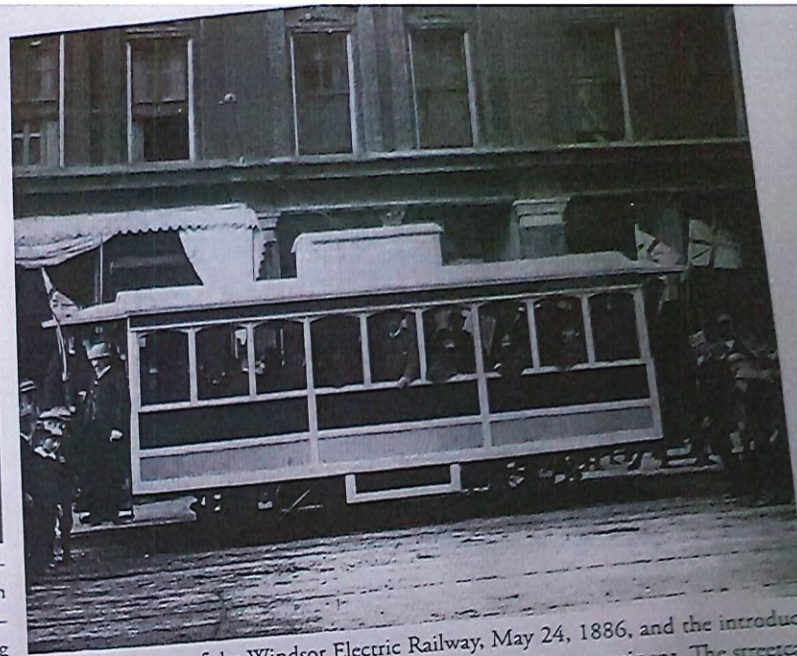
Sincerely,



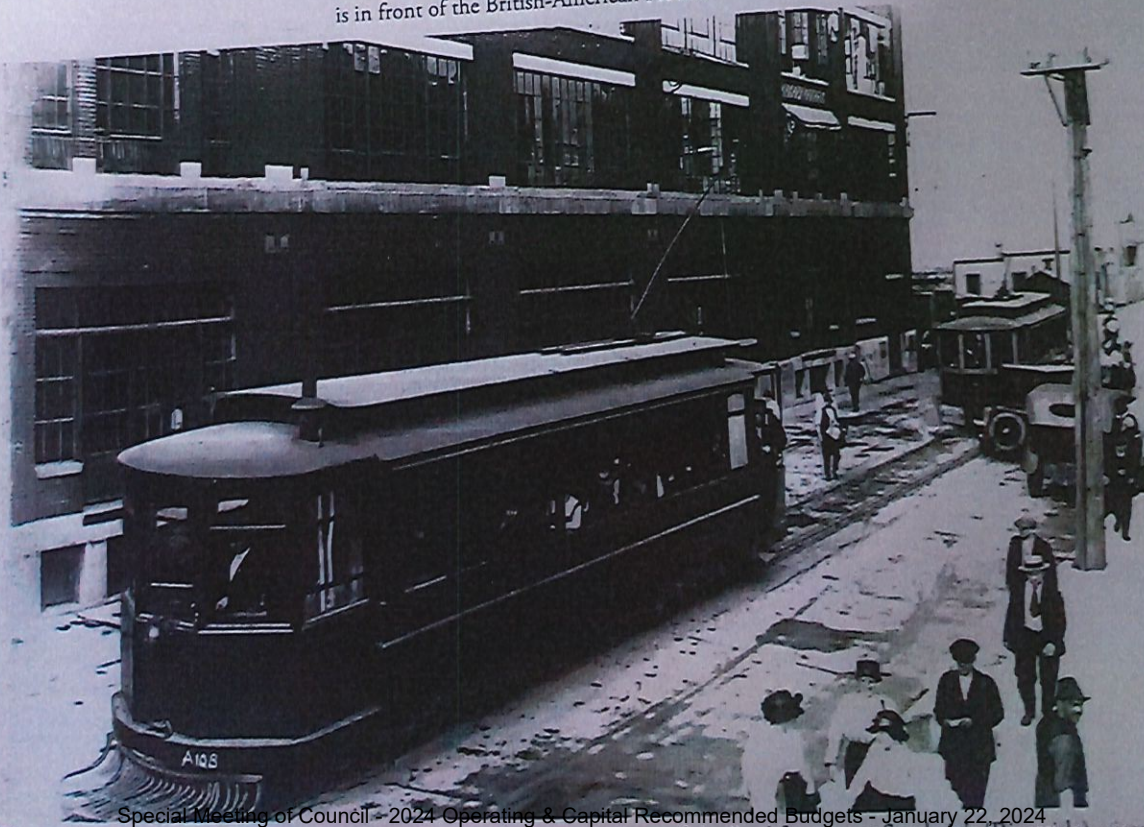
Irene Moore Davis
President, Essex County Black Historical Research Society



Windsor's first streetcar motorman—
and the first streetcar motorman on
the North American continent—
Lindon Clark Brooks, "known among
his many friends as 'Old Lin.'"



The first trial run of the Windsor Electric Railway, May 24, 1886, and the introduc-
tion of the first electric streetcar line on the North American continent. The streetcar
is in front of the British-American Hotel.



Special Meeting of Council - 2024 Operating & Capital Recommended Budgets - January 22, 2024
The S.W. & A. (Sandwich, Windsor & Amherstburg) railway, circa 1910.

From: Howard Weeks <
Sent: January 12, 2024 11:07 AM
To: clerks <clerks@citywindsor.ca>
Subject: Written Submission, Item No. 11.3, Council Meeting 150124

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Your honor and members of Council

I am gratified and happy to see the city administration is recommending option 3 which does not involve any violation of the bylaw and keeps the waterfront view barrier free. At a time when the taxpayer's dollar is stretched to the point that there is talk of selling off city assets to meet city expenses, choosing option 3 at 50 million less is an obvious no brainer.

However, 17.3 million is certainly not chump change and in the light of all the other pressing social and infrastructure crises facing the city it might be prudent to make certain that there are not even less expensive options.

I heartily endorse option 3 and compliment the city on following proper democratic process including extensive citizen consultation, carefully assessing all the collected data, and providing an appropriate and somewhat reasonable response.

Howard Weeks

Ward 4,

From: david hanna
Sent: Friday, January 19, 2024 12:03 PM
To: clerks <clerks@citywindsor.ca>
Cc: david hanna <
Subject: Re: Request to have written Delegation attached to Item #11.3 Festival Plaza City Budget 2024

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Hello

I support "landscape improvements" to the Riverfront Plaza and suggest that a public steering committee be formed to help broker, review and implement ideas and continue the public engagement process.

I realize budget constraints and it is important to consider only landscaping now and potential phasing of further work in the future.

I only resubmit one of my past delegations for background interest (Oct. 2
31, 2021

Regards

David Hanna
E:dhan96@hotmail.com
Ward 3 Resident

Sent from [Outlook](#)

From: david hanna <dhan96@hotmail.com>
Sent: January 19, 2024 10:52 AM
To: david hanna <
Subject: Fw: Request to have written Delegation attached to Item #10.1 Festival Plaza -Final design"
October 4, 2021 Windsor City Council

Sent from [Outlook](#)

From: david hanna
Sent: October 3, 2021 7:04 PM

To: Clerks@citywindsor.ca <Clerks@citywindsor.ca>

Cc: David Hanna <

Subject: Request to have written Delegation attached to Item #10.1 Festival Plaza -Final design" October 4, 2021 Windsor City Council

Hello,

I would request to have copy of my written Delegation and E-mail attachments included to:

Item #10.1 - "Festival Plaza - Final Design, Ward 3",

for the October 4, 2021 meeting City of Windsor Council.

Thanks,

David Hanna

Ward 3 Resident

E:

Sent from [Outlook](#)

WHY WE HONOUR AND REMEMBER

MADD Canada helps victims/survivors pay tribute to their loved ones or recognize injuries they themselves or their loved ones have suffered through a variety of memorial and tribute efforts. Victims have told us how important it is for them that their loved ones not be forgotten. Survivors have expressed how injuries can impact every part of their lives and how they do not want people to forget the physical and emotional cost of impaired driving.

We have developed various ways of honouring those we have lost and recognizing those who have been injured. From our National Memorial Wall, our Travelling Memorial Wall, our Online Tribute Page, Roadside Memorials, Provincial Monuments and local monuments and benches across the country, we pay tribute to victims and survivors at MADD Canada. They provide an opportunity to remember and honour the innocent people who are killed and those injured, and they remind the public of the terrible toll that impaired driving continues to take.

MADD Canada's Memorials were created to:

- remember the victims/survivors killed and injured in impaired driving crashes;
- offer support for the families;
- educate the public about the reality of impaired driving;
- express hope for a less violent future for us all.



madd 
No alcohol. No drugs. No victims.

MADD Canada Provincial Memorial Monuments



New Brunswick Memorial Monument
Established 2009



Manitoba Memorial Monument
Established 2016



Quebec Memorial Monument
Established 2022



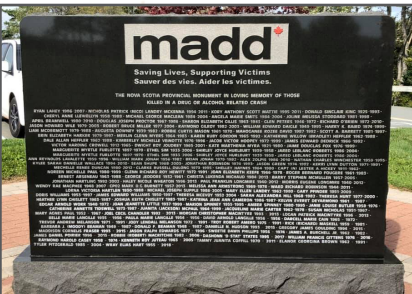
Newfoundland & Labrador Memorial Monument
Established 2011



Saskatchewan Memorial Monument
Established 2019



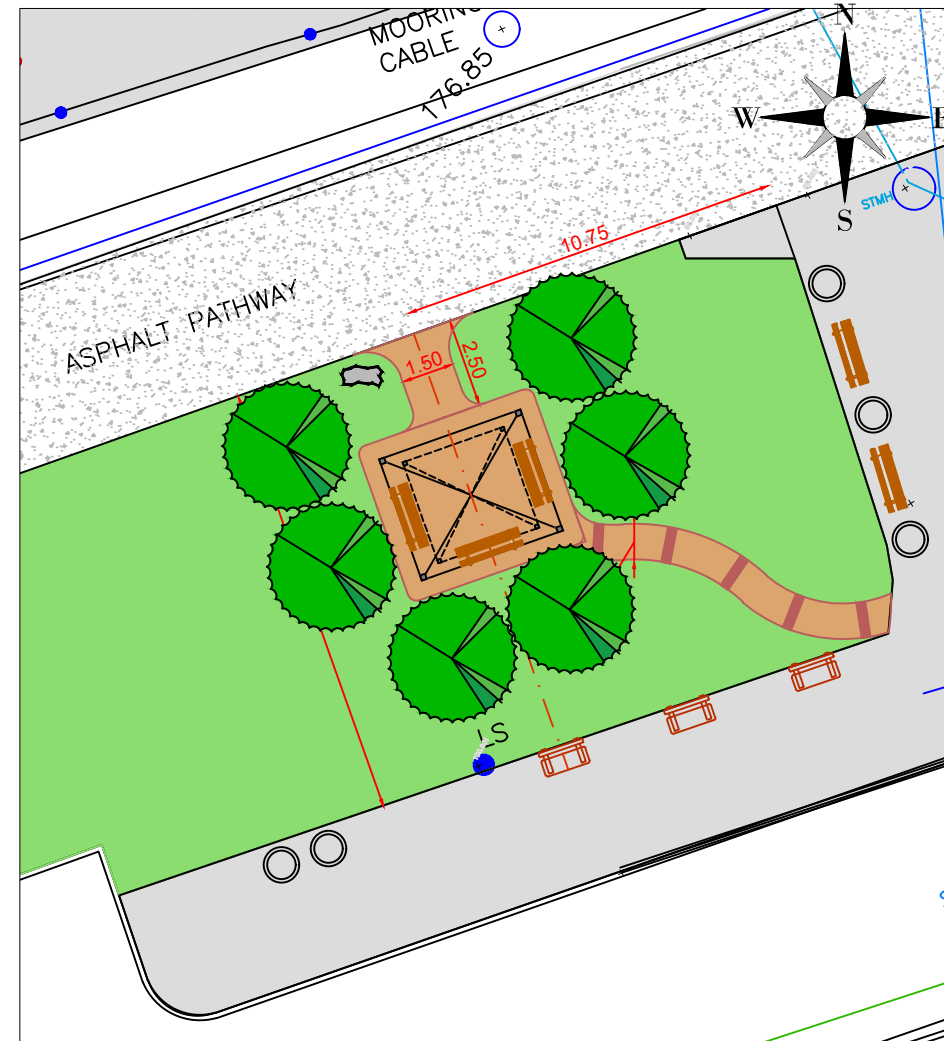
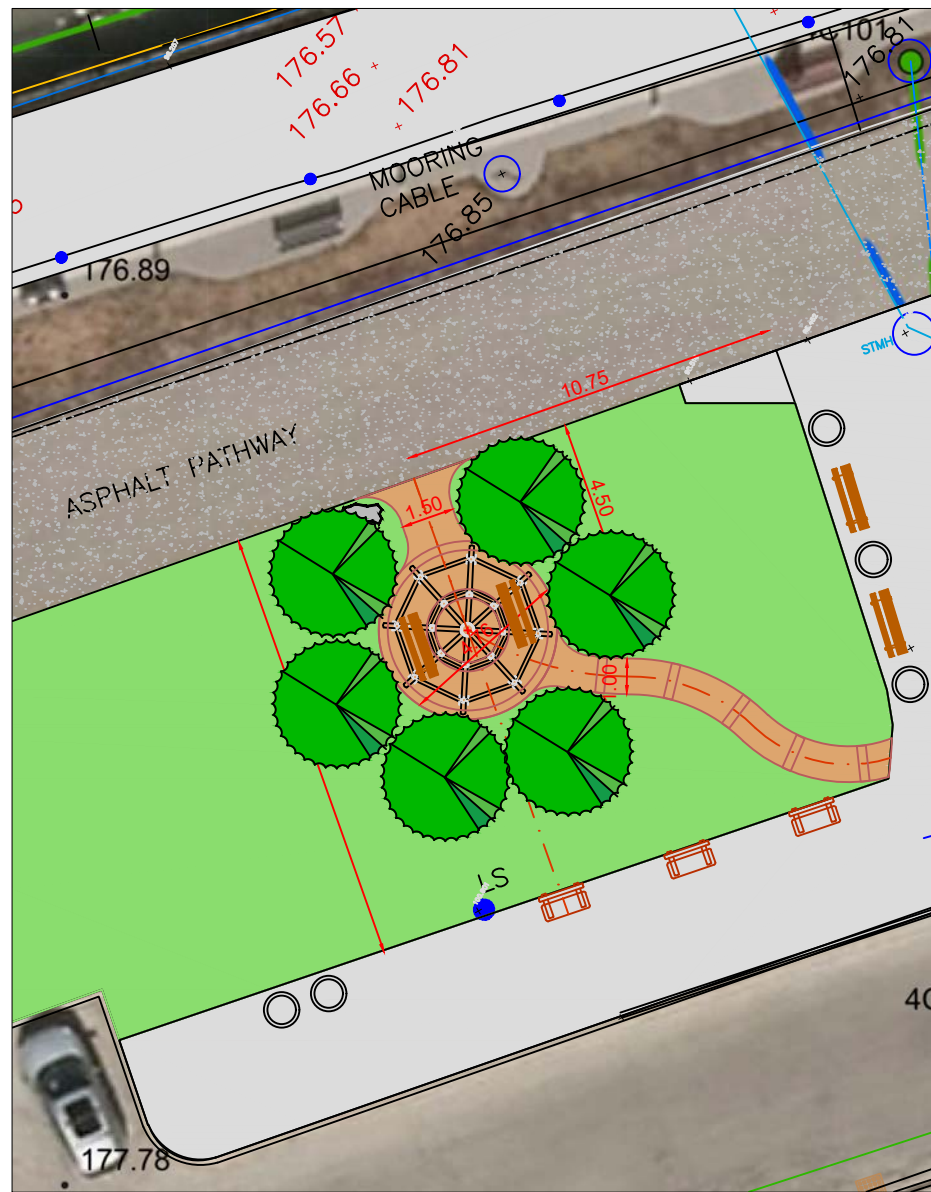
Ontario Memorial Monument
Established 2023



Nova Scotia Memorial Monument
Established 2012



Alberta Memorial Monument
Established 2020



**ALTERNATIVE - B
SQUARE OR RECTANGULAR SHAPE
10X10 F. - 12X14 F.**

**ALTERNATIVE - A
HEXAGONAL OR OCTAGONAL SHAPE**



SHELTER SPECIAL DESIGN



**GRANITE PLAQUE OR
STONE BOULDER**



**CAST IN-SITU COLORED &
TEXTURED CONCRETE PAVING**



**BENCH EXAMPLES
(GRANITE - STEEL)**

Dieppe Gardens - MADD MEMORIAL PERGOLA CONCEPT ALTERNATIVES

6 JUNE 2023

78 Riverside Dr W, Windsor, ON N9A 0A3

SCALE 1:200 @A3

MADD MEMORIAL PERGOLA Project - Cost Estimate

6 June 2023

Item	Description	Ave. Unit Price	QTY.	Units	Qty. Option 1 Economic / Low Cost	Qty. Option 2 Moderate / Average Cost	Qty. Option 3 Luxury / High Cost
1	Supply and deliver all labour, materials, equipment, services, locates, inspections, and building permits as required for the installation of the shade shelter for one (1) new, unused, 4.27m x 3.66m [14'x12' foot] diameter steel gazebo, at Dieppe Gardens Park, Windsor, ON	Var.	1	Item	\$30,000	\$50,000	\$65,000
2	Supply, place and finish concrete pad, as shown on design drawings and as directed by Project Manager. Pad to be 150mm thick - 32MPa concrete, with broom finish and/or colored textured and patterned, on 300mm thick compacted Granular "A". Ensure positive drainage with no standing water. Note: Granular "A" to be included in Unit Price Bid.	\$200-\$350	40	S.M.	\$8,000	\$11,000	\$14,000
3	New Benches (Granite or metal Victor Stanley) including Plaque, Administrative Cost and installation	\$3500-\$7500	3	Item	\$10,500	\$15,000	\$22,500
4	Solar Led Lights including Post and installation	\$1,500.00	4	Item	\$6,000	\$6,000	\$6,000
5	New Ornamental / Flowering Trees including transport, Planting and Soil and mulch	\$1,600.00	6	Item	\$9,600	\$9,600	\$9,600
6	Natural Granite Boulder Memorial plaque or Granite plaque signage including supply and installation and any post and sign done by others	\$2500-\$6000	1	Item	\$2,500	\$4,000	\$6,000
TOTAL					\$66,600	\$95,600	\$123,100
Contingency 10%					\$6,660	\$9,560	\$12,310
PlusTax 13%					\$8,658	\$12,428	\$16,003
Grand Total					\$81,918	\$117,588	\$151,413

Additional Cost from the City		
1	Design and Project Management cost / City cost are (+/-)	\$8,000
2	Sherif B. Landscape Architect \$3,500 (+/-)	\$3,500
3	Project Supervisor \$3,000 (+/-)	\$3,000
4	Parks Development Manger \$1,000 (+/-)	\$1,000
Total		\$15,500





From: Howard Weeks
Sent: January 19, 2024 9:46 AM
To: clerks <clerks@citywindsor.ca>
Subject: Written submission re: 11.3 - Festival Plaza Improvement

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Your Honor and Members of Council

I heartily endorse option 3 and compliment the city on following proper democratic process including extensive citizen consultation, carefully assessing all the collected data, and providing an appropriate and reasonable response.

Howard Weeks

Ward 4

Public Transit and Windsor 2024

Principle

**Access to well funded, frequent,
and accessible public transit is
fundamental to high quality of life
in cities**

Access to public transit

Quality of life domains

Life satisfaction and sense of meaning and purpose

Prosperity

Health

Society

Environment

Good governance



Domain

Environment

Subdomain

Environment and people

Indicator

Access to public transit

Definition

Proportion of the population living within 500 metres of a public transit stop.

Proportion of the population who can access potential employment within a specified period of time using public transit.

Proportion of the population who can access amenities (grocery stores, pharmacies, health care, child care, primary education, secondary education, neighbourhood parks, arts and cultural sites, or libraries) within a specified period of time using public transit.

Concerns

The 2024 Budget proposes a 15% fare increase from \$3.25 to \$3.75 and places undue financial hardship on Windsor's transit riders.

Transit Windsor is underfunded in comparison to regional counterparts.

A lack of comprehensive and easily accessible updates on the progress of the Transit Master Plan creates significant transparency concerns.

Financial Hardship

- Inflationary pressures are used as justification for increased fare costs.
- Windsor reported one of the highest unemployment rates in Canada in November of 2023.
- Accessible public transit is a significant factor in providing access to employment opportunities.
- Transit Windsor currently struggles to maintain a 30-minute system frequency. The definition for accessible transit is 15 minutes or less.

Underfunded and Overcharged

- Budget Issue Detail #2024-0049 references London Transit Commission's recent 20% fare increase as a regional comparator.
- LTC Operating Budget in 2023 was \$45.8M compared to Windsor's \$17.5M.
- Current LTC fare is \$3.50, the City of London is currently undergoing three Rapid Transit projects.
- LTC Funding Per Capita = \$105
- Windsor Transit Funding Per Capita = \$76

2023 Operating Budgets / 2021 StatsCan Census Data

2023 Operating Budget	Previously Approved Expenditure Budget	Previously Approved Non-Tax Levy Revenue	Previously Approved Tax Levy Revenue	Amended Expenditure Budget	Amended Non-Tax Levy Revenue	Amended Tax Levy Revenue
Planning Services	4,013	264	3,749	4,013	264	3,749
Development Services	6,079	3,357	2,722	6,079	3,357	2,722
Total Planning & Development Services	19,061	12,050	7,011	19,061	12,050	7,011
Animal Services	3,300	1,205	2,094	3,300	1,205	2,094
By-Law Enforcement & Property Standards	3,763	2,620	1,142	3,763	2,620	1,142
Emergency Management & Security Services	3,710	67	3,643	3,710	67	3,643
Fire Services	70,587	326	70,261	70,587	326	70,261
London Police Services	137,311	9,471	127,840	137,311	9,471	127,840
Total Protective Services	218,669	13,688	204,981	218,669	13,688	204,981
Municipal Housing	20,797	11,063	9,734	20,797	11,063	9,734
Housing Development Corporation	3,386	0	3,386	3,386	0	3,386
London & Middlesex Community Housing	14,912	0	14,912	14,912	0	14,912
Long Term Care	27,123	20,914	6,208	27,123	20,914	6,208
Land Ambulance	27,776	0	27,776	29,535	0	29,535
Middlesex-London Health Unit	7,345	0	7,345	7,345	0	7,345
Social & Community Support Services	235,912	201,383	34,528	236,112	201,733	34,378
Total Housing, Social & Health Services	337,251	233,361	103,890	339,209	233,711	105,499
Parking	4,396	8,380	-3,984	4,396	8,380	-3,984
London Transit Commission	45,837	0	45,837	45,837	0	45,837



Infrastructure Services

	2022	2023		
Engineering	\$2,575,065	\$2,845,960	\$270,895	10.5%
Pollution Control	\$0	\$0	\$0	0.0%
Public Works	\$30,013,653	\$32,290,011	\$2,276,358	7.6%
Transit Windsor	\$16,421,543	\$17,581,466	\$1,159,923	7.1%

A Lack of Transparency

- During the unveiling of the budget, Mayor Dilkens stated no significant improvements to transit were included. ([CTV News](#))
- Further stated that improvements to Transit would fall under the Transit Master Plan
- The Transit Master Plan runs until 2028, and was approved in early 2020. There have been no easily accessible, comprehensive progress reports since the release.
- When announced, the TMP would increase operating costs by \$25.6M between 2020 and 2025.
 - 2020 Operating Budget: \$15M
 - 2023 Operating Budget: \$17.5M

Recommendations

- The City of Windsor should commit to a maximum 2% annual fare increase aligned with the original Fare Strategy Plan in 2020.
- The City of Windsor should commit to and release a Transit Master Plan update in 2024 to ensure transparency and accountability as it relates to transit development goals.

Dear Mayor and members of City Council,

IRIS recently made a presentation to the Provincial Government Standing Committee on Finance and Economic Affairs on January 16, 2024.

We are asking for a 5% increase to keep operating.

Highlights of the discussions following our presentation include:

- A. IRIS prescreens residents for acuity or severity and therefore most are in receipt of ODSP (Ontario Disability Support Program) pension income. Our residents apply to receive a subsidy for their stay at IRIS and are required to submit their pension income less \$149 (Monthly Allowance for Personal Use). This means that at the current rate of \$60 per day that IRIS receives; the resident pays approximately half or \$30 per day. The remaining amount is shared 80 percent from the province equaling \$24 per day and the City of Windsor and County of Essex share 20 percent equaling \$6 per day. Many citizens spend that at a drive-thru in the morning to obtain their beverage and muffin/donut.

We asked that the province fund an increase directed to our homes; meaning our local citizens will need to add 0.60 cents per day, to give our home and others an additional \$3 per day this year.

Note: Update - we learned that this formula is no longer compulsory and funds from the Province actually match those of our own residents. Meaning that City taxpayers no longer fund 20% of the program.

- B. In 2002, there were 455 licensed beds receiving subsidy in the City of Windsor and today there are approximately 339. Smaller homes closed and the funding for those beds went to fund other homelessness programs. If those 100+ beds had remained or even grown from 455 to 600 or 800 perhaps, our current "street" problems may never have materialized.
- C. There are less residents moving into independent living in apartments. From the time we opened in 2002 until 2013, we assisted 74 residents with moves to apartments and our pharmacy delivers medication to them weekly to foster stability. However, we only added 17 more in the next eleven years until today. This is due to a lack of affordable or geared to income housing. This has become unfair to our younger residents who may have potential to regain more independence.
- D. IRIS has data to show that our program saves the provincial health care system \$2 million or more per year but we also save accompanying policing costs and ambulance services costs that Windsor-Essex County taxpayers would otherwise pay.

Homes like ours are a bargain so fund us fairly. Is there any provision in the budget to fund a City and County share of the increase the Province provides in April 2024?

We will be at the meeting on Monday January 22, 2024 at 10:00 am.

Sincerely,

Karen Soulliere, Chair

Anne Ryan, Executive Director

Provincial Budget Presentation

Summary

IRIS Residential Inns and Services operates IRIS House in Windsor, Ontario, housing 66 residents with PSMI (Persistent Serious Mental Illness) who require supports to continue to remain housed. Without this housing stability and ongoing system of supports these individuals would be at risk of homelessness. By housing this vulnerable population, IRIS House is not only reducing human suffering, but avoiding expensive hospitalizations and accompanying policing, ambulance and justice costs.

IRIS receives funding and enters into annual agreements with the City of Windsor under the MMAH (Ministry of Municipal Affairs and Housing) HPP (Homelessness Prevention Program). Our current agreement expires March 31, 2024. There is no increase planned for the next two years. We need stable funding and an increase of 5% immediately and ongoing increases every year. Presented by:

Anne Ryan, Executive Director

1280 Ouellette Avenue, Windsor Ontario, N8X 1J5

IRIS Residential Inns and
Services

IRIS
Residential
Inns and
Services

To provide safe and secure supportive housing and services to persons with Persistent Serious Mental Illness (PSMI).





Per Diem Comparisons 2024

\$ 40.00	Doggy day care up to 4 hours
\$ 50.00	Dog boarding +\$10 for a walk
\$ 125.00	Pet sitting overnight rate (at clients home+ your food)
\$ 70.00	Child day care rate
\$ 60.00	Current Residential Services Homes daily rate
\$ 69.00	IRIS HOUSE ACTUAL daily cost 2022/2023
\$ 341.00	Canadian Prison average cost per inmate
\$ 356.00	Nursing Home LTC (Long Term Care)
\$ 1,401.00	*Windsor Regional Hospital (Estimate for Acute Care)
\$ 1,190.00	*Hotel Dieu Grace Hospital (Estimate for TNI)

* Schedule A -2021/22 Ontario Hospital Interprovincial per diem rates for inpatient services, Effective April 1, 2021

Current Funding



Medication Assistance

- Staff assist with medications for all residents
- Some (18) residents are on long acting injections (LAI) – improves quality of life and medication compliance
- Staff ensure 100% medication compliance

Hospital Admissions

- Before IRIS House
- 17,517 days
- After IRIS House
- 872 days

Based on 62 current residents hospital psychiatric admit records obtained with consent of residents (HDGH – Hotel Dieu Grace Healthcare, WRH – Windsor Regional Hospital, St. Thomas Psychiatric Hospital)

Period of time September 2002 to June 2011

**Total reduction 16,645 days @
\$1,190 per day = \$19.8 million**

2021/22 Interprovincial per diem rate estimate for HDGH TNI – Toldo Neuro Behavioural Institute

Per Diem History – Residential Services Homes formerly Housing with Supports/Domiciliary Hostels

Province of Ontario - MMAH = 80%

City of Windsor/County of Essex = 20%

YEAR	DATE INCREASED	PER DIEM
1993-2000		\$ 34.50
2001-2002	January 1, 2000	\$ 40.00
2002-2003	August 1, 2002	\$ 41.20
2004		\$ 41.20
2005		\$ 41.20
2005	November 1, 2006	\$ 45.00
2006		\$ 45.00
2007	September 1, 2007	\$ 45.90
2008	April 1, 2008	\$ 46.82
2008-2011	April 1, 2009	\$ 47.75

YEAR	DATE INCREASED	PER DIEM
2012-2013		\$ 47.75
2014	October 1, 2013	\$ 49.20
2014-2015	August 1, 2014	\$ 50.18
2015-2016	April 1, 2015	\$ 50.69
2016-2017	April 1, 2016	\$ 51.19
2018-2019	May 1, 2018	\$ 53.09
2019	April 1, 2019	\$ 55.00
2020		\$ 55.00
2021		\$ 55.00
2022		\$ 55.00
2023	April 1, 2023	\$ 60.00

IRIS House Resident Statistics

66 Current Residents as at November 2023

- Ages 21 - 73
- Where did they come from?
 - Apartment 9
 - Family Home 15
 - Homeless 5
 - Hospital 20
 - Lodging Homes 17
- Length of Stay
 - Less than 1 year 7
 - 1-5 years 21
 - 6-15 years 19
 - Over 15 years 19
- Diagnosis
 - Schizophrenia 40
 - Schizo-affective 18
 - Depression 3
 - Bi-Polar 5

IRIS House Resident Statistics

221 Former Residents as at November 2023

- Ages 20- 82
- Where did they come from?
 - Apartment 23
 - Family Home 28
 - Homeless 28
 - Hospital 92
 - Lodging Home 44
 - Jail/detox/refugee 6
- Length of Stay
 - Less than 1 year 109
 - 1-5 years 64
 - More than 5 years 48
- Diagnosis
 - Schizophrenia 140
 - Schizoaffective 17
 - Depression 27
 - Bi-Polar 37
- Where did they move to?
 - Apartment 91
 - Family Home 33
 - Hospital 35
 - Lodging Homes 35
 - Long-term Care 13
 - Jail 2
 - Deceased 12

Conclusion

Residential Services Homes formerly Housing with Supports Homes, previously Domiciliary Hostels, is a proven successful program in the Windsor-Essex County region.

IRIS receives funding and enters into annual agreements with the City of Windsor under the MMAH (Ministry of Municipal Affairs and Housing) HPP (Homelessness Prevention Program). Current agreement expires March 31, 2024. There is no increase planned for the next two years.

This is unacceptable and fosters chronic underfunding of this very valuable home.

- IRIS is here to plead with the Ministry of Finance to end chronic underfunding
- Residential Services Homes require immediate 5% increase for 2024 and 2025 and indexing in the future.
- Proven successful to our residents and their families
- IRIS is a community treasure.

Thank you for sharing your time with us.



IRIS House

IRIS Residential Inns and Services

1280 Ouellette Avenue www.irisinns.ca

Windsor, Ontario N8X 1J5

(519) 252-1819, Fax (519) 252-2378

January 17, 2024

City Council - City of Windsor
350 City Hall Sq W.
Windsor, On

City Council Meeting
January 22, 2024
Written Submission
by Mike Budinsky

Hello Mayor, Councillors and City Administrators,

I am writing to speak to the need for the inclusion of the City approved Barron Bowl Project in the Capitol budget for 2024-2033. The Barron Bowl is a City approved skatepark feature that Newline Skateparks designed in partnership with the Friends of Atkinson and the skate community for the Ryan Barron Memorial Skate Park in the West End (formerly Atkinson Park Skatepark).

After several years of community advocacy, The Barron Bowl project was first approved in principle by the City of Windsor in 2017 and received final approval in September 2019. The bowl is highly anticipated, many youth frequent the park on a regular basis and look forward to the park's addition of this unique feature. The bowl would be the only one of its kind from here to London Ontario making it a regional gem and draw.

In 2019, the City's cost estimate for the project was \$214,000 which the community hoped to contribute to to move the project up to construction within a year.

Unfortunately, since the approval in 2019, the fundraising was severely slowed due to the pandemic and the price tag of the project has dramatically increased due to inflation of material costs. We had a meeting with Parks staff in November 2023 and were told the cost has risen to a projected \$400-\$475K (estimates from Parks included as an attachment to this letter).

Community members have worked hard to raise almost \$60,000 which the City of Windsor is holding for the project in a City of Windsor account. We will continue to raise money, but we need to know that the project will happen and that it is in the city budget to be able to encourage people to keep donating.

We are grateful for the City's support to date with the existing skatepark and to Councilor Costante for dedicating some ward funds to provide lighting for night use and having the City host a sign unveiling ceremony on May 16, 2023, to rename the skatepark after Ryan Barron.

Looking at the Capitol Budget we see a lot of wonderful parks and rec projects for 2024-2025, a 1.5-million-dollar cricket pitch, \$400,000 soccer turf at McHugh Soccer Complex, a 1.5 million dollar super park for Lansperry. We support these expenditures of course as they increase the diversity of recreational experiences for residents in the city. Likewise, we want to see a placeholder for the Barron Bowl project added to the City's Capitol Budget for 2024/2025.

Sincerely,



Terry Barron, Resident Ward 4

Updated Cost Estimates From Parks for Barron Bowl- Received December 20, 2023

Concept 1 overall cost estimate is (+/-)

Total Costs Estimate	
Labour	\$ 9,987.56
Fringe	\$ 3,295.89
Professional and Contracted Services	\$ 36,000.00
Materials	\$ 320,544.00
Contingency	\$ 30,000.00
Temporary Financing Costs	\$ -
TOTAL ESTIMATED COSTS	\$ 399,827.45

Concept 2 overall cost estimate is (+/-)

Total Costs Estimate	
Labour	\$ 9,987.56
Fringe	\$ 3,295.89
Professional and Contracted Services	\$ 40,000.00
Materials	\$ 391,776.00
Contingency	\$ 30,000.00
Temporary Financing Costs	\$ -
TOTAL ESTIMATED COSTS	\$ 475,059.45

Provided by: *Wadah Al-Yassiri, P. Eng., CET.* | Manager, Parks Development

Parks Department | 2450 McDougall St. | Windsor, ON., N8X 3N6 |

519. 253. 2300 Ext. 2740 | 519. 562. 8525 | walyassiri@citywindsor.ca

Windsor Skatepark Expansion

Site Plan & Context

Site Plan  Scale: 



Feature List

- A** - QUARTER PIPE CONNECTION TO EXISTING SLAB
- B** - ESCALATING TACO POCKET
- C** - ROLL IN
- D** - CONNECTING QUARTER PIPES
- E** - EXTENSION POCKET
- F** - DEEP END

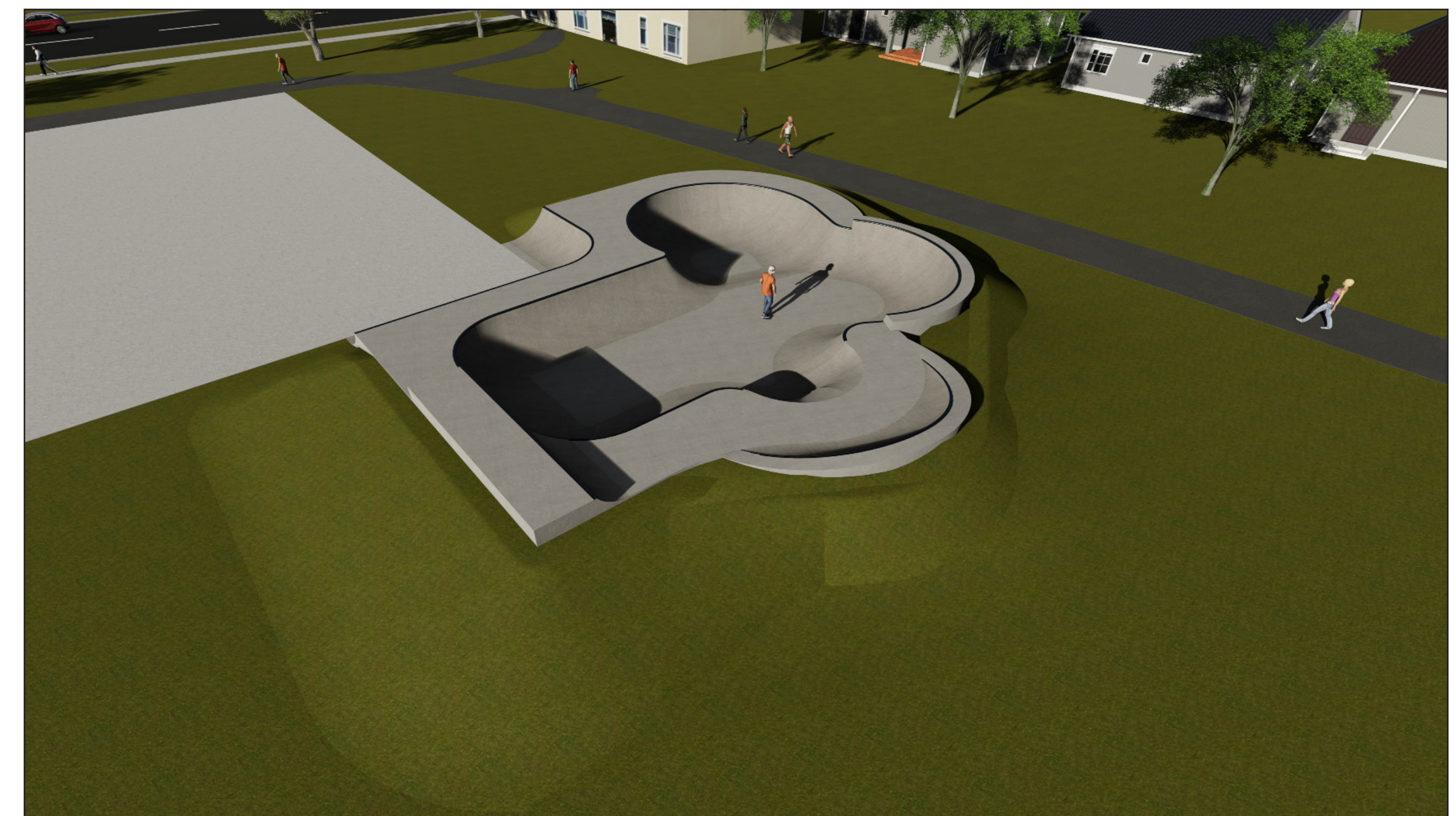
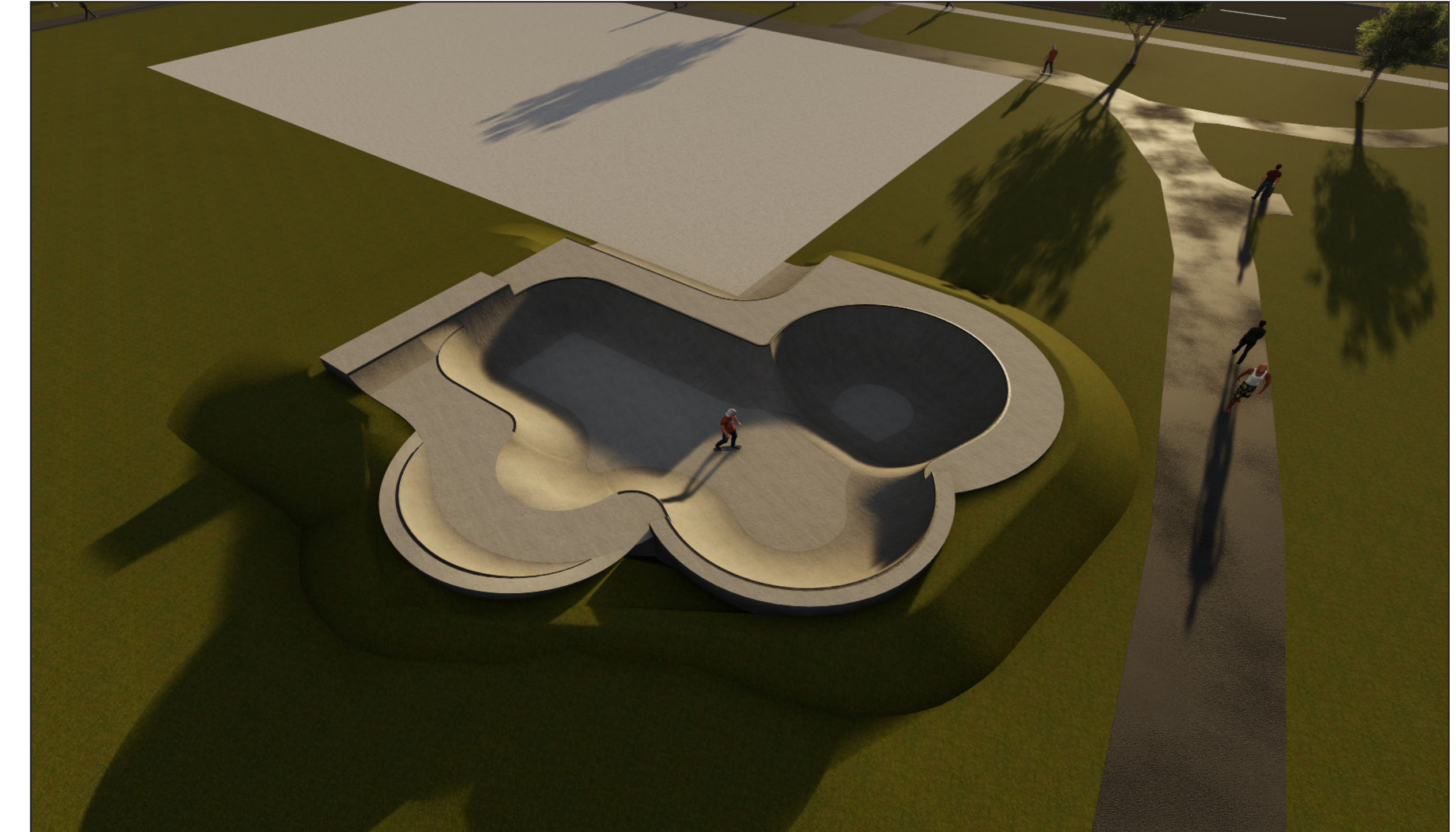
Site Context



Precedent Parks

Windsor Skatepark Expansion

Overview Renderings



Inspiration

Windsor Skatepark Expansion

Site Plan & Context

Site Plan  Scale: 



Feature List

- A** - QUARTER PIPE CONNECTION TO EXISTING SLAB
- B** - SHALLOW END
- C** - DEEP END
- D** - ESCALATING POCKET

Site Context

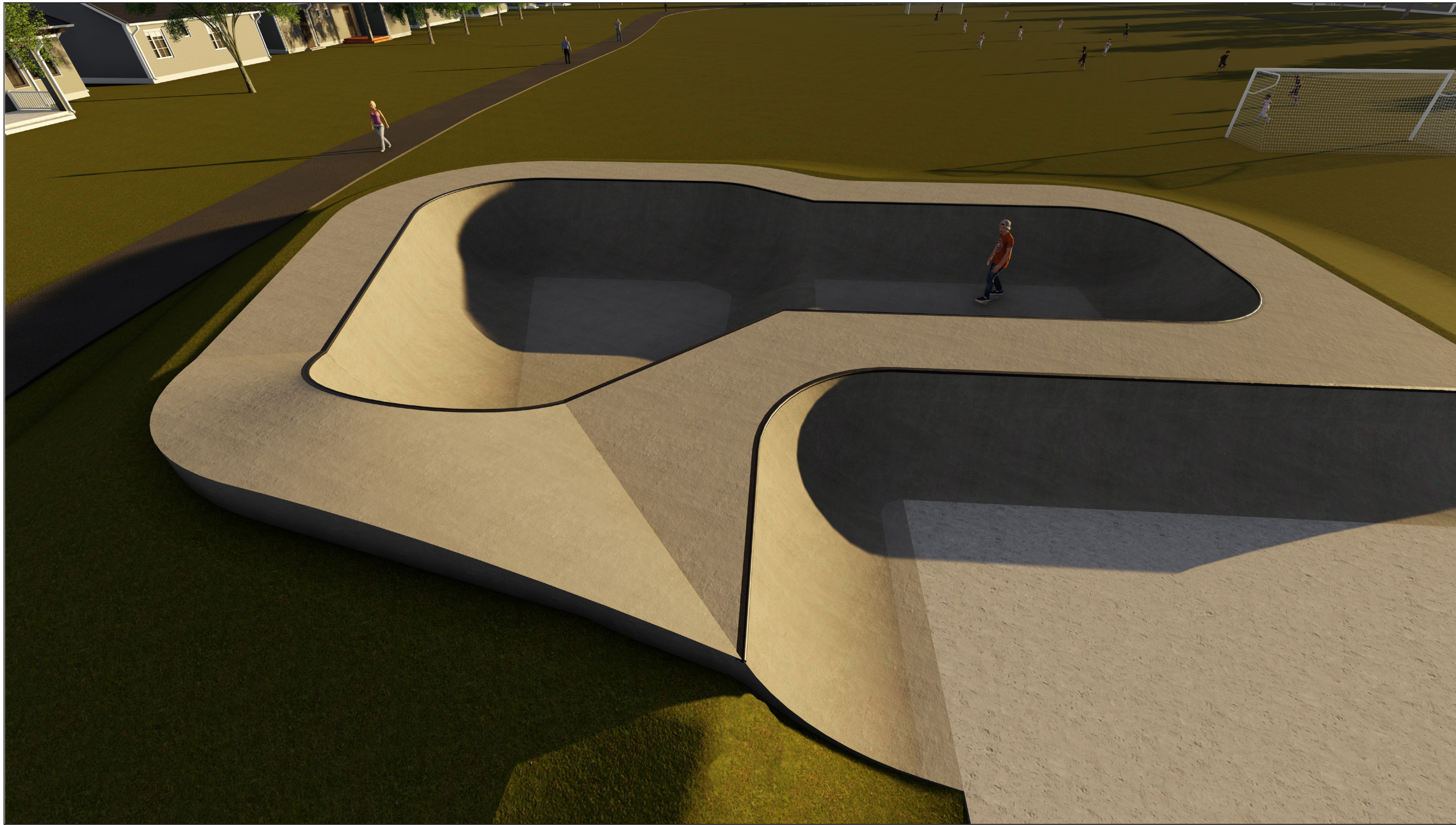


Precedent Parks



Windsor Skatepark Expansion

Overview Renderings



From: Rick Siu
Sent: January 19, 2024 9:09 AM
To: clerks <clerks@citywindsor.ca>
Subject: Support mayors' decision on exclusionary zoning

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Hi,

Just wanted to express my support for the mayors' decision on exclusionary zoning.

Thanks and have a good day!

Rick